

# SETTING YOUR TALENT STRATEGY FOR THE NEXT 12 MONTHS:

## What to do and what not to do

Welcome to Part 1 of the Talent Masterclass Series  
presented by Scout Talent Group

The webinar will commence soon at 12 pm AEST.

# SETTING YOUR TALENT STRATEGY FOR THE NEXT 12 MONTHS:

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Part 1 of the Talent Masterclass Series  
presented by Scout Talent Group.

Wednesday 23 September | 12pm AEST



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# HOUSEKEEPING

- 01** Your microphones are on mute so we can't hear you, however we'd love your participation
- 02** If you have any questions or comments, please type them into the GoToWebinar Action Pane
- 03** The webinar recording and slides will be emailed afterwards

# TODAY'S AGENDA

**01** The impact of COVID-19 on the recruitment and talent industries

**02** High level snapshot of the talent strategies at Scout Talent Group and SEEK

**03** A five step plan to set your talent strategy

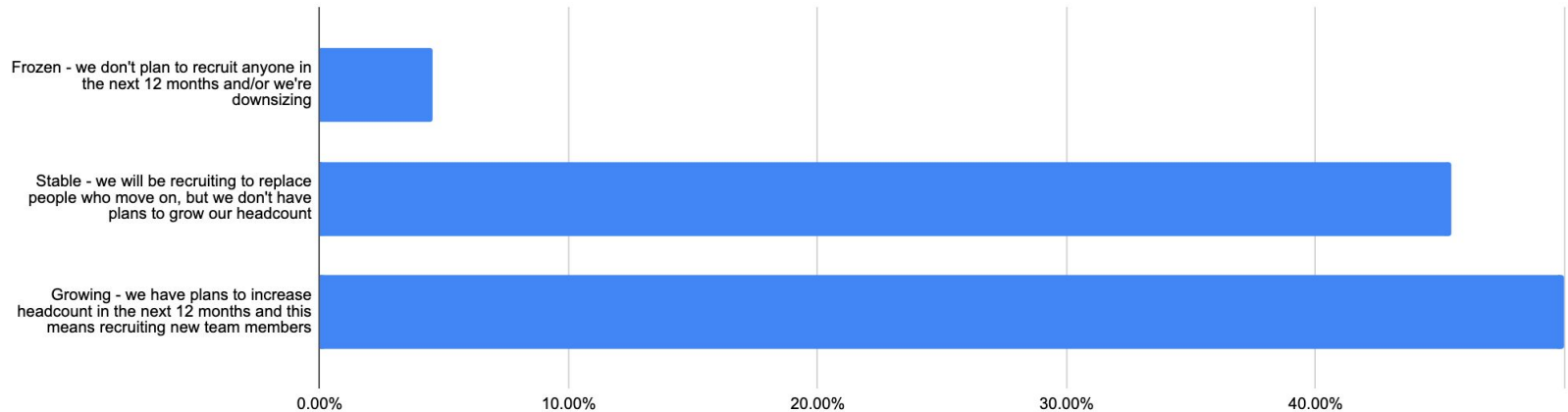
**04** Key tips to stay competitive, and succeed in a changed market.



