

# The state of Early Careers 2017

Technology vs. Candidate Experience

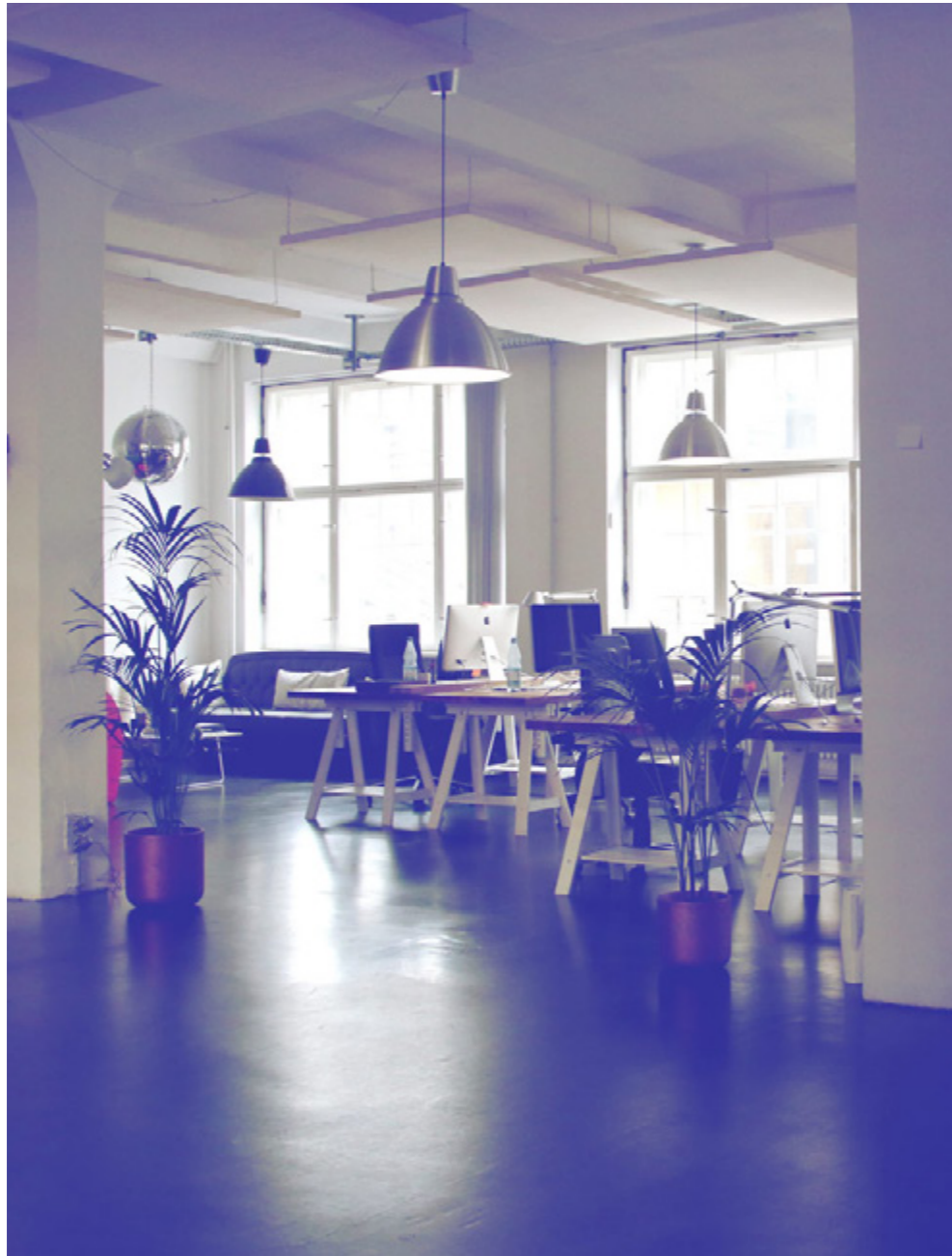


# Contents

- 1** Foreword
- 2** Methodology
- 3** The key stats
- 4** Bridging the Gap
- 5** The key issues
- 6** Candidate Experience vs. Technology
- 7** Recruiter bias
- 8** Is the cover letter dead?
- 9** ROI doesn't matter
- 10** Meet the influencers
- 11** Mark Stangroom, NMPi
- 12** Lienda Beale, ARM
- 13** Kate O'Hara, Gist
- 14** About GradTouch
- 15** Authors



# Foreword



Whereas in the past it was companies leading the market, Early Careers has swung to put the power back into the hands of the candidates. This shift is having an impact on all areas of the recruitment process - from the stages introduced, to the way professionals communicate - or don't communicate - with candidates and even in the technology teams across the UK are bringing into their strategies. Internal recruitment is no longer a straightforward process and, as a result, we are operating in a far more dynamic, creative and data-driven landscape.

**We approached this project with one mission in mind: to discover what tools and methods individuals within the Early Careers industry utilise on a day-to-day basis to overcome some of the greatest and most common issues in the market.**

Throughout this eBook we will investigate the dichotomy between our growing reliance on tech and our desire to still maintain a personal relationship with candidates going through the recruitment process. Recruitment targets are increasing and technology offers a way to alleviate a growing workload, but is this coming at a cost? Do we, ironically, need to return to old fashioned methods? Do we simply just need to pick up the phone again?

The truth is that regardless of whether you are based in Aberdeen or in the City, or if your annual recruitment target is six or sixty, professionals within Early Careers encounter the same struggles. The industry is fighting back with truly unique and innovative methods and this eBook aims to share and celebrate some of those stories.

