The key recruitment trends for 2016

January 2016

During 2016 there will be a continued shift in the balance of power from employer to candidate

2016 – War on talent goes critical

2016 will see the 'war for talent' in key sectors of the UK economy reach the most critical stage in over 20 years. With the economy set to grow at around 2.6% this year, 86% of UK companies plan to increase headcount during the first quarter of 2016 (REC). Unemployment is at a 10-year low, so companies are competing to source talent from a limited pool of young graduates, apprentices and school leavers, or by targeting key employees in competitor companies.

There have already been key skill shortages in sectors including STEM, construction and healthcare and many organisations have been active in recruiting candidates from overseas. Fifty percent of the doctors and nurses working in the NHS today were born overseas and most healthcare employers are actively recruiting from abroad. Schools, agriculture and construction businesses have followed this lead and have established international recruitment programs to recruit overseas talent.

Employers from most sectors are now reporting a worrying lack of quality candidates for current vacancies and 2016 will be a challenging year from a candidate attraction and recruitment point of view. It will also be a year where we see the tipping of the balance of power from employer to candidate. Employers need to ensure they are smarter and more innovative in attracting key talent.

The only thing for certain is that if you don't have a proactive recruitment battle plan, you'll start losing the war against your competitors.

This paper outlines 5 key recruitment trends which we see happening in 2016 – and suggests three key actions that companies can take to ensure they win the battle for talent to keep their businesses alive.

2 jobs for every job hunter

2.6%

2.6% economic growth

Key skills shortages e.g. STEM

50% of NHS medics were born overseas

2016 **Continued shift in the balance of power from employer to candidate**

1. Digital & mobile communication

Over the last twenty years, digital recruitment channels have revolutionised recruitment advertising and talent attraction. The growth of the internet and the development of job-boards has all but killed off print advertising media. In turn, the boom in social and professional networks such as LinkedIn has created new challenges for job-boards.

Today an increasing percentage of the candidate pool are Generation Y 'net natives' who are wedded to mobile technology and social media; 90% of them checking their smartphones before they even get out of bed in the morning. 86% of job hunters use a mobile device as their primary search tool and Career Builder estimates that 70% of candidates want to apply for jobs using their mobiles; with 55% wanting to be able to submit their CV via their mobile devices.

With Google amending its search algorithm so that only websites that are 'mobile friendly' appear at the top of their searches completed on mobile phones, if your careers website and ATS aren't mobile-friendly, you'll lose that 'war' for those candidates searching for jobs on mobile.

Magnet UK was an early adopter of a dedicated careers website. They are now working on a second generation careers website to be launched in stages throughout 2016. Michelle Rowlands, Talent Acquisition Manager of parent company Nobia UK told us that she feels the Top 3 'musts' for a careers website in 2016 are:

- **Mobile enabled - an absolute must in 2016**

- **A seamless link with your ATS with functionality to make applying on line a candidate-friendly process**

- **Fresh & relevant content - videos are a strong feature of contemporary careers websites and one that Michelle advocates strongly**

Companies are also turning to SMS messaging, mobile apply and mobile messaging to engage with candidates throughout the recruitment process. Rather than confirming details by email, digital enabled companies are using SMS messaging for key information such as interview locations and times.

Ultimately, today's candidates expect the ability to interact with you digitally and efficiently. Their web experience needs to be high quality and your careers website needs to match (or better) your customer website in terms of quality and ease.
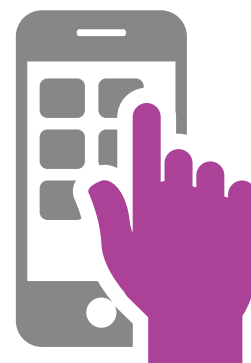
2. CV or Video?

There have been several articles recently forecasting the end of the CV as we know it. We don't advise companies and candidates to completely abandon the CV yet, although Hopkins Longworth has seen several examples of where companies (and candidates) have successfully recruited without a traditional CV.

We regularly advertise on LinkedIn and have seen a noticeable reduction in candidates who no longer attach their CV to their application - but expect their LinkedIn Profile to be seen as an on-line CV. In addition, many ATS systems now allow candidates to apply using their LinkedIn profile rather than a CV – as the ATS can 'parse' the data from LinkedIn to create a record for the candidate.

Another example of where the traditional CV is not a primary focus is where companies utilise video screening as a key part of the application process. There are an increasing number of video screening suppliers offering improved and integrated solutions in the UK. Employers with volume recruitment needs within customer service roles have been the early adopters – as have graduate recruiters. Ultimately, this kind of approach in 2016 will very much depend on the kind of roles you are recruiting for and your target audience - Gen Y'ers are more comfortable with it than Generation X - but video recruitment is certainly a growing trend and one that enhances the process of a traditional CV.

