



**NEXT GENERATION TALENT
EARLY CAREERS RECRUITMENT**

RESOURCESOLUTIONS



CONTENTS

- 3** INTRODUCTION
- 4** EMERGING EARLY CAREERS TRENDS
- 6** ENGAGING FUTURE TALENT
- 7** EMPLOYER BRANDING
- 9** ASSESSING FUTURE TALENT
- 17** CONNECT WITH US



INTRODUCTION

2016 has been an uncertain year for many employers. The UK employment rate is at a record high¹, but businesses in the UK now face a new challenge: the division between skills employees have and the skills employers require is widening.

Total vacancies are on the increase², but the proportion remaining unfilled due to a lack of candidates with the right skills, experience or qualifications has also increased year over year since 2011. The UK Commission's Employer Skills Survey found that there were almost 210,000 skill-shortage vacancies in 2015, a considerable increase from the 150,000 reported in 2013. With increasing restrictions on hiring skilled talent outside of the Eurozone, and the yet-to-be implemented Brexit, businesses have to find new ways to find talent.

One of the key trends of 2015 and 2016 has been an increased focus on future talent or 'Early Careers' recruitment to fill these skills gaps. This focus on Early Careers recruitment requires organisations to develop and implement a clearly defined strategy. With organisations nurturing emerging talent by providing them with the required tools and skillsets, and a renewed investment in apprenticeship schemes, we're seeing a new trend develop. Leading businesses are seeking out emerging talent with a wide range of education and experience levels.

The Early Careers recruitment market hosts a multitude of talent initiatives including graduates, apprenticeships, internships, vacation schemes and school leavers. In the same vein we create bespoke strategies for lateral recruitment initiatives, the same must be done at the Early Careers level.

In this eBook we'll look to introduce some of the opportunities emerging in the Early Careers space by highlighting innovative products and technologies, and leveraging learnings from pioneering case studies.

¹The latest Labour Market Statistics published by the Office for National Statistics show that the UK employment rate (the proportion of people aged 16-64 who are in work) has increased to the highest on record, to 74.4% in March-May 2016 compared with 72.6% in 2014.

²The UK Commission's Employer Skills Survey is the largest of its kind in the world and gives a comprehensive and robust picture of skills needs and training investment in UK business. The Employer Skills Survey interviews more than 90,000 employers and reports every two years, with the latest data currently available being 2013. In that year, total vacancies had increased by 12% in 2011 and were back to pre-recession levels.



EMERGING EARLY CAREERS TRENDS

As the landscape continues to evolve, so does the way recruiters aim to attract, engage and assess Early Careers talent.

THE TALENT WAR WAGES ON CORPORATES VS. START-UPS

Corporates (such as professional services firms and banks) have traditionally been the preferred choice for graduates, but the lure of the entrepreneurial start-up is changing this dynamic. Starting salaries may be higher in corporate firms, but the recession has shifted the attitudes of Millennials and Generation Z to corporate life. Prospects, the graduate careers adviser, reported that in 2015, “Just over 25% of last year’s graduates joined companies with 50 or fewer people, compared with 20% in 2010.” DC Advisory, a London finance house surmised, “There is a feeling coming out of UK universities about not being wage slaves, and there is a lot of negative media about finance.” Big corporate brands still attract talent but they are no longer the sole option for innovative, hungry graduates.

DATA DRIVEN SOCIAL MOBILITY

As employers continue to grow their diversity initiatives, emphasising a ‘Diversity of Thought’ portfolio, social mobility has become a focus for Early Careers recruiters. The prestigious TARGETjobs National Graduate Recruitment Awards features both a social mobility and a diversity award – signalling an increased importance of recruiting a diverse workforce. Emerging contextual recruitment software in the legal and consulting sectors has showed that diversity initiatives can be data-led and embedded into an existing recruitment process.

