

Britain's Got (young) Talent!

Employ, Engage and Exit young talent in a crisis
Outputs summary

Panellists

Tesco

L'Oréal

IBM

NHS

Baxterstorey

Gousto

Intoo

Pearson

**Graduate Recruitment
Bureau**

Participants

RWD

Shell

Lloyd's of London

IBM

Alliotts

L'Oréal

Islington Council

Industrial Light & Magic

Transport for London

Pearson

Mondelēz International

Framestore

Warner Media

**Guy's and St Thomas' NHS
Foundation Trust**

Context



At a time when Britain's young talent should be embarking on an exciting new stage of their professional lives, they find themselves in a fiercely competitive, confusing and uncertain jobs market. New jobs are started from bedrooms; they have no immediate prospect of meeting colleagues and are required to develop critical work habits and behaviours virtually. Their options are limited. They must build relationships in an artificial environment where even experienced managers and leaders are floundering. The risk of furlough and redundancy pervades.

This is a summary of the key outputs of 4 webinars, run as part of The Enterprise Festival, addressing the 4 challenges of recruiting, onboarding, managing and exiting young talent in an increasingly virtual world. Organised and hosted by Pearson College London, part of Pearson, a FTSE 100 and global education company.

Crucially, the webinars brought together both the first-hand voice of young talent as well as our valued industry partner employers. This produced highly practical insight into what is and isn't working right now.



Creating the Conditions for Success

High level summary – see next 4 slides for further detail



RECRUIT

- Communicate 'odds' honestly and transparently
- Recognise value of Virtual Internships as feeder
- Prepare candidates to ensure level playing field – D&I



ENGAGE

- Ensure virtual meetings have a purpose and a focus
- Provide attentive line management + support for good mental & physical health
- Understand working environment & human factors
- Communicate to accommodate all



ONBOARD

- Start before Day 1 (technology, home office, buddy system)
- Establish (top down) policies on structure, boundaries & expectations
- Provide safe places for peer support



EXIT

- Create advocates not adversaries
- Move beyond the process
- Exploit development opportunities: furlough does not = 'press pause'

Session 1 Insights:

Identifying and Winning Top Diverse Young Talent Remotely



YOUNG TALENT INSIGHTS

Clear and transparent ‘human’ communication

Candidates appreciate knowing ‘the odds’ (e.g % of roles offered to interns) so as to apportion time and effort accordingly. Back to basics: use the phone.

Remote assessment reduces barriers (e.g cost of travel) and encourages diversity

Applicants want to be meaningfully engaged, for example, on social media and to understand if remote working presents a longer term option.

Online Branding

Pay attention to ensure this appropriately represents company culture & values.



I didn’t expect things to be perfect, but appreciated clear communication if something hadn’t gone to plan.

EMPLOYER INSIGHTS

Create opportunities for future talent pipeline

With reduced numbers of early careers roles, companies must find other ways to engage and educate e.g. via increased online presence, mentoring schemes and network building initiatives

Provide detailed preparation and support to ensure a level playing field

Candidates need to know what to expect and require more information to be fully prepared to succeed fairly in a virtual process.



We are thinking more deeply about how we are prepping candidates for elements of their assessment.

Session 2 Insights:

How do you 'virtually' welcome young talent into your company?

YOUNG TALENT INSIGHTS

Virtual inductions; start early and give detailed structure

New recruits welcome 'pre-Day 1' orientation and being set clear goals and objectives plus expectations around online behaviour (e.g cameras/mikes on).

Buddy up

Peer support networks provide a safe place to ask questions. Recent joiners paired with new starters provide valuable support in the new virtual workplace.



I not only knew what my first day and week looked like but also my objectives for the first month.

EMPLOYER INSIGHTS

Mind the gap

Ensure there are substitutes for missed informal learning opportunities e.g via 'virtual water cooler' sessions.

Shift focus from capability to support

Reset performance expectations and ensure clear output deliverables. Line manager engagement & support is key.

Importance of being human

Consider people's different experiences of the crisis, of mental health issues and how best to support those at risk.

Explore multiple collaboration tools

e.g Slack, Discord



We have to be honest and acknowledge that a lot of junior talent is going to have gaps (in their learning).

Session 3 Insights:

How to best support young talent to thrive in a virtual workplace



YOUNG TALENT INSIGHTS

Social aspect online is hard

Importance of forums to create opportunities to interact beyond your own team.

Increased number of virtual meetings

To stay engaged people need clear outputs and a focus.

Scheduling time out

Virtual working demands structure and boundaries. Top down permission is useful – i.e. Company-wide lunch hours.



Virtual catch ups can go too far; especially as we got deeper into lockdown.

EMPLOYER INSIGHTS

Deeply understand young people's working environment

And what practical support you can give – i.e. via office equipment and flexible working options.

Virtual internships support D&I

Many schemes have been scaled up to a broader reach with improved access.

Supporting mental health

Typically companies have a wealth of resources but people need to know where to find what they need.



We are really taking the time to understand the environment that our young people are working in and how we can support them.

Session 4 Insights:

Exiting young talent in a crisis- the harsh reality

YOUNG TALENT INSIGHTS

Honest communication

Employers need to communicate the risk of redundancy early to give people time to prepare. Young people can feel disposable and have confidence knocked. Lack of communication compounds this.

Degree Apprenticeships challenges

DAs face the dual challenge of finding a new role and an employer to take on the apprenticeship. Tapping in to wider professionals is critical.



I found the whole process confusing – I didn't know where I stood.

EMPLOYER INSIGHTS

Need to move beyond 'cold & functional' HR processes

Use the time wisely and with care & compassion as an opportunity to focus on development and next steps. Plus Furlough should not mean 'pressing pause'.

Create advocates not adversaries

In the interest of both employer and employee. Young people typically follow portfolio careers and may wish to return at a later stage.

Power of partnerships

Strategic partnerships allow organisations to more effectively link opportunity with demand.



We need to put the 'human' back in human resources.