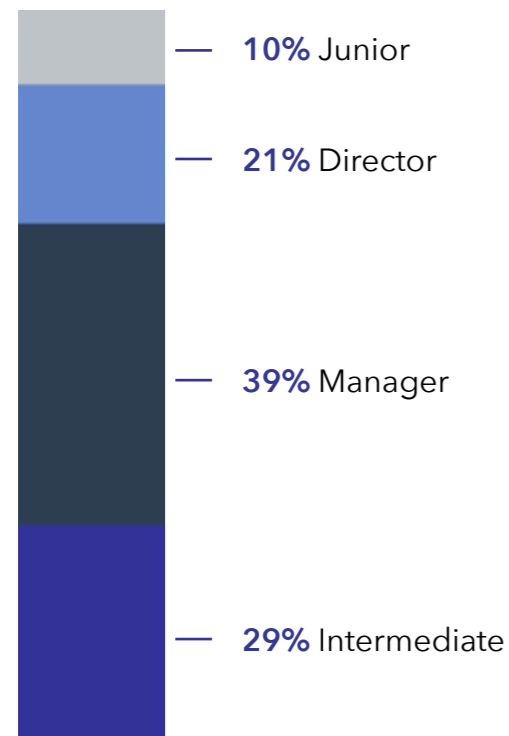
This is just the beginning. Early Careers is a textured, complex industry and every company has their own way of approaching it. There are many more stories to share, successes to celebrate and methods to interrogate. Analysing the State of Early Careers can't be solved through one project, and through being a part of our network we will aim to answer, collectively, some of the industry's most powerful questions.

# Methodology

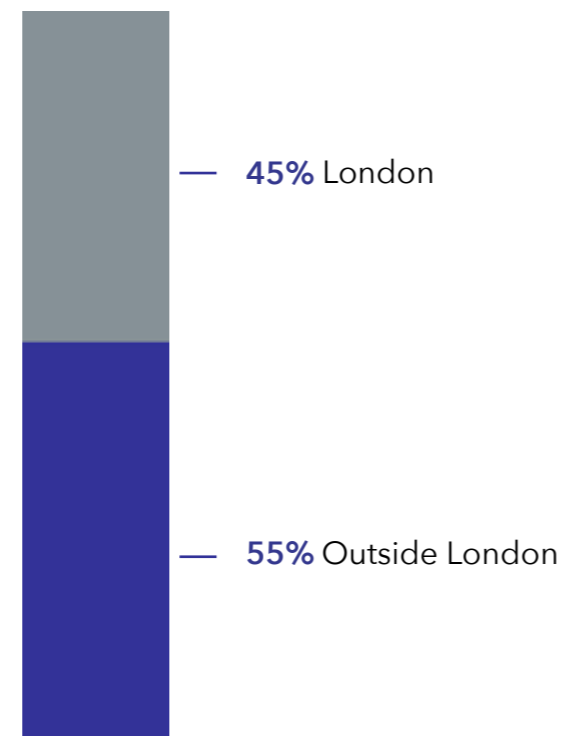
Six months ago we launched our Early Careers Network, allowing members in the industry to receive the latest tech updates, recruitment resources and findings from our research projects. Our network is still growing, and now contains over 250 companies across the UK. For this eBook, **62** organisations took part in an extensive research project.

Each organisation involved answered a set of 30 questions based on their approach to combating some of the most common challenges within the early careers recruitment industry. Below we have presented the key data points of the people and organisations that collaborated with us on this project.