THE NEED FOR SPEED

A fast recruitment process is important to attract and retain Early Careers applicants. KPMG recently shortened their graduate recruitment process after surveying 400 graduate job seekers. The survey highlighted their frustration with lengthy recruitment processes and lack of feedback provided to unsuccessful applicants. Organisations should look to streamline and shorten their recruitment process, but this can be challenging. Volume of applications and number of candidates at subsequent stages can be unpredictable, so a flexible and scalable solution should be considered.

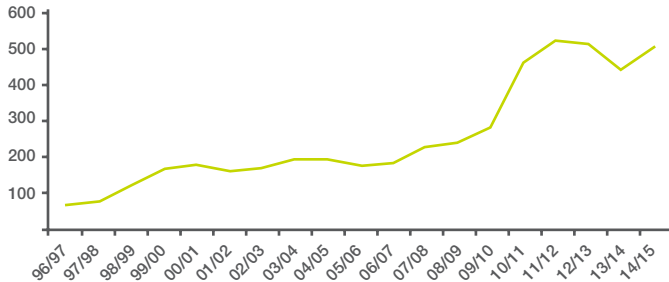
RENEGING ON ACCEPTED JOBS

Graduates accepting a job then backing out to take a better offer is causing recruiters significant issues. According to research by High Fliers in 2015, “the main reason given by the employers who didn’t fill all their vacancies were graduates turning down offers or renegeing on offers they had already accepted earlier in the recruitment round”. Graduates renegeing on offers is commonplace. OnRec, the online recruitment magazine, found that 60% of Hiring Managers surveyed in UK SMEs had offered a job to a candidate in the past two years which was accepted then subsequently declined. 34% of employees surveyed admitted to changing their minds and turning down a job after first accepting it.

APPRENTICESHIPS RISING TO THE OCCASION

Apprenticeships have been on the rise since 2010, and we’ll continue to see numbers grow with the apprenticeship levy for major employers taking effect in spring 2017. The government boosted apprentice minimum pay in October 2015, and Former Education Secretary, Nicky Morgan had renewed emphasis on apprentice schemes: “I’m determined to tackle the minority of schools that perpetuate an outdated snobbery towards apprenticeships by requiring those schools to give young people the chance to hear about the fantastic opportunities apprenticeships and technical education offer.”

There were 499,900 apprenticeship starts in the 2014/15 academic year, 59,000 (14%) more than the previous year.
Apprenticeship starts in England since 1996/97, thousands



Source: BIS FE data library: apprenticeships and HC Deb 14 Feb 2011 c560-1W





ENGAGING FUTURE TALENT

As Generation Z (those born after 1995) enters the job market, recruiters must adapt their recruitment tactics so that their approach resonates with this demographic.