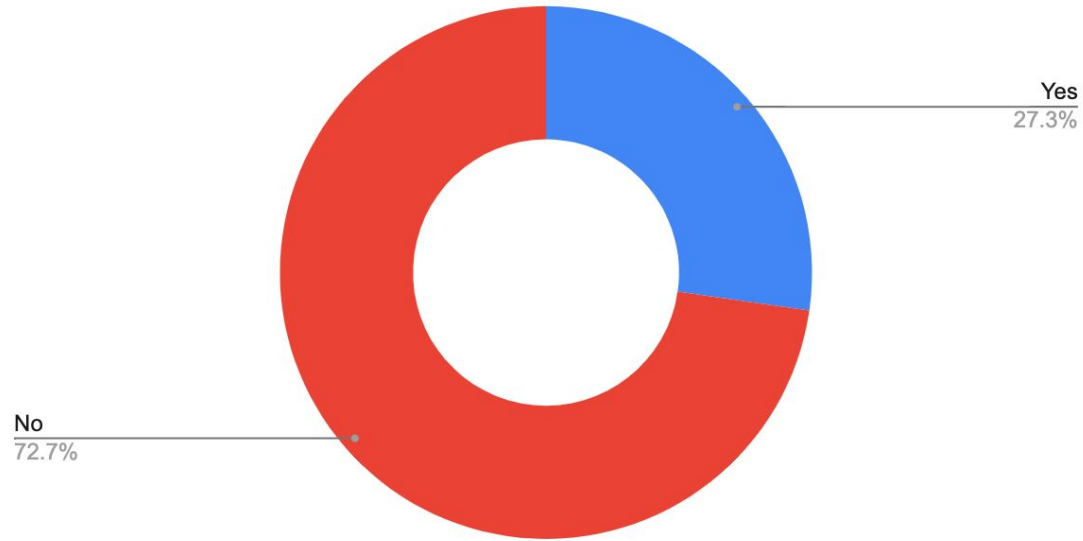
# 5 STEPS TO A WINNING TALENT STRATEGY

In order to support your  
organisation's growth

## Which best describes your organisation's current State of Play when it comes to recruitment?

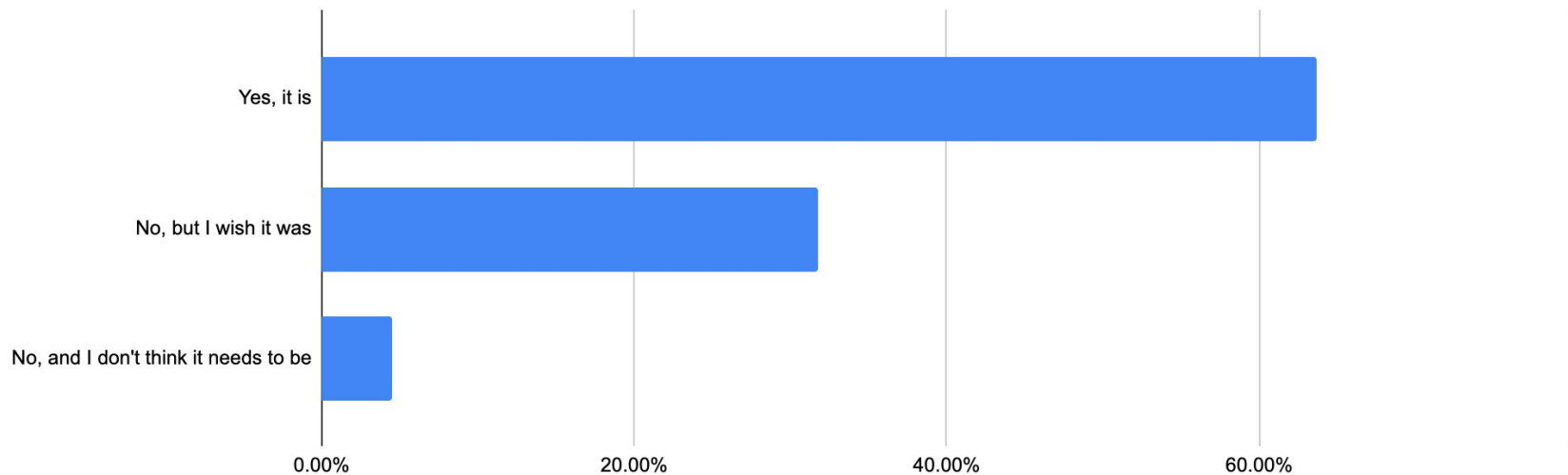


Does your organisation have a talent / recruitment strategy for the next 12 months?





Do you believe 'recruitment and retention of top talent' is considered by senior leaders to be a strategic priority for your organisation?



# WHAT'S "TOP OF MIND" FOR CEOs RIGHT NOW?



- **DIGITAL INFRASTRUCTURE**
- **FLEXIBLE WORKING**
- **EMPLOYEE WELLING**

PwC CEO Panel Survey - August 2020

“Business leaders need to simultaneously keep their company running today and fundamentally rethink their strategy for tomorrow, so they come out of the pandemic ready to reconfigure their business to thrive in a very different world.”

Bob Moritz, Global Chairman,  
PricewaterhouseCoopers International Ltd

“Acquiring the right talent is the most important key to growth.