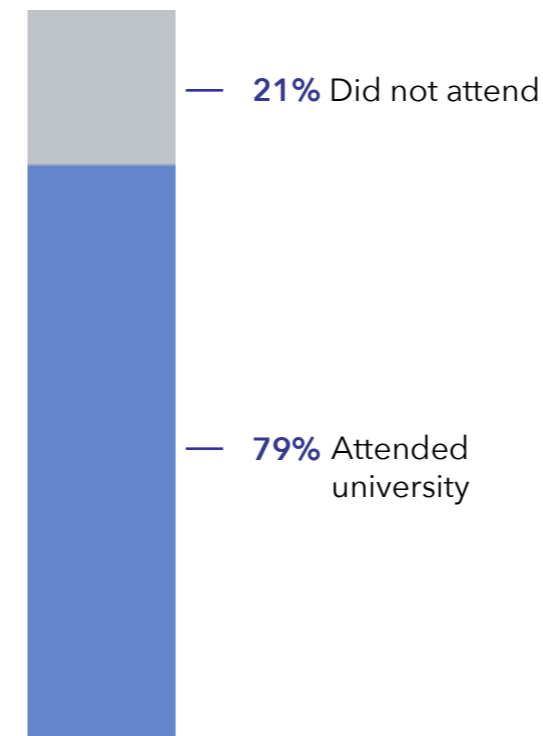
## Seniority



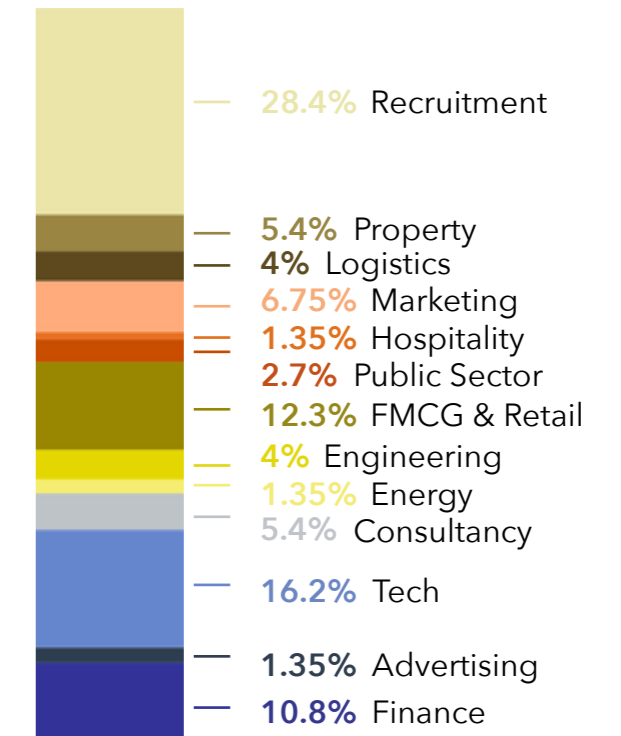
## Location



## Attended university



## Industry



# The key stats

**72%**  
of employers use  
an ATS

**81%**  
of employers  
do not know  
the source of all  
applications they  
receive

**50.4**  
average graduate  
yearly intake

**3.1**  
minutes spent  
reading an  
applicant's CV on  
average

**82%**  
of hiring managers  
prefer CVs to cover  
letters

**235**  
CVs received  
weekly on  
average

# Bridging the gap

Some of the questions we asked our participants revealed huge disparities. The two most polarising questions were, "How much is your average cost per graduate?" and "How long do you spend reading a CV?"

How long do you spend reading an applicant's CV?



Lowest

**5 seconds**



Highest

**20 minutes**

What is your average cost per graduate?



Lowest

**£ 70**



Highest

**£ 15,000**

# The key issues

What are the real challenges facing the industry in 2017? We discuss the key topics that came up again and again throughout our research.

# Building a positive candidate experience in the age of automation

Is technology having a detrimental impact on your candidates?

For candidates making their initial steps in employment, the decisions they make on what opportunity to apply for and what not to apply for is analogous to every other consumer decision in their life.

The reality is that modern attraction techniques put job opportunities in the same space as adverts for a Pepperoni Passion from Domino's or a playsuit from ASOS.

**In 2017, employers need to not only build an employer brand ready for market, but build an experience to support it.**

Whether we call it consumer experience or candidate experience, it boils down to the same idea: candidates moving through a recruitment process need to have a positive experience to increase their chances of moving into your company and ensure they share their positive experience with their peer group.

The core issue at the heart of the industry is the dichotomy between tech and the human touch. Recruitment targets are increasing year on year, while budgets are decreasing, and there is a lot of tech out there to help reduce an employer's workload. But does a company's relationship with tech compromise their relationship with the candidate?

The biggest introduction to tech over the past couple years is auto-screening. Some see this as a tool which allows recruiters to navigate the flood of applications more easily, whereas others in the industry see it as a necessary evil. In the research conducted for this report, many people within early careers expressed a wish to offer a more empathetic and communicative application process, but acknowledged that such commitments were untenable.

The most severe consequence of this dilemma is that the time a graduate recruiter spends reading an application is never commensurate to the time a candidate spent creating it. During our project we asked employers how long

it takes to screen a CV and the answers ranged from 5 seconds up to 15 minutes per application, with an overall average of 3 minutes 10 seconds. A number of organisations have also taken the move to outsource the screening process entirely.

Employers in 2017 looking to improve their candidate experience are beginning to make moves to put the personal touch back into the process. Whether it is making it protocol that every candidate who reaches a certain stage will be guaranteed feedback, or specifically introducing stages aimed at measuring emotional intelligence, companies are relying less on an individual's data-points and more on their values. The trend is apparent for hiring managers who have left university

within the last five years, where there is an acceptance that being a graduate is difficult and a willingness to be more generous with their time for the benefit of the candidate.

This personal touch is epitomised by a move from Virgin Media Group, who, upon realising that applicants are also potential customers, questioned whether a negative candidate experience could result in a loss of business. Neil Chivers, the Employer Branding & Marketing Manager at Virgin Media Group, discovered that out of 140,000 applications the company receives a year almost 7,500 applicants who provided negative feedback to the recruitment process were also consumers of Virgin products. If those candidates chose to leave the company it could impact the business at a cost £4,400,000, Neil calculated.

The financial ramifications are obvious but, regardless of whether your potential candidates are also your consumers, an acknowledgement that the recruitment process is effectively a transaction is a big leap for employers to make.

A company's first task should be to fully map out their candidate's experience at every step of the journey. Recruitment has changed, traditional marketing and communication tools have become accessible to everyone; it's now time to revisit that candidate journey and treat them like consumers.

Through fully understanding their employer value proposition and what their employer brand is, a company can suffuse all areas of the recruitment process with its own personality, ensuring a positive experience end-to-end.



# The end of the cover letter

Less than a quarter of hiring managers we surveyed said they value a candidate's cover letter. We ask: is the cover letter dead?

**With origins based in the early 20th century, cover letters have been pervasive within the world of recruitment for decades.**

Yet for recruiters today, it seems the practice exists more as a tick box than a useful exercise. Over **82%** of early careers professionals who took part in this report said they prioritise reading a CV over a Cover Letter, with many even going so far as to say they would rarely, if ever, read a cover letter at all.

Time has become a precious commodity for early careers professionals. Compounded by stagnant resources and increasing hiring targets, immense workloads are now one of the biggest challenges facing those within the industry. Large employers must work efficiently to avoid being swept away on the tide of applications, especially if they are operating within tight recruitment windows. This squeeze has resulted in graduate recruiters spending under 3 minutes screening an individual CV, with half dedicating no longer than 60 seconds to each.