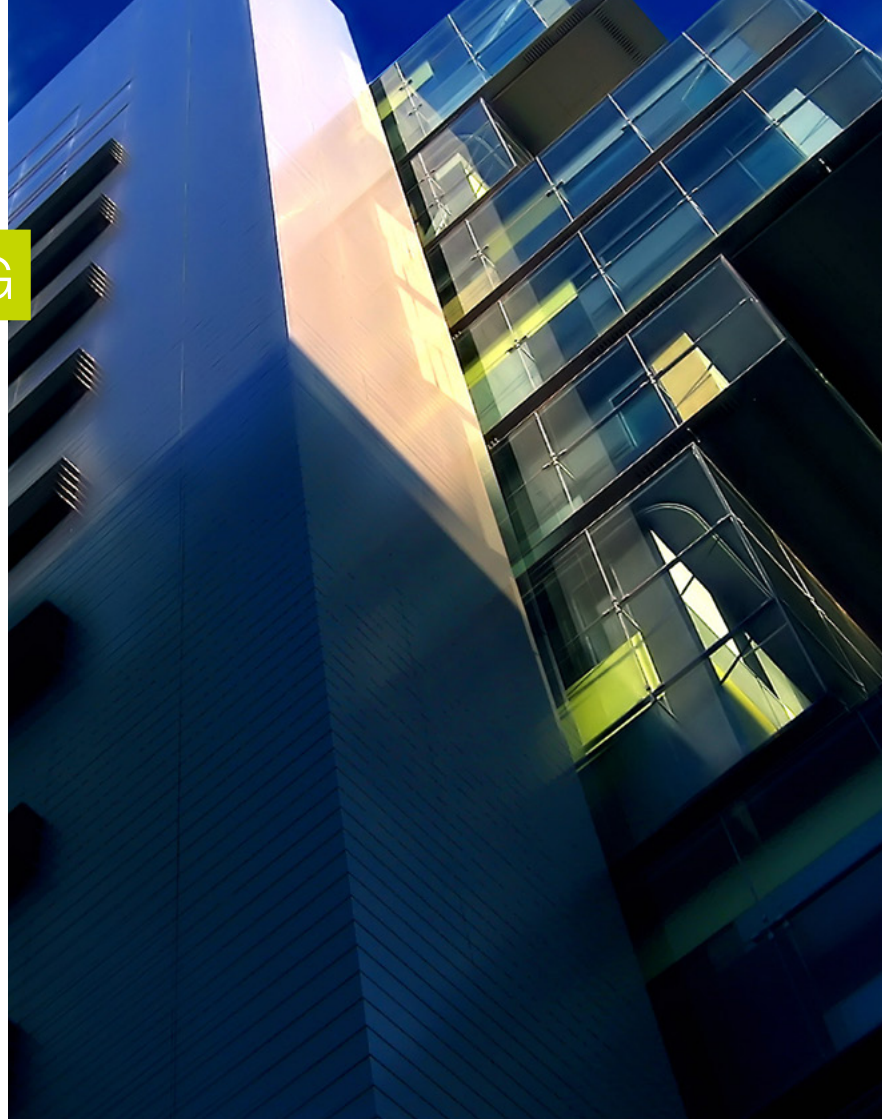
Engaging talent based on demographic profile is a complex procedure. Emerging research highlights patterns in Generation Z traits. They are considered entrepreneurial and resourceful—courtesy of growing up during a recession.

EMPLOYER BRANDING

EMPLOYER BRANDING & SOCIAL MEDIA

Considering the traits of Early Careers talent, social media plays a vital role in an employer brand and Early Careers recruitment strategy. Early Careers talent rely heavily on social media (e.g. Twitter, Facebook, LinkedIn and Pinterest) to engage with their peers as well as their career search, so getting these mediums right is integral to successful recruitment.

Early Careers talent want to see that the organisations they will be working for are personable and ultimately the best place for them to progress their careers. Platforms such as Facebook Live Video, Snapchat, and Periscope allow employers to inject personality into their content more than a static careers page. However, Early Careers content must be consistent. Today's graduates will be using multiple channels in their job hunt, and inconsistent messaging could distract—or worse—discourage them from applying.



Case Study: AXA

greatglobaladventure.com

THE BRIEF:

To design, develop and deliver an initiative that would raise awareness of AXA as a graduate employer, and generate applications to their 2015 Global Graduate Programme.

THE INITIATIVE:

"We made sure The Great Global Adventure was totally responsive, so our target audience could play on all their devices. And by offering the most desirable prize in graduate recruitment history – a 12 month all expenses paid world trip, including two internships and a place on an AXA volunteering project – we really got them playing."