3. Growth of Candidate Communities

In order to attract talent in an increasingly candidate-driven market, employers can no longer rely on traditional processes. The days of placing an advert, receiving a good response, shortlisting, interviewing, selecting a candidate and having a new employee on board in time for a hand-over with the previous incumbent are numbered. The average time to fill a job in 2015 (according to research by CEB) was 68 days - double that of 2010, and is likely to increase further in 2016.

Companies will need to start building relationships with candidates before the vacancy is officially sanctioned in order to secure the best talent within an acceptable time-frame.

One of the keys to building a good relationship with candidates is to develop frequent on-line communication with them. The content of the communication needs to engage and inspire them with positive stories of what your organisation is doing, what current employees are achieving, sharing career stories, new appointments or promotions, training success stories and internal awards. Focus on communicating with them as you would current employees, so they start to visualize themselves working for your business, and feel engaged and committed to your brand before they even come to an interview.

A critical part of building a Candidate Community is being able to capture and track the contact details of potential candidates so you can communicate with them effectively. Many companies are now establishing 'virtual talent pools' of candidates from different sources. Individuals that apply but are not the first choice for specific jobs (but still have good potential) need to be placed into one of your talent pools. You also need a way of capturing contact details of potential candidates that don't want to apply for a specific job. Individuals may want to follow your company on LinkedIn or Twitter for example, or you can have a way of capturing non-active candidates on your website. In order to do this, many companies are using 'gated content' – information that visitors can only access if they fill out a valid email address.
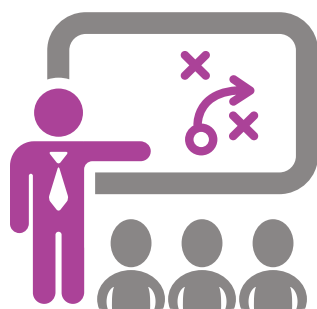
Pre-candidate engagement
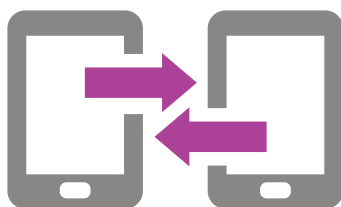
Regular and flowing 'conversations' with candidates and potential candidates

The technology to capture your candidate community

4. Corporate Alumni and 'Boomeranger' programmes

Businesses such as Microsoft and professional services firms like Deloitte, EY and McKinsey are increasingly communicating with and remaining engaged with their Alumni, people who have worked for them in the past.

There are many benefits to this; not least having your Alumni act as ambassadors and providing both business and recruitment referrals to your organisation. In fact, McKinsey use examples of their Alumni who have gone on to key external corporate roles to promote the opportunities that a career with McKinsey can lead to.
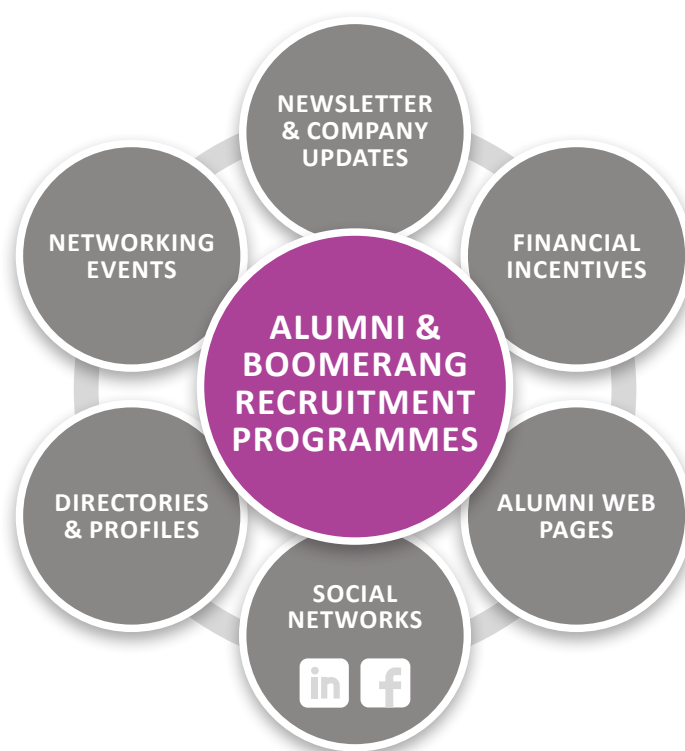
There's also an increasing trend in 'Boomerangers'. This term refers to employees who leave an organization and then re-join several years later. Some organisations are now developing Boomerang Recruitment Programmes to try and woo back employees they previously trained and developed, but who they had to 'let go' during down-sizing.