The need to be time-economical has seen a growing focus on collecting key headlines at the very first stages of the hiring process: where a graduate went to university; their course; the grade they achieved and the extra-curricular activities they took part in. For these, many rely solely on CVs to make the initial call on whether to advance a candidate along the pipeline.

Many hiring managers we interviewed discussed how they'd like to read cover letters, as they offer a more personal insight into the applicant, but simply can't because of a large volume of applications.

Yet, while attracting talent aligned with their organisation's values continues to be a priority for employers - reducing staff turnover, keeping recruitment costs down and creating an invested team committed to delivering the best services possible - the practice of cover letters has fallen on the wrong side of a growing trend of automation in recruitment.

The early careers industry has evolved rapidly in the last few years, shaped by the emergence of new recruitment methods and technologies that make life easier for the over-burdened professionals within it: comprehensive applicant management systems now manage the process end to end; automated emails are sent to move candidates onto the next stage or reject them, and video interviews are growing in popularity.

In contrast, cover letters have failed to evolve; they characterise the hiring procedures of years gone by and have no place in this modern world in which candidates are increasingly judged against a set of defined metrics and corresponded with virtually.

We've discovered that brands are finding ways to source grads who are a strong cultural match without the need of a cover letter, through psychometric and emotional intelligence tests.

As part of a huge transformation project, Direct Line Group recently reassessed their company values, creating new ones based upon the people they already had working within the organisation. These updated values then played a crucial role in the recruitment strategy for their new graduate programme, launched in 2016 and now in its second year. Their application process is primarily centred around testing the EQ (emotional intelligence), IQ, drive, motivation and behaviours of a candidate, scoring them on each to make sure they complement the values the rest of the company prizes most.

Direct Line Group aren't alone. Many of the UK's largest employers, some of whom we spoke to as part of our research, have replaced cover letters with a series of online situational strength and judgement tests built around their values at the very start of their hiring process. In some cases, a candidate's CV is not even considered until they have reached Assessment Centre stage.

This demonstrates that it's possible to successfully implement a screening method that not only allows you to assess large volumes of candidates automatically online, thus freeing up your team's time, but also one that ensures only the strongest progress to the later stages.

As organisations are already starting to show, there are a host of methods that can fulfil the role which the cover letter used to provide while fitting in with our modern landscape.

# How not to measure cost-per-hire

In 2017, employers need to stop saying ROI and relying on drop-down menus to deliver accurate data.

Throughout our research we found three methodologies used - outside of a fully integrated ATS - to track the source of applications: Drop-down menus, asking graduates directly in an interview, and not asking at all.

When completing application forms, it is not the priority of the applicant to enable talent departments to analyse cost-per-hire. Relying on the applicant to fulfil your source tracking is unreliable, for a number of reasons. The inherent flaw in drop-down menus is that all sources must be listed in a particular order, which immediately influences the person selecting a value from the options offered. You are also limited in the feasible number of entries you can include, despite the vast possible routes an applicant could have taken to reach your job listing.

On top of this, drop-downs are typically unpredictable and unreliable on mobile platforms. And GradTouch website data from 2017 tells us that 87% of users viewing jobs are doing so on their mobile phones.

A common route taken to combat these issues is to replace the drop-down with a string-entry textbox, allowing applicants to tell you where they think they originally learnt about the role. This is problematic for three reasons: it relies on memory, the applicants perception of what you want to hear, and also causes issues with data consistency. For example, one applicant might write "jobs board", another might write the name of that jobs board, and they could write that name in a variety of different ways - and that's not even considering spelling errors.

If you deal with hundreds or even thousands of

## Measuring cost-per-hire

In order for us to create relevant language for the early careers community to use in these circumstances, there are three elements that require definition.

- **Attraction Investment:** Any direct monetary spend related to finding graduates for your available roles including: sponsored content, pay-per-click advertising, jobs board spend, cost of LinkedIn job profiles, recruitment agency spend, careers fayre attendance
- **Domestic Investment:** Any indirect monetary spend related to processing graduate hires including: wages of recruitment team during time-spent carrying our recruitment activity, cost of application tracking system & all other HR technologies, cost of assessment centres
- **Return:** The number of successful early careers hires

**Domestic Investment is often static, fixed in the long term & not considered within your advertising and attraction budget, so the cost-per-hire score equation that truly matters in these budget conversations is seen below.**

- $\text{Attraction Investment per channel OR overall} / \text{Return per channel OR overall} = \text{Cost Per Graduate}$

### A Working Example

- £5,000 spent on that channel / Hired 10 Graduates sourced from channel #1 = £500
- £43,000 spent overall / Hired 25 Graduates overall = £1,720

applications, the task of grouping these entries reliably becomes impossible.

The final issue which came up consistently with those who do use drop-down menus is what to do with the answer "Other". This catch-all frustrated those who needed to use this source data to make real decisions, and there was a resigned acceptance that this data point is difficult to convert into meaningful analysis for each channel's cost-per-hire.

What about asking during the interview process? Well, many of the same issues become apparent, and in some cases magnified. Dependent on the length of your recruitment process, the likelihood that someone remembers correctly becomes slimmer. Applicants may also give you the answer they think you want to hear.