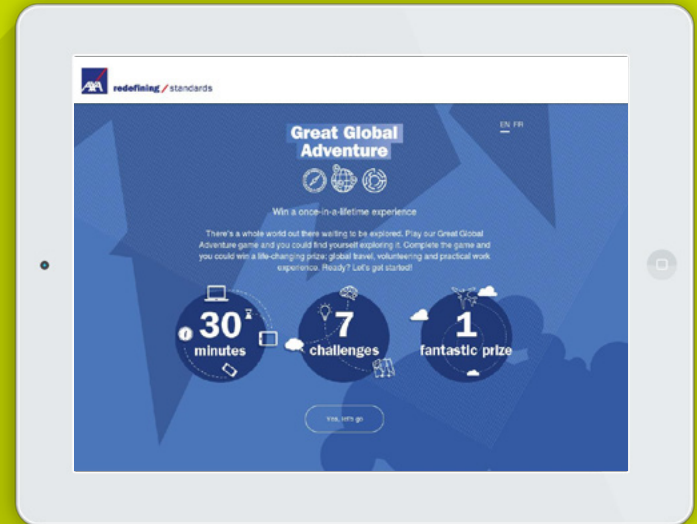
– THIRTYTHREE, EMPLOYER BRANDING & MARKETING AGENCY

THE RESULTS:

- * **220,118 visits to the game**
- * **25,914 players from 221 countries**
- * **130,960 completed challenges**
- * **5,978 hours of gaming**
- * **54,689 Facebook likes**
- * **The campaign won the "Best Graduate Initiative" award at the 2016 Recruitment Marketing Awards.**

"For AXA, this game is a great opportunity to attract and build strong engagement among students and graduates with the mindset who are looking to build a strong future. These individuals are ready to live challenging adventures across the globe, share new ideas and invest time in changing society for the better. They may become our future employees as we are committed to recruiting young talent."

– ANNE-ELISE CHEVILLARD
GLOBAL HEAD OF EMPLOYER BRAND AND RECRUITMENT, AXA





ASSESSING FUTURE TALENT

Engaging and attracting future talent is only the first part of Early Careers recruitment. Assessing and identifying exceptional talent (not just the academically gifted) is complex. A major trend in Early Careers recruitment has been the adoption of gamification techniques. Gamification is the application of typical elements of game playing (e.g. point scoring, competition with others, rules of play) to other areas of activity, typically as an online marketing technique to encourage engagement with a product or service.

A number of major employers are leveraging online games to engage and assess future talent.

**Want to know more about gamifying your recruitment efforts?
Download our Gamification in Recruitment eBook below:**

DOWNLOAD

Case Study: Arctic Shores/Deloitte

arcticshores.com

THE TECHNOLOGY:

Arctic Shores creates psychometric games, an objective and engaging approach to personality and cognitive assessment. They combine validated psychometric methodology with machine learning and mobile game design to provide deeper candidate insights for better hiring decisions.

Arctic Shores' Firefly Freedom and Cosmic Cadet offer students a fun and engaging platform that assesses and provides rich data and profiling reports to employers.

HOW IT WORKS:

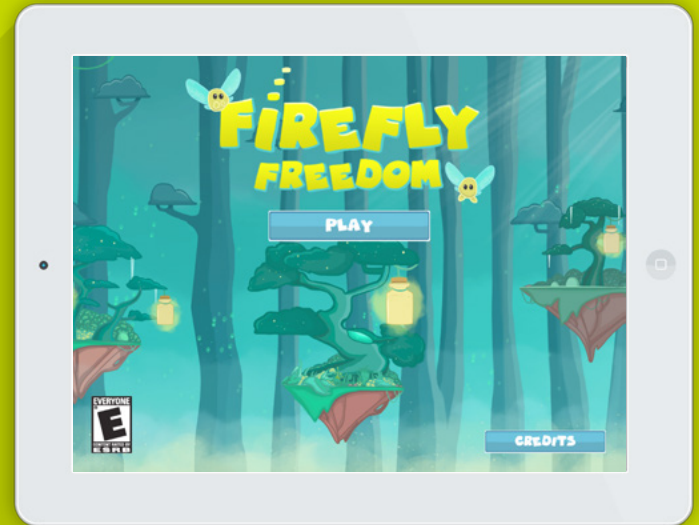
1. Capture: Candidates intuitively react to in-game challenges recording a digital fingerprint of over 3,000 data points.
2. Combine: Big data analytics combine thousands of in-game actions to form meaningful psychological variables.
3. Compare: Candidate traits are compared to a large norm group or employer specific benchmark.