Successful Corporate Alumni & Boomerang Recruitment Programmes embrace the similar principles of digital recruitment and Communities as we've already covered in this paper.

Boomeranging is becoming much more common and indeed encouraged. Surveys suggest that whereas nearly half of organisations previously had a policy against hiring former employees, 76% now say they positively accept boomerang employees.

It is a trend with which Millennials feel particularly comfortable - with 46% saying they would consider returning to their former employer.

Boomerangers are low cost to recruit, low risk and tend to have higher retention rates. With the average job tenure today running at about 3 years, the opportunity to keep in touch with past employees you trained and developed; who left you on good terms and who have subsequently enhanced their skills and experience elsewhere in the market - is one that shouldn't be dismissed.

NEWSLETTER & COMPANY UPDATES

FINANCIAL INCENTIVES

NETWORKING EVENTS

ALUMNI & BOOMERANG RECRUITMENT PROGRAMMES

ALUMNI WEB PAGES

DIRECTORIES & PROFILES

SOCIAL NETWORKS

5. Candidate-Centric experience

As the balance of power shifts from the employer to the key skill candidate, it's vital that recruiters and hiring managers treat recruitment as a relationship building process which works both ways. Candidates need to show you that they have the skills and abilities to add value to your organisation. But you also need to show to the candidate that your business will provide a great place for them to work and develop. It is a **two-way process** – and recruitment professionals need to think about the candidate as Marketers think about a customer.

There are many factors that negatively impact a candidate's experience and their perception of your organisation – top frustrations are:

- **not hearing back after applications**

- **slow recruitment processes**

- **lack of feedback after interview**

- **poor information around job content**

Lengthy and drawn-out recruitment processes are a major frustration for candidates. We see them as a hang-over from the extreme caution that employers were practicing in the aftermath of the recession, but in a candidate-driven market, employers need to make quicker decisions in order to secure candidates. The top reason given for candidates turning down an offer, is that they have accepted another offer and decided to join an alternative organisation.

A gruelling hiring process is also something to beware of. Too many hurdles to jump, an un-friendly process or one which requires high levels of commitment and effort from the candidate before they are fully bought-in will lead to candidate drop-out

Today's candidates invest time and effort into their job-seeking processes and they want that to be respected and reciprocated. They are much more selective about which jobs they'll apply for, which organisations they'll talk to and which roles they'll accept.

Another new trend is the emergence of **'Candidate Concierge Experiences'** (Korn Ferry Research) where organisations are offering 'the white glove treatment' to engage and secure candidates. Some of this is technology-based; with apps offering interview locations, directions and information on who candidates will be meeting. Other examples include specific department tours, bespoke presentations, refreshments between interviews etc. Above all, the experience is personalised to that candidate and designed to make them feel wanted by your organisation.

Three New Year Recruitment Resolutions for 2016

In 2016, employers need to be smarter and more innovative in how they communicate and engage with candidates if they want to succeed in attracting the best talent to their organisations.
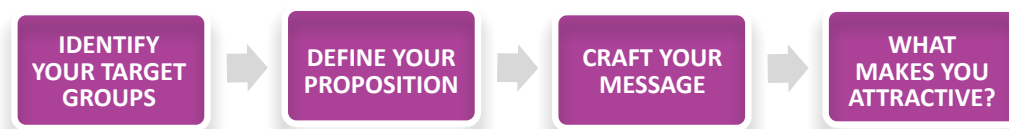
The three key steps that we feel are important to having a successful 2016 are:

1

Shape an effective social, digital & mobile recruitment strategy for your organisation

Make sure that it has a powerful content strategy, is user-oriented, reflects your culture, promotes your employer brand, uses the most effective media and embraces the latest developments in technology.