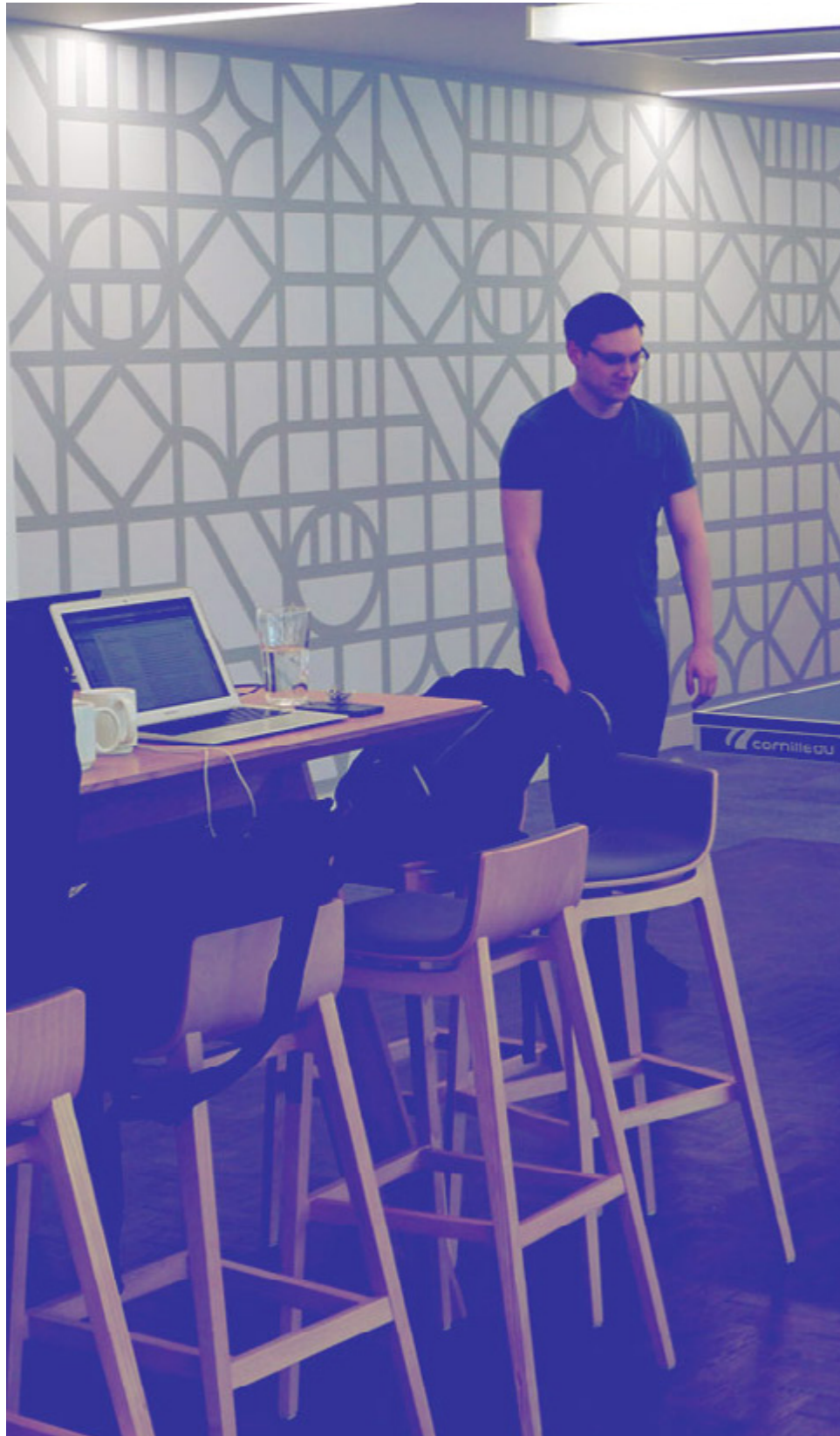
Lastly, not asking or attempting to understand the source of applications leaves you with no data to improve your future strategies.

Our research shows that, even in 2017, the majority of data collated by early careers employers is 'indicative'. It suggests, or indicates, a statistic but is not the statistic. It will tell you that x amount of people chose this option, but not that x amount of applicants actually first saw the role or came from that application source. This disparity is important, and is what today's thought leaders are tackling.

The next step and ultimate solution to the problems outlined here is to use an ATS which collects source information through intelligent online tracking. These systems offer employers the information needed to accurately measure your cost-per-hire and devise an attraction strategy built on real user insight.

# Fighting the unconscious

How are companies in 2017 tackling the issue of unconscious recruiter bias? And is Early Careers experiencing its own unique favouritism?



**Reports indicate that diversity remains a top priority for employers. As a direct result, unconscious bias remains a part of the conversation, and came up frequently in our discussions with hiring managers this year.**

Unconscious bias refers to the snap judgement of candidates based on things other than their professional merit, and it is often blamed for persistently poor diversity records in businesses across the world. Accepting that unconscious bias may be playing a part in your organisation is one thing, tackling the issue is another.

In an effort to ensure the recruitment process is as fair as possible, larger companies have, since the 1960s, adopted diversity training for all staff in a pre-emptive attempt to remove inherent biases from the process. Recent studies, however, are beginning to highlight the ineffectiveness of such training; at best it has shown to make no difference to minority numbers in the workforce, at worst it has been found to actually have a negative impact.

In 2016, the Harvard Business Review ran an article titled, 'Why diversity programs fail'. In their research they found that people responded to compulsory diversity training with anger and resistance, and that the messages in the courses were forgotten as soon as two days after delivery.

Instead of insinuating staff are harboring prejudices, the modern approach has been to remove the option of possible human mis-judgement entirely. Like with every HR development, the drive is new technology.

