

HR Recruiters' Forum

Public sector

Critical hires in critical times - Best practice senior level recruitment

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Critical Hires in Critical Times

“An opportunity to take advantage and secure the best talent to lead your business”

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Challenges facing us currently

- Increase in no. of candidates in the market
- Identifying the true motivations of the candidates
- Managing direct applications
- Time management of day job
- Picking a recruitment partner when so many contacting you
- Keeping costs down
- Keeping hiring managers/Snr Management happy
- Is your brand one of being an employer of choice?

Trends

- Increase in length of hiring process
- Lack of clarity around business need and the role – its accountabilities, objectives and prospects
- Lack of confidence to make decisions
- Assumptions being made in the market
- Skills shortage of quality candidates resulting in competition for top talent
- Increase in volume of applications for each role
- Confused recruitment strategy
- Upper quartile candidates resistant to moves
- Strength and innovation of counter offers
- Recruiters expecting more for less from their partners

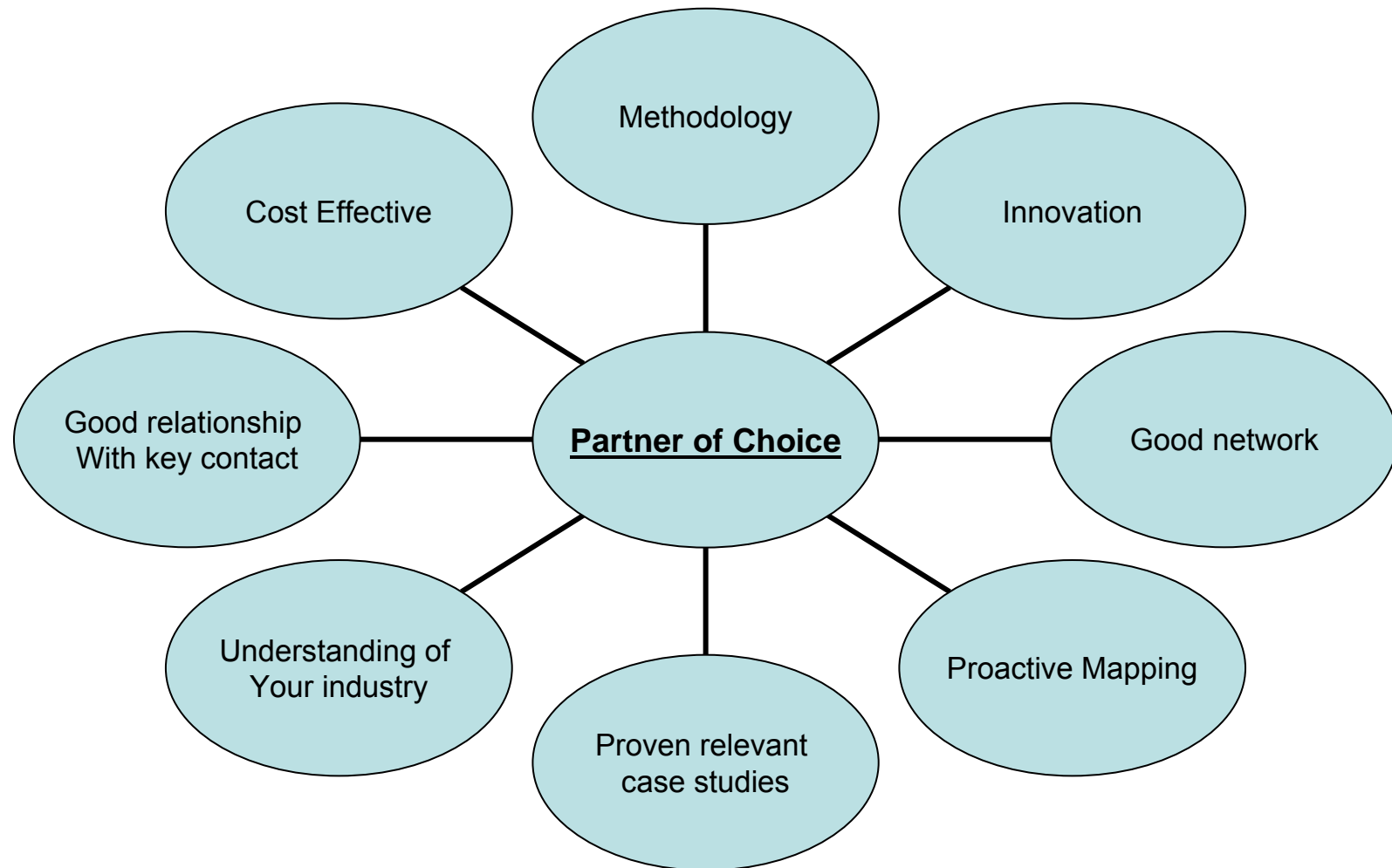
What are the costs of getting it wrong?