Hiring is the most important thing we do.”

—MARC BENIOFF, FOUNDER AND CEO OF SALESFORCE



# STEP ONE

Confirm your  
organisation's key  
goals



# Example: Scout Talent Group's Organisational Goals 2020-21

## STEP ONE

### GOAL 1: EXPAND SCOUT TALENT MARKETPLACE

Create and appoint Partnerships  
Executive role and ensure we  
have internal processes and  
enough development resources to  
support growth in integrations



### GOAL 2: INCREASE CLIENT SATISFACTION

Move 'account management' to  
the remit of sales, and use  
product analytics to make  
data-driven decisions as to how to  
best support our clients



### GOAL 3: GROW REVENUE

Create new software subscription  
level for SMEs and train all  
salespeople in how to sell both  
talent services and talent software



# KEY QUESTIONS

- 01** Are our key organisational goals clearly defined?
- 02** Does everyone on our team know our organisational goals?
- 03** Does everyone on our team understand how they can contribute to achieving our organisational goals?



# STEP TWO

Use Gap Analyses to confirm your hiring requirements

## STEP TWO

### Example: Scout Talent Group's Gap Analysis

ORGANISATIONAL GOAL	GAP (NOW V WHERE WE WANT TO BE)	RISK OF NOT ACHIEVING GOAL
Increase revenue	Increase revenue by 20% over next 12 months	Drop in market position, decreased ability to sustain growth
Increase client satisfaction	Increase average Net Promoter Score from 60 to 80 over next 12 months	Decreased client retention, decreased revenue
Expand Scout Talent Marketplace	Grow from 20 Marketplace partners, to 100, over next 12 months	Decreased client retention



# KEY QUESTIONS

- 01** What's our current headcount, and how does that compare to our forecast headcount in 12 months time?
- 02** What skills and abilities will we need in order to achieve our organisational goals?
- 03** Which of these skills and abilities currently exist within our organisation, and which are missing?

Make a plan to either upskill the existing team, or recruit new people into the organisation.

# STEP THREE

Set your Talent  
goals and  
priorities



# STEP THREE

## Example: Talent Strategy Goal #1

Talent Strategy Goal	Define, recruit and hire for new role: Partnerships Executive
Organisational Goal Supported	Expand Scout Talent Marketplace
Description	In order to achieve Scout Talent’s Marketplace strategy, a new role will be created within the organisation. This role requires a position description and will need to be advertised, with a highly capable candidate recruited and trained.
By When	End of Q1
Measure of Success	Suitable candidate (skills, experience, values alignment) in the role by end of Q1
Priority	High
Dependencies	Right candidate in the market, hiring manager availability and commitment to timeframes
Costs	Salary of new role + “cost of seat”, recruitment advertising expenses

# STEP THREE

## Example: Talent Strategy Goal #2

<b>Talent Strategy Goal</b>	Coordinate training for all salespeople in how to access and analyse Pendo data (product analytics tool)
<b>Organisational Goal Supported</b>	Increase client satisfaction
<b>Description</b>	A key component of the organisation's strategy to increase client satisfaction, is to use Pendo data to make data-driven decisions when it comes to supporting clients. Salespeople need to be trained in how to access and analyse Pendo data so they can provide better support to clients.
<b>By When</b>	End of Q1
<b>Measure of Success</b>	All salespeople trained in how to access and analyse Pendo. Client NPS has grown from 60 to 70 within first 6 months (end goal is NPS of 80 by end of 12 months).
<b>Priority</b>	High
<b>Dependencies</b>	Need approval of training budget and time investment before end of August
<b>Costs</b>	Training completed in-house with existing tools, so the main cost is the cost of time. Estimated 2 hours per salesperson, plus time investment from L&D team in developing course (8 hours).

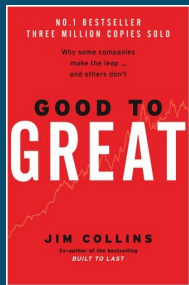
# KEY QUESTIONS

01

Do we have a team of **A-Players**? Would we **enthusiastically re-hire** everyone?

“The first job of a leader is to get the right people on the bus, the wrong people off the bus, and the right people in the right seats.”