Blind CV screening is one method being utilised -

removing any elements from candidates' applications that can indicate race or gender. France passed a law in 2006 requiring all firms with over 50 employees to anonymise applicants; similarly, the UK encouraged several large firms - including HSBC and the Civil Service - to adopt similar measures during David Cameron's drive to fight workplace discrimination in 2015.

But with technology-driven solutions like blind CV screening and anonymous application processes targeting gender and ethnic biases, what these measures don't tackle is something rarely discussed in early careers: University bias.

As part of our research for The State of Early Careers 2017, one question we asked participating employers was whether they believe an ingrained university bias exists between graduate employer and graduate applicant. If you graduated from the University of Nottingham, are you going to favour a fellow UoN graduate over a candidate with similar experience who went to the University of Southampton?

One participant we spoke to confirmed that alumni often seek their own kind, jokingly coining the phrase "myschoolitis". But for the joke to exist, so must the problem. And if institution favouritism is playing a role in recruitment, does the phenomenon reach into degree subjects, or even society experiences?

Every organisation wants a diverse workforce, and to avoid the risk of inherent biases favouring applicants based on their university, their course, even something more serious as their gender - one thing all employers can do is build measurements based on something entirely unique of these factors: shared values.

# Meet the influencers

We profile three early careers professionals and discuss what they're doing in 2017.

# Mark Stangroom

Talent Acquisition Manager at NMPi

Worked in Early Careers since 2009

Mark talks tech and talent, and how working for a digital media agency has kept him at the forefront of early careers innovations.



## Before starting at NMPi, what was your relationship to recruitment technology?

When I started out it was old school. You would write a job ad, put it on a job board, manage applications, log things in a database. But things have definitely moved on since then.

## Are companies fully aware of the tech available to improve their graduate recruitment process?

I don't think it's possible to be fully aware of the potential of tech because there are always new platforms coming out. Every day I get an email or a phone call about a new platform that might do something for us, be it to help build an employer brand, helping our candidate experience, helping measure performance of campaigns - there's just always something new out there.

## What advice would you give to someone who doesn't work at a digital agency, but wants to test out and introduce some new technology?

First of all, decide what you want to achieve.

## What does that look like? The size of grads you need to bring in?

It's wider than that. You need to work with the executive team and look at the goals of the business. For example, we work with a 3-year company roadmap.

## So you know exactly what you're contributing towards?

Yeah, it's great for motivating a team. Everyone knows where you are going as a collective, and you know what you are adding to it.

## Okay, so you've decided your goal, what's next?

You're then going to look at the options in the marketplace. Spend time reviewing them, there will probably be tools you need that you didn't know existed. Review them all, talk to the provider's salespeople, get them to walk it through how it works. Decide which platform does the things you need it to do. For us, the most

important factors are scalability, flexibility, teamwork and automation.

## Are you saying you don't need to be tech savvy if you just ask the right people? Or do you think you need a basic knowledge?

No, I think if you know what you need it to do, you don't need to be tech savvy to know what your goals are. You might need help but you'll start building up that expertise from talking to the salespeople because they will tell you what's possible and what isn't.

## What will be the biggest development in tech for graduate recruitment in the next year?

Data analytics, and specifically predictive analytics. Tools that will help us make decisions on where to place advertising budget, where to look for candidates, or how well a candidate will perform in a job or a team. That's going to perfect your recruitment metrics, your time to hire, your return on investment, and your retention of employees. We're going to be able to use those things to look for passive candidates.

## How do you think this will affect the candidate experience?

Well, I think if used correctly you can improve user experience with technology. Candidates get automated replies from us saying we've received their application, they like acknowledgement, and we also tell them in that email, "we've got your application, thanks very much, were going to get back to you, but in the meantime take a look at the work we've done on the NMPi YouTube channel" so that experience for them should be positive as a result. If applicants don't make it to the interview stage they will get an automated email letting them know they've not been successful, and offering them some suggested websites to visit that may help them break into our industry

## You brought up video there, do you think video is important to maintain that human touch when all the other structure around it is automated?

Yeah, exactly. They are getting it from the horse's mouth. On the flip side on all of this, you have to be careful not to be too cold with it. Candidate experience always needs to be authentic so we always make sure if someone comes in for an interview, they get a phone call with helpful feedback regardless of the outcome of the interview. You can't rely on technology to deliver that.

# Lienda Beale

Lienda joined technology business ARM in September 2015. She has previously held positions at GTI, Grant Thornton, Accenture, Deutsche Bank and Deloitte. Despite not attending university herself, she has placed upwards of 80 graduates every year since the start of her career.



## What led you to decide that you didn't want to attend university?

To be honest, I never thought that university was an option for me. After I had finished [my A-levels], I started to look for jobs and I was lucky to get one at the Job Centre in Stevenage, in Hertfordshire, for the Benefits Agency.

## Was this your first job in careers?

It was my first initiation into the world of careers but it was very different to what I do now. It wasn't an agency or a corporate company; it was government run and I was advertising vacancies of all types. I did enjoy it. I loved talking to people and being able to help them into jobs was something I really enjoyed.

## When did it become part of your ambition to work within big brands?

As is often the way, I ended up working in London. It wasn't until I made this move that I became aware of big corporate companies like Deloitte and Accenture, learning about them through friends who worked in banking or accountancy.

