

WEBINAR

MEASURE THE IMPACT YOUR EMPLOYER BRAND

REAL RECRUITMENT METRICS YOU
CAN TRACK TODAY

SCOUT TALENT

SEE PEOPLE FIRST





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WEBINAR

HOUSE KEEPING

- Your microphones are on mute and we can't hear you, however we absolutely encourage your participation!
- If you have any questions or comments please type them in the GoTo Webinar Action Pane on the right side of your screen.
- We will try to address these throughout. We will also leave time at the end to go through your questions and share our contact details.

- Duration: 30-40 mins
- If you experience any technical difficulties at all, please let us know via the GoTo Webinar Action Pane and we'll happily help.

WHAT WE'LL COVER TODAY

- Employer branding; benefits of a strong EB and share some statistics
- How to measure and track your employer brand performance through key metrics
- Tools for amplification and measurement
- Share a current case study



QUICK POLL

Are you currently measuring or tracking employer branding metrics?

Yes, we track consistently

Yes, but only sometimes

No, not at all

I'm not sure



QUICK POLL

**If you answered "Yes" to the previous question.
What are the metrics you use?**

Time to hire

Cost per hire

Retention

Quality of hire

Other

SOME COMMON METRICS

LinkedIn's Employer Brand International Global Research Study 2016



Retention Rate:

38%

of employers ranked as top metric.



Quality of Hire:

29%

of employers ranked as 2nd most commonly used metric.



Cost of Hire:

27%

of employers ranked as 3rd most commonly used metric.



of Applicants:

26%

of employers ranked as 4th most commonly used metric.

WHY IS EMPLOYER BRANDING IMPORTANT?

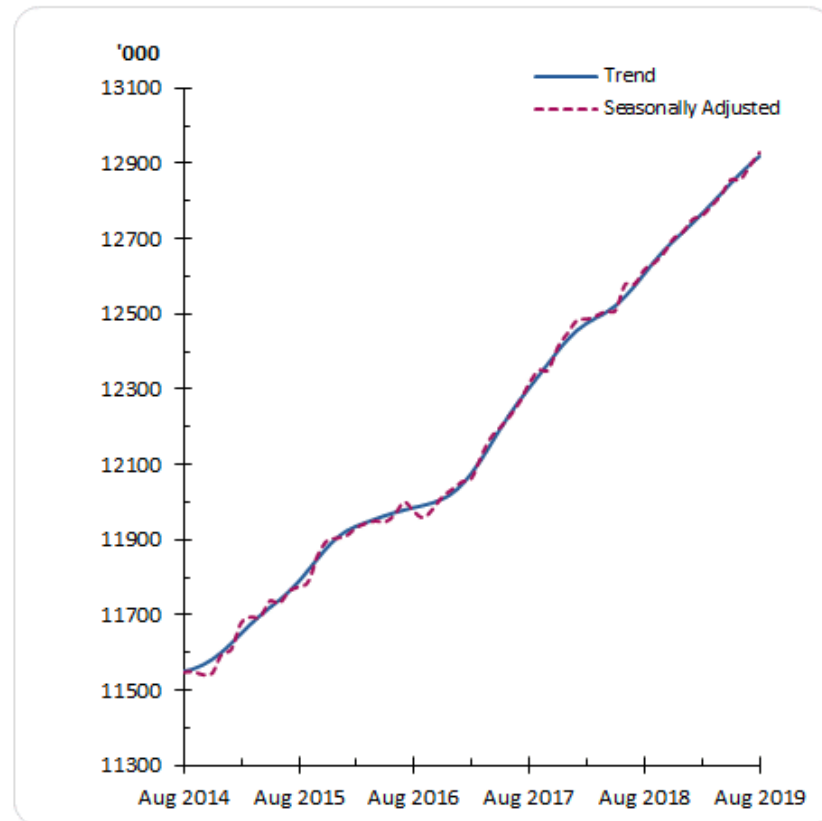
- A strong Employer Brand helps you recruit and retain good talent
- Allows you to recruit faster, attract better talent and retain them
- Approach Employer Branding as a "sales and marketing" led strategy