PROPOSITION

| IDENTIFY YOUR TARGET GROUPS | → | DEFINE YOUR PROPOSITION | → | CRAFT YOUR MESSAGE | → | WHAT MAKES YOU ATTRACTIVE? |

CONTENT

- Hone your content
- Graphics and videos
- Blogs
- Podcasts
- Newsfeeds
- Microsites
- Hubs
- Interactive live-chat
- Describe experience
- Refresh and update
- 'POST & ENGAGE' mantra
- Tailored messaging

PLATFORMS

- LinkedIn
- Pinterest
- Twitter
- Job Boards
- Facebook

TECHNOLOGY

- MUST be mobile enabled
- Linked to your ATS
- Visability and communication
- Provide ANALYTICS
- SEO
- SMS and email messaging
- Enable networking
- Build communities

2

Create an ongoing dialogue with candidates and potential candidates
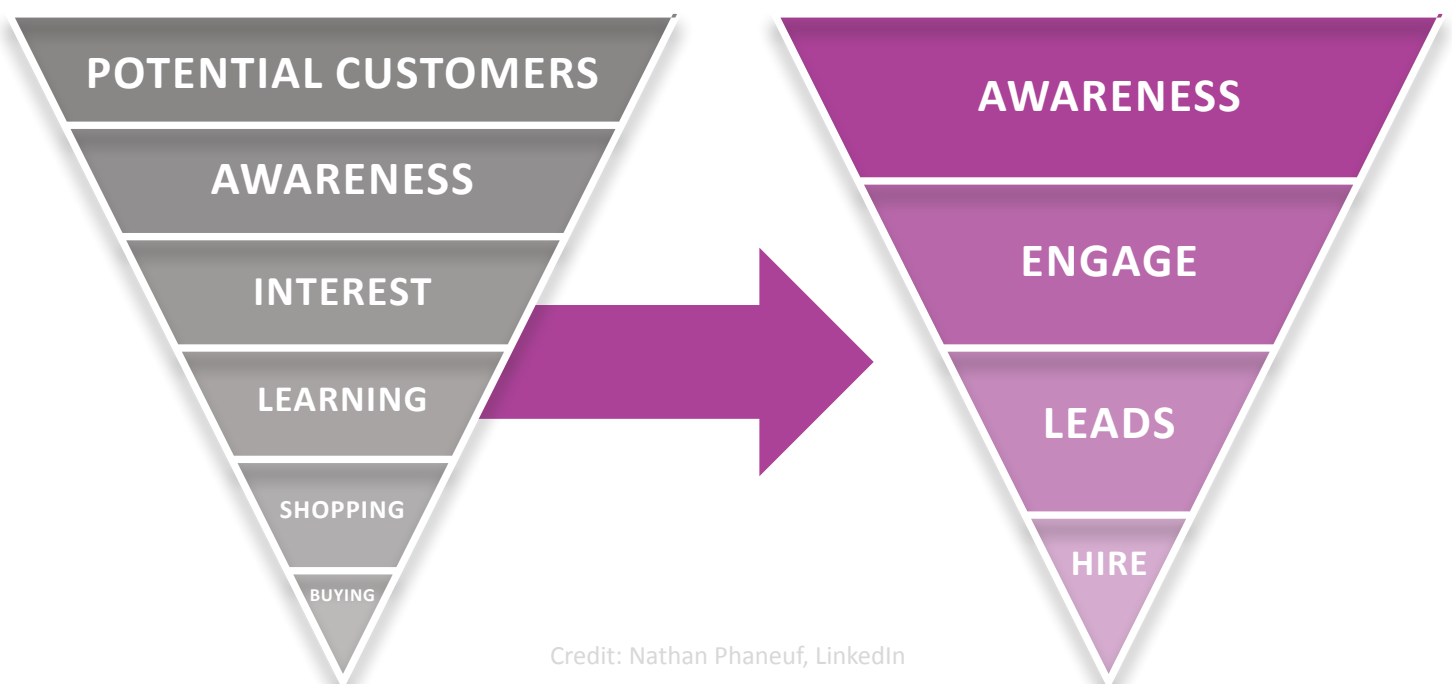
Help them to understand what it's like to work for you and what they could achieve as part of your organisation. Use blogs, videos and live-chat to increase your audience and build an engaged network of candidates. Utilise the networks of managers and employees right across your organisation - via referral schemes and other social networks.

HL

3

Focus on your candidates and unleash your inner marketer

Take a marketing approach to attracting and engaging candidates in the way that your organisation would its customers. Create and communicate a clear employer brand and EVP. Articulate clearly what your organisation stands for and why candidates should come and work for you. Make sure all of your hiring managers can do the same

POTENTIAL CUSTOMERS

AWARENESS

INTEREST

LEARNING

SHOPPING

BUYING

AWARENESS

ENGAGE

LEADS

HIRE

Credit: Nathan Phaneuf, LinkedIn

HL

HopkinsLongworth

Sarah Hopkins, Director

Phone: +44 (0)1952 771 121
Mobile: +44 (0)7733 161 110
E-mail: sarah@hopkinslongworth.com

Jane Longworth, Director

Phone: +44 (0)1276 475 667
Mobile: +44 (0)7989 229 024
E-mail: jane@hopkinslongworth.com