IN PRACTICE:

Deloitte plans to use Arctic Shores to recruit 200 apprentices. If this works, they may use it as part of a recruitment programme that brings 1,500 people a year into the business. The aim is to find "high-potential recruits who may not necessarily stand out through a traditional recruitment process".

"We need people to join Deloitte from a variety of backgrounds, bringing a range of perspectives and experience. There is compelling evidence that alternative recruitment methods support this objective, helping to identify exceptional talent by providing opportunities for the millennial generation to shine."

– EMMA CODD
MANAGING PARTNER FOR TALENT, DELOITTE



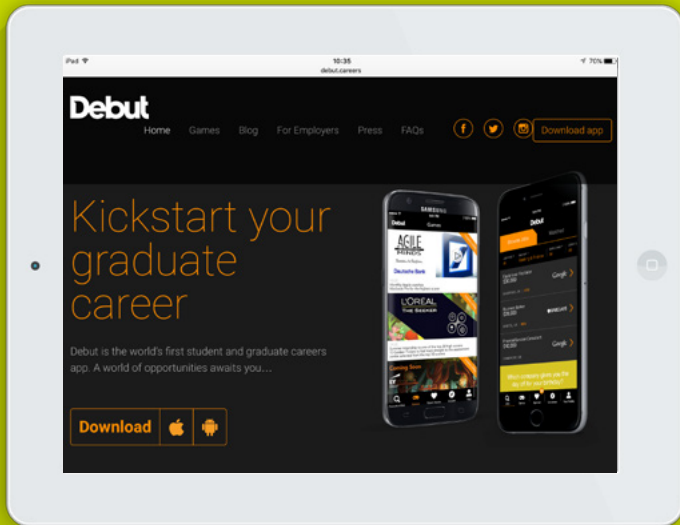


VACANCY ADVERTISING

One of the primary differences between Experienced Hire and Early Careers recruitment is the job hunting strategy adopted by candidates. With Experienced Hire recruitment, proactive sourcing tactics are used to identify in-demand passive talent, which results in candidates waiting to be approached. Recent graduates and school leavers rarely have this luxury, which is why advertising vacancies using appropriate and engaging channels play an essential role in an Early Careers recruitment strategy.

Companies looking to recruit Early Careers talent cannot rely on traditional recruitment tactics. This demographic requires a different approach. Early Careers talent are hungry to enter the job market and will be courting many organisations; as such, recruiters cannot wait for candidates to come to them. Recruiters need to actively target them and pursue leads so that Early Careers talent feel engaged with their prospective employer.

Here are some new, and established, Early Careers channels to consider...



Debut

debut.careers

Debut is an exclusive student careers app released in October 2015, for iOS and Android. The app helps students find graduate jobs, placements and work experiences with some of the UK's most in-demand employers, such as Teach First and L'Oreal.

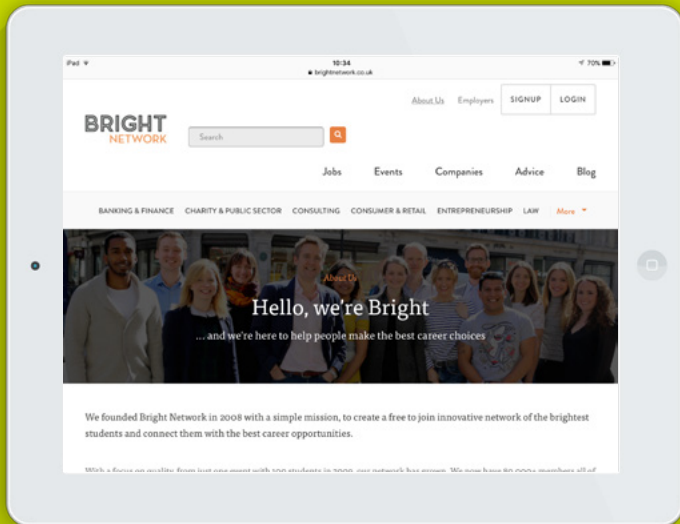
The app connects students to employers in their desired career sector using a simple interface. One of its main features, 'Talent Spot', allows companies to communicate with students directly using headhunting approaches traditionally associated with experienced hire recruiters. The app features innovative elements like providing students opportunities to fast track a job application or be invited to a discussion on their university campus.