TODAY'S CANDIDATE MARKET

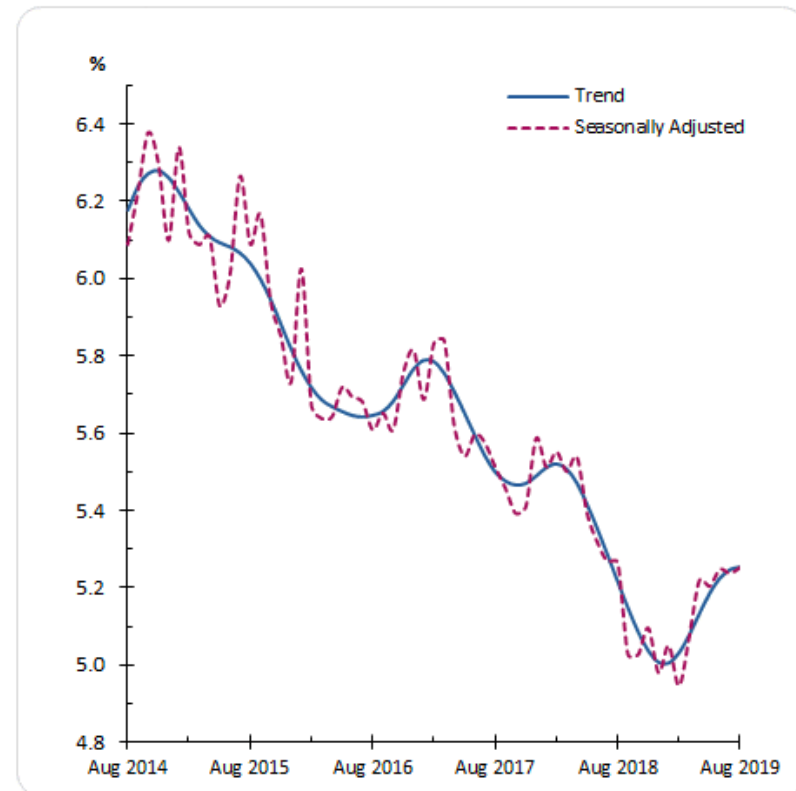
- Digitally savvy and investigative
- Social
- Candidate-driven

AUSTRALIAN EMPLOYMENT RATES ARE AT AN ALL TIME HIGH

EMPLOYED PERSONS



UNEMPLOYMENT RATE



Australian Bureau of Statistics (latest issue September 2019)

RECRUITMENT IS BECOMING INCREASINGLY CHALLENGING

51%

of employees are actively
looking for new
opportunities
(Gallup, 2018)

84%

of people would consider
leaving their current
organisation if another
organisation with an
excellent reputation
offered them a role
(Glassdoor, 2015)

WHY DOES THIS MATTER?

On average candidates
are using

18

different resources to research
a prospective employer
(Candidate Behaviour Study,
CareerBuilder, 2015)

Millennials will comprise

50%

of the global workforce by
2020 and 75% in 2025
(Forbes, 2019)
Millennials are more
discerning with employer
brands

RECENT STATISTICS

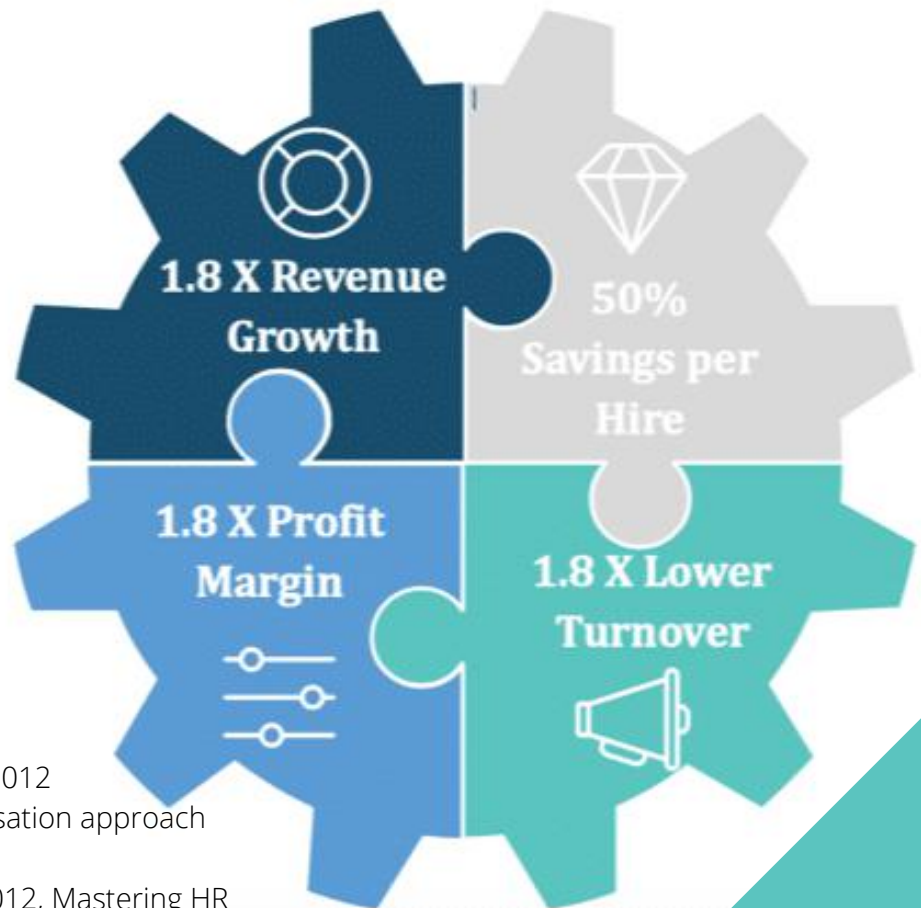
- Employer branding has become mission critical for companies to attract the best talent*
- Purpose increasingly central role in defining employer brand*
- Poor employer reputations pay at least 10% higher wages^
- A 10% salary premium would only convince 28% of candidates to join a company with a problematic employer brand^

