HIRE GROUND

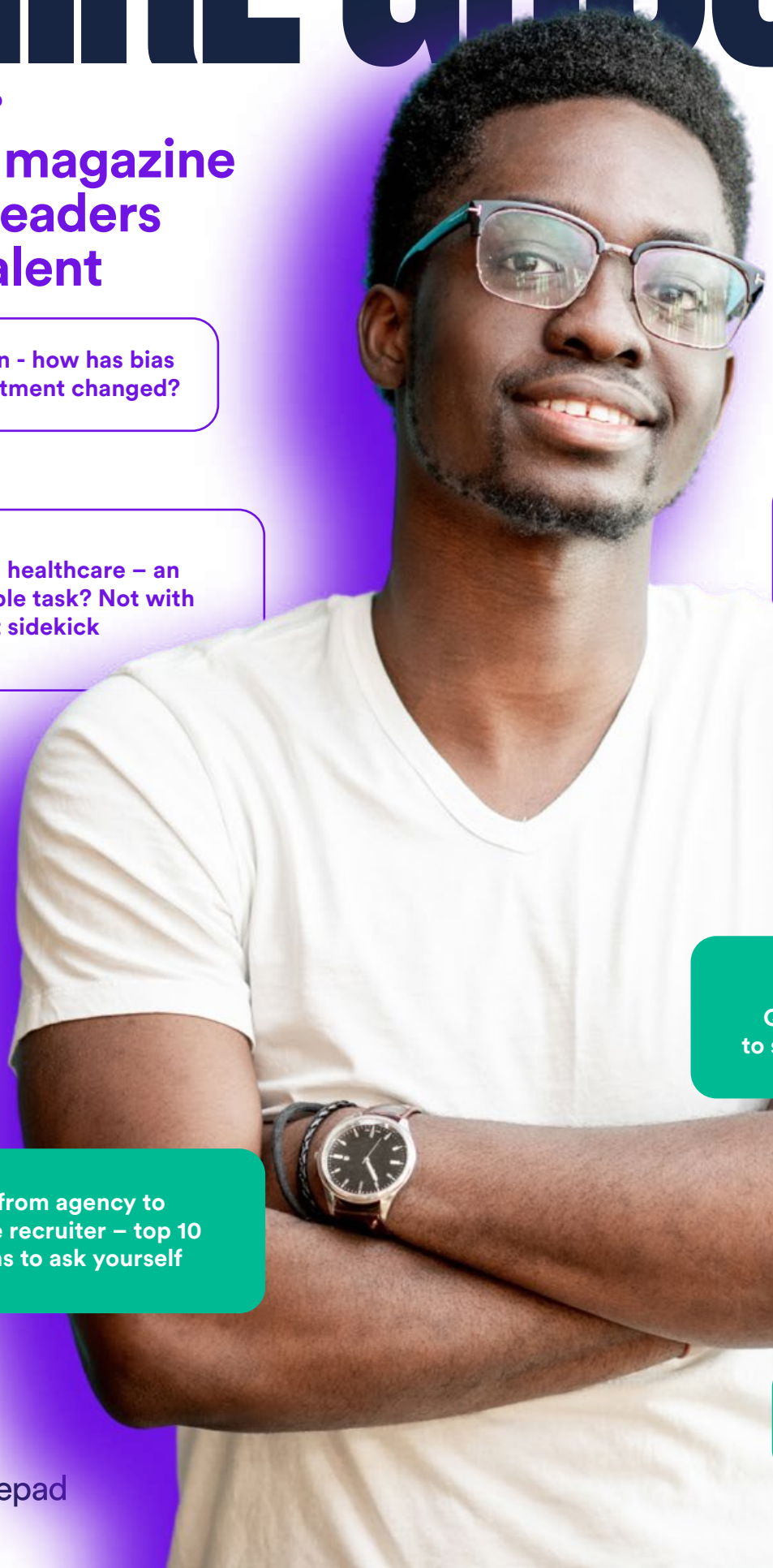
ISSUE TWO

The magazine for leaders in talent

A year on - how has bias in recruitment changed?