## How did you get into Early Careers specifically?

I was looking for a new role and went to an agency for advice. It was them who sent me for an interview for a Researcher position at Deloitte. I didn't get the job but the managers kept me on their books. Shortly after, they advertised for a Graduate Recruitment Administrator and, although I knew very little about graduate recruitment I decided to go for it. On the day of the interview, I got to Farringdon Train station and the heel of my shoe broke. I did consider going home but knew I had to carry on. I went to a Newsagents, super glued my heel back on and went into the interview. I told them what had happened straight away and they thought it was hilarious. Looking back, being honest was probably the best thing I could've done - it broke the ice and it showed them that I had initiative. I think they liked that I was open, friendly and managed to stay as relaxed as possible in that situation.

## Since Deloitte you've moved into other big names. When you made these careers moves was the brand an important part?

I will admit that I do like to have big names on my CV.

I did work for one small company as a temp for a short period but I didn't enjoy it as much - I like bulk recruitment and they didn't necessarily have the right structures in place. Larger organisations provide variety balanced with routine. With them, you get to do so much, from devising campus strategies to launching apprenticeship or internship programmes. I really enjoy speaking directly to students and building relationships with them.

## How has the graduate recruitment market changed between 2004 and 2017?

I have worked in a variety of industries, so it's hard to compare, but there's been a number of different trends - it was psychometric testing when I started out and now it's gamification, which we've just started to use with our apprentices. Recently, I've seen that students are driving the market more and more. The financial crash caused major changes in the economy and recruitment as a result. Although they were still hiring, a lot of companies had to decrease their recruitment, while trying to prevent their brand being impacted. Now the economy has recovered, students are back in high demand - they have lots of options and this is taking it back into their arena. You can see this shift in the way assessment centres are run now; at one point, they were mostly about making students jump through hoops so the company could find the best candidates. Today, there's a focus on creating a positive experience for the candidate - we want to show them that we can add value to their lives and give them something to take away.

## What do you believe is the biggest obstacle in the future of graduate recruitment and how do you personally plan to combat it?

The exponential growth within Technology means our company is changing rapidly, and we're aware of this and trying to plan ahead. For us, when hiring, we try to understand what talent we will need for the future, not necessarily for now. We try to assess the potential in candidates and, while we still hire them for their skills, it's no longer with one particular role in mind - that may change in a year, or even a week, as the market develops.

## With an ever growing reliance on technology in the market, how do you maintain a "personal touch" within the recruitment process?

In the past we did use video interviewing, but we make it as personal as possible: managers introduce themselves, record their questions and we try to educate candidates about our brand and what we do. However, video interviews received mixed reviews.

I can still see benefits of doing small gestures to impress candidates, for example sending out Easter Eggs or exam cards in the post. I once kept a candidate warm for six months - he was a great student but I didn't have the right place for him at that moment. I phoned him every Friday just to see how he was. After six months, the right position came up for him and he joined.

When I was at Grant Thornton, I was tasked with sourcing 30 interns in one month, which I did. I knew everything about all the interns I brought in because I did briefing calls with them before the assessment centre, I was at their induction and I made sure I saw them every day after they started. For me, this job is about building relationships. I always try to remember that candidates are human. They've invested time applying to us, so I make a personal investment in them too.