—JIM COLLINS, AUTHOR OF ‘GOOD TO GREAT’



# KEY QUESTIONS

- 01 Do we have a team of A-Players? Would we enthusiastically re-hire everyone?
- 02 Have we articulated our organisational core values? Do our existing team members buy into our values, and do we use our values in the recruitment process?
- 03 Are we approaching recruitment and talent strategy with a marketing mindset? (Yes, even in a high-unemployment market!)



# STEP FOUR

Audit your  
current talent  
management  
processes and  
capabilities



# STEP FOUR

## Example: Onboarding Processes and Capabilities



Talent Management Function	Have in place	Need to add	Room to improve
Have we defined the Purpose and Goals of our onboarding program?			X
New hire onboarding checklist	X		
New hire training requirements and completion tracking			X
New hire goal creation / assignment (do our new hires know what they need to achieve?)			X
Probationary / new hire reviews	X		
Orientation compliance reporting	X		
New hire survey		X	

# STEP FIVE

Measure the results and be sure to share successes and contributions!



# STEP FIVE

## Example: Measuring Results of Talent Goals

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<b>Costs</b>	Training completed in-house with existing tools, so the main cost is the cost of time. Estimated 2 hours per salesperson, plus time investment from L&D team in developing course (8 hours).

<b>Results</b>	Training course designed and created xx Aug 2020. Training scheduled and conducted with all team members xx Sep 2020. Ongoing ROI still being measured.
<b>Completed within deadline?</b>	Yes, ahead of schedule
<b>Stakeholders to keep updated</b>	Executive (SWOT) team, Sales Leaders
<b>Method</b>	Attend one of the SWOT team's weekly executive meetings to provide in-person update. Send email to Sales Leaders.
<b>Frequency</b>	Attend one meeting and provide monthly email updates.
<b>ROI</b>	Ultimate ROI will be - are we seeing an increase in NPS across the board? Have we improved client retention rates? Measure quarterly and report on results throughout the year.