*Universum report 2019

^PWC Annual Global CEO Survey – 2018

HOW EMPLOYER BRANDING AFFECTS YOUR BOTTOM LINE

- Revenue growth
- Profit increase
- Savings per hire
- Reduced turnover



*LinkedIn Whitepaper, Why Your Employer Brand Matters, 2012

**Talent Attraction Barometer 2012 (How does your organisation approach employer branding?)

***Boston Consulting Group, Creating People Advantage 2012, Mastering HR Challenges in a Two-Speed World

SUMMARY: BENEFITS OF EMPLOYER BRANDING



A strong employer brand enables you to:

- Secure better candidates
- Reduce your time to hire
- Reduce your cost per hire
- Increase the quantity and quality of applications
- Increase acceptance rates
- Improve retention.

METRICS TO TRACK



WHICH METRICS SHOULD YOU USE?

- Use metrics that are most aligned to your hiring strategy and relate to your wider organisational goals, for example:
 - Revenue
 - Applicant conversions
 - Retention
 - Brand engagement
- Create a baseline, so that you can compare any efforts made

AVERAGE DAILY REVENUE PER EMPLOYEE

Beginner Level

Figures you need:

- Annual revenue \$
- Current number of employees

$$\frac{\text{Annual Rev}}{\text{No. employees}} \div 365 \text{ days per year}$$

The diagram illustrates the calculation of Average Daily Revenue per Employee. It features a large teal bracket on the left containing the fraction 'Annual Rev' over 'No. employees'. To the right of this bracket is a teal division symbol with the word 'Canva' written across it. Further to the right is the text '365 days per year'.

AVE REVENUE PER EMPLOYEE BY SALARY LEVEL

Advanced Level

- Break salaries into tiers \$
- No. of employees per tier
 - Tier 4: \$300K+
 - Tier 3: \$200K-\$300K
 - Tier 2: \$100K-\$200K
 - Tier 1: \$50K - \$100K
 - Band employees into tiers
 - The tiers then represent their value as a % of total salary
 - This is then used to apply to the average daily income per employee per tier
 - Giving weight to the relative cost of the person x the days to recruit.

TIME TO HIRE

Calculate **TIME TO HIRE** by reviewing:

- All your recruitment advertisements in the past year and the contract-send information.

OR:

- Number of days from recruitment advertisement to accepted offer

Improving time to hire means candidates are in your organisation producing results sooner.

COST OF EMPTY SEAT

Ave daily
income per
employee



Time to
hire



Lost revenue
during time it
takes to hire

ANNUAL EMPLOYEE TURNOVER

How many people leave? Only calculate regretted losses.

Number of
employees
who left
positions



Total
number of
employees

= % Turnover

AVERAGE NUMBER OF APPLICATIONS PER ROLE

How many applications do you receive per advertised role?