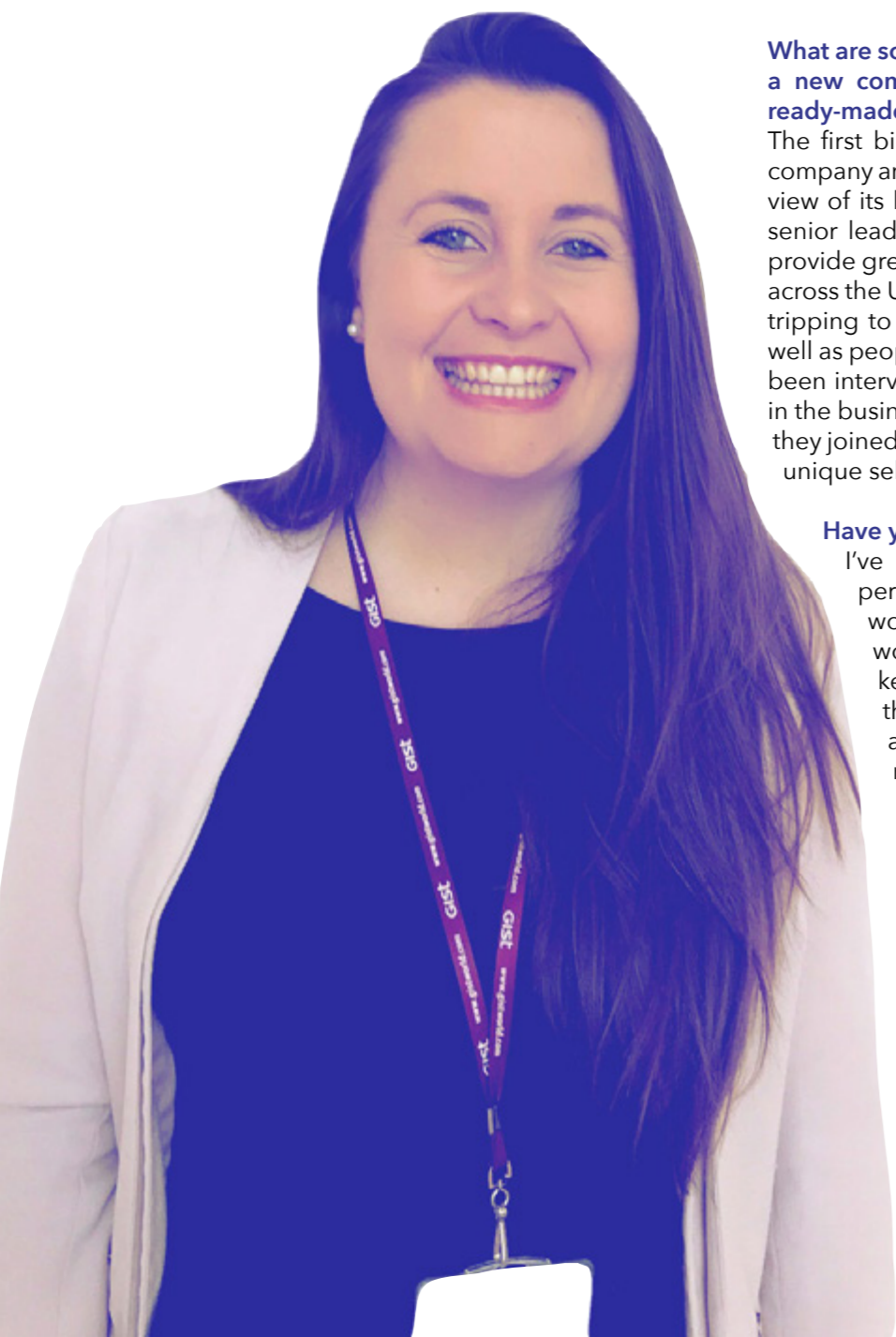
EMEA Early Careers Lead at ARM

Worked in Early Careers since 2004

Has placed over 1,000 graduates

# Kate O'Hara

Kate started in the industry at Pentland Brands, but she has recently moved into a new role at Gist. She discusses the steps Early Careers professionals should take in their first 100 days.



## **What are some of the biggest obstacles you have faced when joining a new company in graduate recruitment, particularly one with a ready-made process and structure?**

The first big challenge at Gist has been to learn the history of the company and its graduate programme to ensure that I have a complete view of its heritage and reputation within the business. A fifth of our senior leaders, including our CEO, joined as graduates so they can provide great insight in this respect. We've got about 15 different sites across the UK that we use to develop our graduates, so I've been road-tripping to meet with their HR Managers and General Managers, as well as people who are or have been on the graduate programme. I've been interviewing them about their best and most challenging times in the business, what they think it takes to be successful here, and why they joined and stayed at Gist - all of this will help me identify what our unique selling point (USP) is.

## **Have you encountered much resistance?**

I've found people are open to having these conversations, perhaps because I'm new. There's definitely an appetite to work on how we make our programme even better, as the world around us is changing, and we need to ensure that we keep abreast of it. There are a number of things for us to think about in the near future, but our focus currently is on assessing graduates for resilience and identifying their core motivations.

## **While conducting your research, have you found that you've been spending more time in certain departments or speaking to certain people?**

As mentioned before, gaining buy-in from senior managers in the areas graduates move into is absolutely key. I have been lucky with Gist as there is always a good level of engagement from this group as they have seen the success the programme brings to them and the business. I've been meeting the General Managers, HR teams and early careers population at each site. These groups can give the best insight and view of the environment

## **Graduate & Emerging Talent Manager at Gist**

**Worked in Early Careers since 2014**

our graduates and industrial placement students go into, and so are fountains of knowledge. That being said, I think it's important to engage all levels and areas of the business regarding the programme, to ensure business-wide buy-in and advocacy.

## **Are there additional challenges that come with joining a company midway through a recruitment window?**

I've been lucky because I've come in at the perfect time to start reviewing. However, I started at Pentland slap-bang in the middle of a recruitment process, so I have experienced that. I'm a 'learn-as-you-go' type of person, and just getting on with it appealed to me. At the beginning of your career, learning through practice is pivotal. I believe it's the best way to learn what a good candidate experience looks like, what an applicant tracking system (ATS) is, what it takes to pull together an assessment centre and so on. You have to build that base knowledge before leading the charge and planning for the future. When joining somewhere new, there's advantages to getting your hands dirty in the chaotic period that exists mid-recruitment window.

## **What ideas and methods are you looking to implement as a result of what you've learned in your first 100 days?**

Ideally, I'd like to find an effective tool for measuring a candidate's resilience and identifying their key motivators, as this will help make our assessment process more efficient. Also, I see landing employer branding as a priority in the future - not only for me and Early Careers but also the wider Recruitment team, Comms, the Board and the rest of the business.

## **For you, what will success look like over the next 12 months?**

What I want is for someone to be able to go online, whether it's on our website, or social media channels, and understand our culture. We have so many success stories and USPs here at Gist that we just don't shout about enough, and this will become a core part of marketing plans going forward. But, beyond this, we should be appearing in the reviews they read, in the top Graduate Employers rankings and in the 'ratemyplacement' top 10.

A person wearing a watch is operating a professional Canon EOS 5D Mark IV camera mounted on a tripod. The camera is equipped with a large lens and a microphone. The background is a blurred studio or office environment.

# About GradTouch

GradTouch is an employer advertising platform which allows companies to improve their entire recruitment process - from branding through to application management.

GradTouch has visited over 200 organisations across the UK and Europe, capturing on video over 1,257 employee stories to help brands showcase their workplace culture.

After launching a new intuitive ATS in spring 2017, GradTouch publishes this eBook to explore the relationship between technology and candidate experience, asking whether modern innovations within the industry are damaging the applicant journey.

[Learn more](#)



# Authors



**Nathan Ouriach**  
Head of Creative



**Sean Talbot**  
Head of Content



**Helen Jackson**  
Campaigns Executive



**Dan Lord-Doyle**  
Head of B2B Marketing