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# QUESTIONS

# Setting your talent strategy for the next 12 months



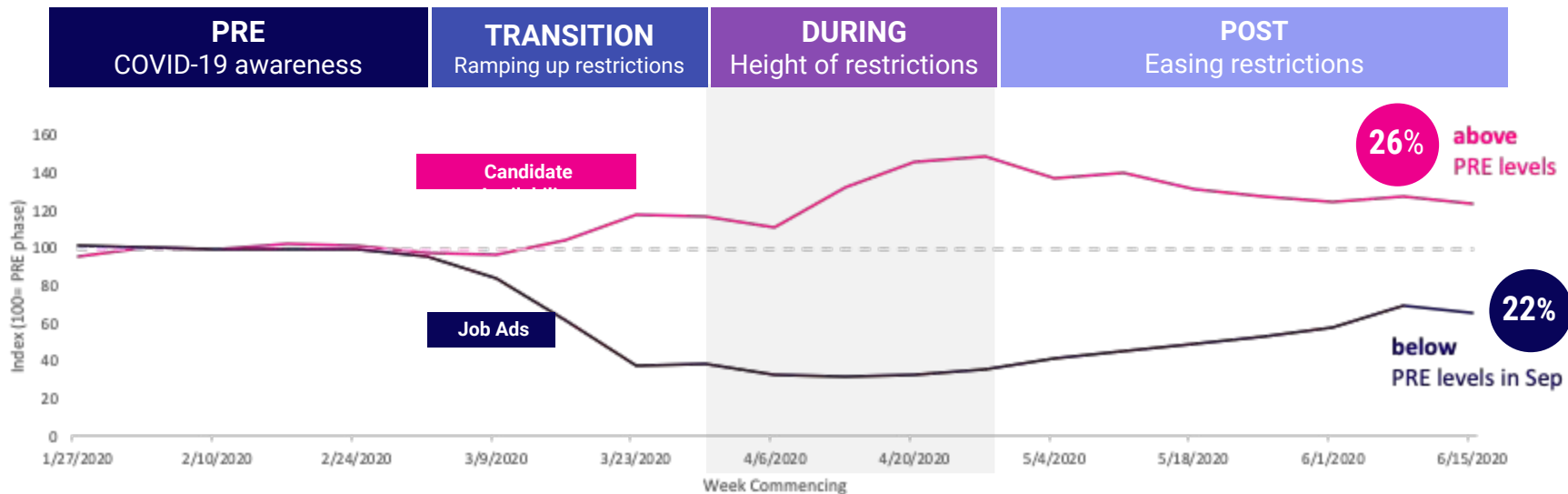
PRESENTED BY

**Gabrielle Clyburn**

Senior Account Manager, SEEK

# Latest Job Ad data suggests we have turned a corner, and starting the long road to recovery

## SEEK JOB ADS & CANDIDATE AVAILABILITY



### Jan/Feb 2020

WHO declares a global epidemic – 30<sup>th</sup> of Jan  
1<sup>st</sup> Confirmed case of COVID-19 in AUS – 25<sup>th</sup> of Jan

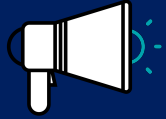
### Apr 2020

Strict social distancing  
measures in place

### May 2020 -

States begin to ease restrictions

# How to adapt, optimise and make the most of your hiring team now and for the future?



**TALENT STRATEGY:**  
Four areas SEEK have  
focused on





# How to adapt, optimise and make the most of your hiring team now and for the future?

## 1. Refocus your recruitment effort



# How to adapt, optimise and make the most of your hiring team now and for the future?

## 2. Utilise your in-house talent



# How to adapt, optimise and make the most of your hiring team now and for the future?

## 3. Build your pipelines for team success



#### 4. Leverage Technology for efficient and quality shortlisting

For many hiring teams, new challenges are emerging each day in this environment. By focusing on ways your team can adapt, refocus and leverage technology,

you'll be better placed to support the changing needs of your business through COVID-19 and beyond.



Technology acts as the one source of truth required for capturing information that enables:

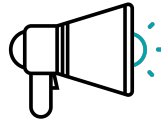
- A great candidate and hiring manager experience
- Decisions driven by data and insights
- Hiring practices which scale; and
- Building capacity for hiring teams to unlock time to deliver great hiring outcomes.

# Deliver a great Candidate Experience (CX)

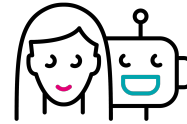
The **perception** of a jobseeker about an employer, based on the **interaction** during the complete recruitment process



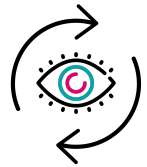
**Better quality**  
and **more committed**  
audience



Improved  
**employer brand**



**Brand advocates** who  
strengthen your  
employer brand



More **referrals**  
and **improved hiring cycle**

# High Volume Application numbers

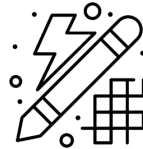


## Emails

Avoid appearance of automated emails by **personalising bulk emails** with their name

Set **communication expectations** within the email you send

Recommend 2-5 days



## Occupy the candidate

Get candidates **excited** about working for you, and buy yourself **time**:

- Personality assessment
- Gamified assessments
- Send company or employee videos
- Feedback on the application process



## Communication timeframe

Email or call the candidate rejecting or inviting them to an interview as soon as you can.

Act on the **expectations** set upfront in initial communication

# Unsuccessful Candidates

## TIMING IS KEY

94%

want to know the **stage of the recruitment process** they are in

## FEEDBACK

85%

want **feedback** on how to improve future applications

## CONTACT METHOD

61%

want a **phone call** if successful

## POSITION FOR FUTURE

66%

have **negative sentiment** towards the company they applied to but never heard back



# Questions to ask yourself..



**Do you have a talent strategy in place?**

**Does your talent team have a purpose to focus on and why?**

**Does your talent team have principals to define how they work?**

**What technology are you using and is this enabling your talent team?**

**What is your current retention rate? Do you expect this to increase due to market conditions?**

**What does your hiring process look like across different business segments? Is it consistent?**

**Are you currently building talent pools? How are you nurturing them?**



# QUESTIONS



# THANK YOU

Part 2 of the Talent Masterclass Series will be held on:

Wednesday 28 October | 12pm AEST

## **EMPLOYMENT LAW:** Managing risk and uncertainty

