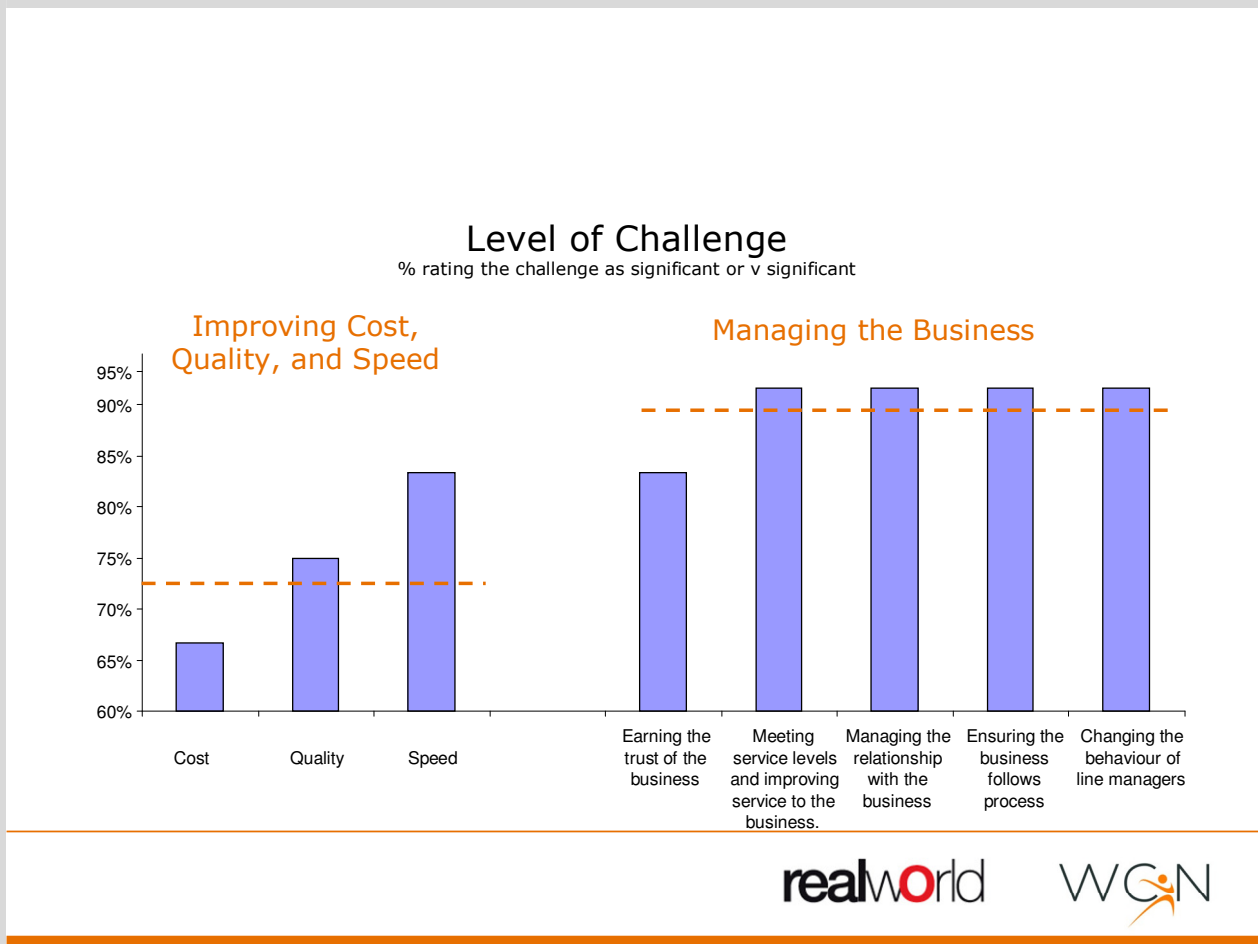


# Round-up

## Summary

Firstly we had an interactive presentation on what the future might hold for e-Recruitment and the selection criteria used for graduate schemes, from Charles and Darius. This was followed by an insightful and engaging presentation from Malcolm Horton, Managing Director Global Head of Recruiting and Program Management of Nomura and former Head of Global Recruitment at Lehman's, who talked about engaging leadership in attracting and retaining top talent and how to enhance your Employer Value Proposition (EVP).

Managing relationship with business is more of a challenge than improving cost, quality or time-to-hire



# Round-up

## Questioning Degree and A-level selection criteria

### Correlating degrees/A-level results

- How well do degrees/A-level results correlate with future job performance?
- What are you hoping to measuring by asking for a 2:1?

## Build your talent ID programme

### How to build your own talent identification programme

- Choose some (robust) talent indicators
- Enable potential candidates to test themselves from an early stage so that they can benchmark their performance and develop themselves where appropriate
- Narrow talent pool over time by using additional relevant selection criteria
- Test validity of assessment criteria by correlating with actual job performance over time

# Round-up

## Question and Answers - Questions for Charles Higgs and Darius Norell

Q - Does anyone have any approaches for managing the fact that up to c15% of my applicants are potentially falsifying on-line tests when compared with results for tests taken on site?

A - Firstly this is much higher than we have previously had reported, our experience has been around 1%. Some thoughts where:

- Pre-warn all candidates that they will be re-tested further into the recruitment process as a disincentive to cheat in on-line tests
- E-bay style publication/rating of those believed to have cheated
- Publishing of results for all potential employers to see

Q - If the QAA Quality Assurance Agency for Education described the current system of degree classification as "arbitrary and unreliable". How can we change this?

A - The degree categorisation was never devised as a measure for prospective employers and educational institutions are likely to become more independent and less standardised. That is why prospective employers and recruiters need to become more sophisticated in evaluating future talent potential and not relying on degree results as a predictor of future performance.

## Questions for Malcolm Horton Nomura

Q - Should EVP (employee value proposition) take into consideration both current and aspirational content?

A - It is slightly dangerous to look at aspirational EVP's as you could have difficulty obtaining buy in from existing staff and could create a vision that is misaligned for new recruits. It is better to look at the current situation and be upfront if you are entering a transitional period.

Q - How do you convince the line managers & business leaders to engage in the recruitment process?

A - I have used many approaches covering both the carrot and the stick. The carrot is best and during the good times at Lemans we paid the business managers who engaged the most in recruitment an additional bonus. I have also refused to find graduates for areas where the business manager requesting the graduates has not taken part in the recruitment programme.

The best way to proceed is to get the Business Managers to understand the long term benefits of making good hires and that how that comes from participation in attraction and recruitment during the early stages and by being part of recruitment planning.

Q How successful has your new EVP approach been so far?

A - It is early days at the moment, but the early indicators are good. We have attracted some good talent and made some good hires.