Debut also allows students to prioritise their applications with a 'matching' feature, which suggests opportunities based upon already employed graduates and interns. Some employers have gamified certain parts of their recruitment process by including mobile games within the app. EY, Microsoft, L'Oreal and Deutsche Bank have games embedded to give students the chance to win prizes such as internships or to fast track through the selection process.

Debut has launched with 40 leading graduate employers such as Teach First, PwC and Barclays, and the app has already been downloaded over 10,000 times since February 2016.

"I love the Debut app – it is easy to use on the move and incorporates gamification and headhunting in to early careers recruitment. Crucially, it is not centred around a student's CV, signalling the shift towards user profiles rather than generic CV's."

– TOM LAKIN, INNOVATION MANAGER
RESOURCE SOLUTIONS



Bright Network

brightnetwork.co.uk

Bright Network is a network that blends cutting edge technology, boutique events and headhunting to its user base of 80,000+ university students, graduates and young professionals. It holds employability workshops, networking events and recruitment fairs in central London to connect employers with future talent.

Based in London, Bright partners with over 200 leading employers - from blue chip and established to high-growth and entrepreneurial - including Allen & Overy, Credit Suisse, onefinestay and Cancer Research UK.

The Bright Network positions itself as the go-to place for top-tier graduates:

- 73% of its members attend Russell Group universities and the average A-level grades of members is AAA
- 27% of members study Science, Technology, Engineering & Mathematics (STEM)
- 48% study Biomedical Engineering (BME)
- 68% are state-educated

Bright focuses on a number of engagement solutions including face-to-face events like the Bright Network Festival and targeted newsletters like the Bright Network Women Newsletter.



Milkround

milkround.com

Ben Tinker, Talent Marketing & Insights Director at Resource Solutions notes, "The UK graduate market in particular is very mature, with long-established market leaders, such as the job board Milkround". Whilst Debut and Bright Network may be gaining traction, Milkround remains the UK's most widely used student and graduate job website.

Owned by News UK (giving links to The Times and The Sunday Times), Milkround works very closely with The Times to produce educational supplements distributed all across the UK.



CONSIDERATIONS IN SHAPING YOUR EARLY CAREERS RECRUITMENT STRATEGY

- Where are your current critical skills shortages?
- How flexible can your business be about academic qualifications and prior experience?
- Is your business likely to be impacted by the upcoming UK apprenticeship levy?
- What sources of talent can be leveraged – universities, colleges, schools, academies, bootcamps, career changers?
- Can recruitment process outsourcing add value/reduce costs?
- How can diversity of applicants be assured?
- Are your existing Early Careers application platform and processes fit for purpose?
- How lengthy is your recruitment process and do you provide feedback swiftly to unsuccessful applicants?
- Are your early careers recruitment teams inhabiting the same digital habitat as the talent you seek?
- Could gamification be beneficial to your attraction and/or assessment initiatives?
- How are successful applicants 'kept warm' post-offer to avoid renegeing?

TRENDS IN EARLY CAREERS RECRUITMENT

GAMIFICATION AS A GAME CHANGER

THE NEED FOR SPEED

THE EXPLOSION OF VIRTUAL AND AUGMENTED REALITY

HEADHUNTING AND THE SHIFT IN POWER

THE RISE OF RENEGING

DIVERSITY OF THOUGHT



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