- Cost of re-hiring
- Impact on your customers
- Impact on your credibility with the board/Chief Exec
- Impact on delivery of work while time taken to re-hire
- Wrong skillset/competencies being hired

Considerations when undertaking strategic hires

- What is the true need of the business?
- Do these people exist?
- What is attractive about this proposition to a potential employee?
- How will you go about identifying and attracting these candidates to your organisation?

Selecting your recruitment partner



Considerations cont.

- What is the right selection / assessment process to identify the key skillset and personality/behavioural fit?
- Who would be involved in the hiring process?
- How will you ensure a consistent approach?
- How will you integrate the successful candidate into our business?
- What is the review process in place to ensure success?

What does value for money look like?

- Right candidate first time
- Raising brand profile
- Opportunity to meet key strategic people in your industry
- Market knowledge and relevant advice from your recruitment partner
- Good choice of suitable applicants

Summary

- Fail to prepare, prepare to fail
- Have a clear vision of the skillset/experience that CAN do the job
- Have a robust, evidence based selection process
- Negotiate sensibly



HR Recruiters' Forum Talent Management

- Lisa Gibson MCIPD
- Head of HR
- Youth Justice Board for England and Wales

Attracting and retaining talent in today's economic climate



- What is the Youth Justice Board of England & Wales
- What is talent?
- Good to Great
- Suggested methodologies
- On boarding
- Round table discussion

Youth Justice Board



- Independent non-departmental government body
- Advise on the operation of the youth justice system and content of national standards
- Monitor performance
- Identify effective practice
- Commission and purchase secure places – “purchaser-provider divide

We work to prevent offending and re-offending by children and young people under the age of 18, and to ensure that custody for them is safe, secure, and addresses the causes of their offending behaviour.

War for Talent



An update of McKinsey's 1997 survey on the war for talent that took place in 2001 found that the 'war' was escalating – despite the then current economic slow down and the end of the dot.com boom.

How do you think that has changed in the last 7 years?

Are you a good or great organisation?



Jim Collins in his book 'Good to Great' demonstrates what differentiates good companies from great.

Stage one of the '**Good to Great**' framework outlines 'Disciplined People', this consists of 2 dimensions:

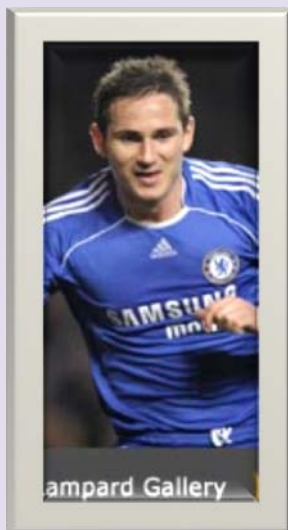
- **Level 5 Leadership**
- **First who – then what?**

First who – then what?



‘Those who build great organisations make sure they have the right people on the bus, the wrong people off the bus and the right people in the key seats before they figure out where to drive the bus. They always think first about ‘who’ and then about ‘what’.

Are you top or bottom of the league?



Attracting and retaining talent



- Grow and develop your own via a planned 'academy' route
- Make it known that you are looking to hire talented players into your team
- Proactively go out and scout for talent
- Have a brand that encourages direct approaches from potential talent
- Manage 'players' who are not performing at the expected level and transfer them



'The right people can often attract money, but money by itself can never attract the right people. Money is a commodity, talent is not. Time and talent can often compensate for lack of money, but money cannot ever compensate for the lack of the right people'

What's the point?



- Is there a need to attract and hire talented people?
- If the answer's YES, where might these people be?

Proactive approach



How do you currently look for talent and how do you get them to join your organisation?

Bus tickets



How long does it take in your organisation
for someone to get a bus ticket?

What challenges do you face?

Welcome onto our bus



- What does this feel like in your organisation?
- How quickly to you 'on-board' people?
- What does the first 100 days feel like in your organisation for a 'key player'?

Final thoughts



Are you successfully growing, attracting and retaining in your organisation?

Who has reviewed their current resourcing/induction policies in light of the economic climate in the last 12 months?

Contacts



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Thank you for your participation

Points for discussion

- The challenges you face in recruiting critical hires.
- How to overcome them.

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Thank you for attending
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