Number of applications received who left positions



Number of roles advertised



Ave applications per role

QUALITY OF APPLICATIONS

How many candidates are shortlisted per advertised role? The number of candidates who transition past phone/screen/interview = quality of applications/qualified candidates

Total number
of shortlisted
candidates
per year



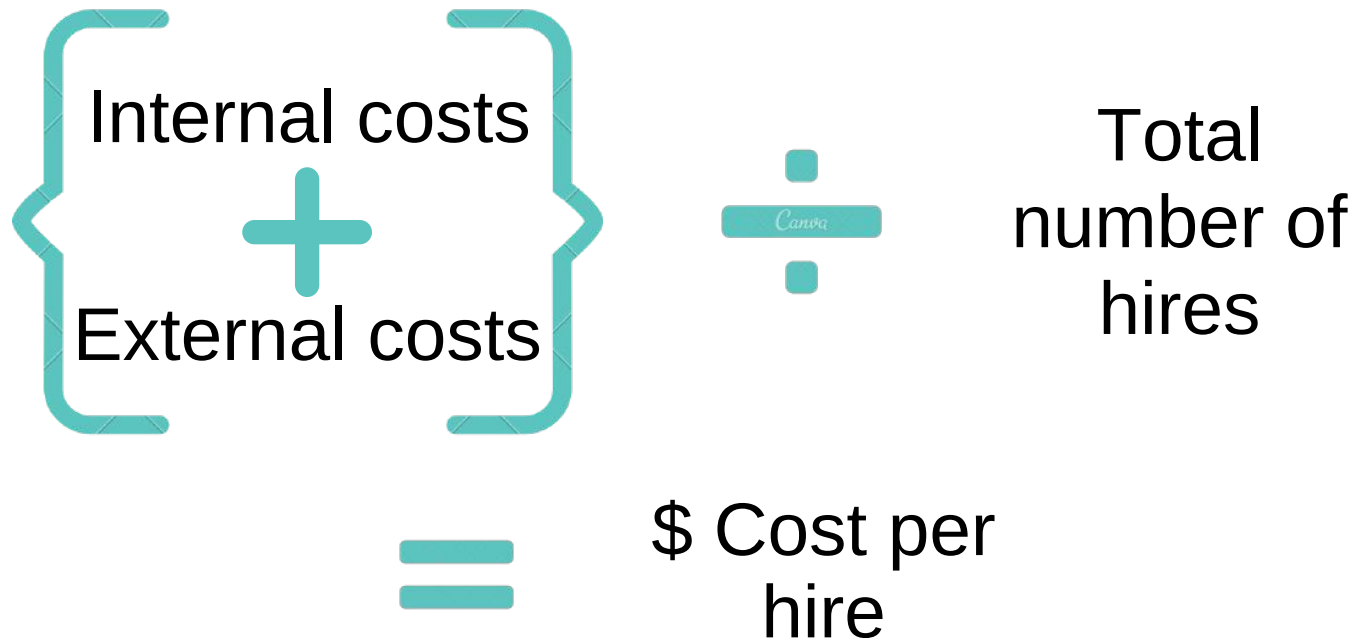
Number of
roles
advertised



Quality
applications
per role

COST PER HIRE

How much does it cost, from preparing your recruitment advertisement, to receiving an acceptance?



EMPLOYEE ENGAGEMENT AND SATISFACTION

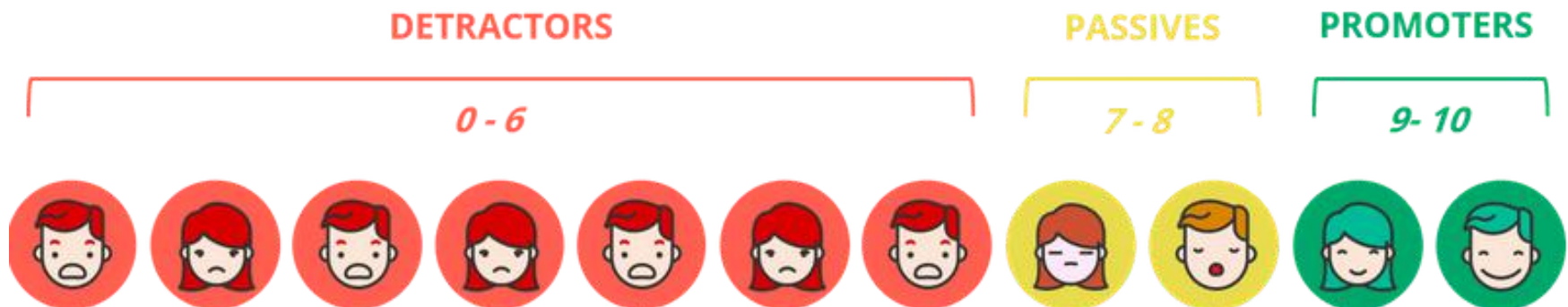
Is your organisation comprised of committed team members, or just staff members?

76%

A staggering 76% of the Australian workforce self-nominates as disengaged or actively disengaged, lacking almost anything resembling commitment.

EMPLOYEE ENGAGEMENT TOOL: NET PROMOTER SCORE

Would your staff promote you positively?



$\% \text{ promoters} - \% \text{ detractors} = \text{eNPS}$

QUALITY OF HIRE

- A quality hire = a great team member
- One of the most important metrics to track
- 39% of talent leaders agree
- 60% of talent leaders report its their top challenge
- Only 2% have a framework to measure quality

LinkedIn's 2016 Global Recruiting Trends:

https://business.linkedin.com/content/dam/business/talent-solutions/global/en_us/c/pdfs/GRT16_GlobalRecruiting_100815.pdf

HOW TO MEASURE QUALITY OF HIRE

- Can be challenging
- Use insights from your new hire, hiring managers and team members

Measure:

- Employee's contribution to Inspiration (20), Experience (20), Fit (20), Results (20) and Integrity (20) = % of 100

HOW TO MEASURE QUALITY OF HIRE

If you improve

- **Cost per hire (\$5,000) by 10%, you save \$500**
- **Time to hire (30 days) by 10%, you save \$6,750**
- **Quality of hire by 10%, you create \$50,000 of value**

Calculations are based on average daily revenue per employee of \$2,250.
A 10% improvement of time to hire (30=3 days), $3 * 2,250 = \$6,750$. Average revenue per employee \$500,000, 10% increase in productivity = $10% * \$500,000 = \$50,000$ compounding every year!

Checkster, 2019

<https://www.recruitmentmarketing.com.au/how-to-measure-quality-of-hire-the-single-most-important-recruitment-metric-to-track/>

HOW TO MEASURE QUALITY OF HIRE

- Best assessments:
 - Work sample tests
 - Structured interviews
 - General mental ability tests and
 - Peer ratings like 360

<https://www.recruitmentmarketing.com.au/how-to-measure-quality-of-hire-the-single-most-important-recruitment-metric-to-track/>. Beamery's Quality of Hire: The 5 Best Ways to Measure Recruitment's Golden Metric

SUMMARY

- Avenue revenue per employee
- Time to Hire
- Annual turnover
- Quality of Applications
- Ave no applications per role
- Cost per hire
- Employee Engagement
- Quality of Hire

EMPLOYER BRAND DEEPER METRICS

INDICATOR METRICS

- Act as triggers or alarms
- Allow you to inform your strategic decision-making
- Examples are:
 - applicant source
 - first year hire retention rate
 - offer acceptance rates
 - recruitment advertisement views
 - social media engagement

AMPLIFICATION AND MEASUREMENT TOOLS



HOW TO GET YOUR MESSAGE HEARD

- Website and career page
- Traditional & digital advertising
- Recruitment advertisements
- Social media
- Video content
- Articles
- Talent pool engagement (EDMs)
- Events
- Respond to review sites ie Glassdoor, Google reviews

HOW TO MEASURE MESSAGE EFFECTIVENESS

- Website and careers page analytics
- Social media analytics
- Candidate Management System (CMS)
- Marketing tools - segmentation, targeting, positioning
- Employee engagement tools ie Roy Morgan Helix Personas and employee engagement surveys
- External marketing specialist (brand awareness)
- External recruitment specialist

CASE STUDY

QENOS

QENOS CHALLENGES

- Ineffective processes
- Consistently low views
- Lack of gender diversity
- Lack of technology and screening
- Frustrated hiring managers
- Poor candidate care strategy

OUR SOLUTIONS

- Employer branding strategy
- Transparency
- Technology adoption
- Advertising, candidate care and screening strategy
- Talent pooling

RESULTS

- Increase in job views and engagement with job ads
- 94% increase in quality of applications
- Reduced time-to-hire by 35%
- Better communication flows - better candidate experience
- Implemented engaged talent pooling
- Resulting in additional revenue of \$2.5m in six months

IN SUMMARY

Employee
Turnover

Time to
hire

Cost
per hire

Average
number of
applications

Quality of
applications

Quality of
hire

Employee
engagement
and
satisfaction



QUESTIONS

COMPLIMENTARY OFFER

1. Complimentary premium subscription to Recruitment Marketing Magazine.
2. FREE Employer Branding Assessment

Details for the above complimentary offer will be sent in a follow up email.

THANK YOU!



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