Hiring in healthcare – an impossible task? Not with the right sidekick

Why the economic crisis is not the time to stop recruiting



The View
Quantity AND quality; how to smash recruitment at scale

Moving from agency to in-house recruiter – top 10 questions to ask yourself

Five ways to radically shake up recruitment

Tribepad

Introduction

Hire Ground is back! We were thrilled with the response to the **first issue**, which, combined with the chatter at our Customer Forum, highlighted a real need and desire to dig deep into the nuanced and knotty questions when it comes to hiring, recruitment and talent acquisition. A landscape free from bias and thriving in diversity is one that we all want to see, and this issue explores some of the challenges and successes that the industry is facing when it comes to doing just that.

If you're enjoying what Hire Ground has to offer, do share it with colleagues - and even family and friends if they want an insight into just what you do all day - and make sure you subscribe to always get the latest issue.

Contents

A year on - how has bias in recruitment changed? 3

Why the economic crisis is not the time to stop recruiting 8

Five ways to radically shake up recruitment 10

The View — Quantity AND quality; how to smash recruitment at scale 14

Moving from agency to in-house recruiter – top 10 questions to ask yourself 17

Hiring in healthcare – an impossible task? Not with the right sidekick 19

A year on - how has bias in recruitment changed?

Equality, diversity and inclusion continues to be a hot topic in recruitment. Perhaps surprisingly, it's not actually a legal requirement to have an ED&I policy - and various studies and surveys suggest many organisations are falling short.

We don't live in an ideal world. We'd all like to think that it's skills, experience and aptitude that gets us a job, but the truth is that it's murkier than that.

Official UK government data[1] shows that in 2021 76% of white people were employed, compared with 67% of people from all other ethnic groups combined, dropping to just 58% of the Pakistani and Bangladeshi ethnic group. The gender pay gap[2] is decreasing, but is still 14.9%, meaning women effectively work for free for two months a year.

Yet diversity wins, with McKinsey analysis[3] showing that businesses with better gender equality are 26% more likely to financially outperform their peers, and the more ethnically diverse firms performing 36% better too.

But what do those looking for jobs think? Do they believe they are facing bias in the recruitment process? And what do they think should be done about it?

In early 2022 we started our Stop the Bias campaign, launching with a report that revealed that less than a quarter of job applicants believed diversity data was benefiting them. Every individual surveyed believed that something about them, be it age, gender, ethnicity, accent or other factor, was going against them in the job hunt.

This past year we've seen hybrid working accelerating, women being cast into the spotlight and speaking up about the pressure of being a working mum, a growing movement around LGBT+ rights and gender diversity, lively protests over the cost of childcare and pregnancy, and a financial crisis.

Has any of this affected bias in recruitment, or candidate concerns around bias? Have the rallying

1. UK Government Ethnicity Facts Figures.Service 2022 https://www.ethnicity-facts-figures.service.gov.uk/work-pay-and-benefits/employment/employment/latest
2. Office of National Statistics Gender pay gap in the UK:2022 https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2022
3. McKinsey Diversity wins: How inclusion matters 2020 https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters

cries of Tribepad and our progressive peers in the industry made a difference? Are people more confident that they will not be discriminated against? And what are the solutions to reducing bias and getting great people from all walks of life into the jobs where they will excel?

In this latest report, not only have we re-run the candidate research to see how things have changed, we've taken it one step further; analysing data from over 2 million applications and nearly 70,000 hires, (in what we think is the biggest analysis of real job application data from multiple organisations and industries) to see if things had changed. The **Stop the Bias 2024 report** includes:

- Candidates personal discrimination fears
- How worries have changed year on year
- The discrimination reality: Analysis of over 2 million direct to employer applications across different sectors to uncover whether or not discrimination worries are warranted

Read on to discover what we found, and download the full report **here**.

The shifts of change in candidate concerns around bias in recruitment

Since our last study, there are signs that candidates are, on the whole, less fearful of bias. In 2022 every individual surveyed said there was something about themselves that they believed would hold them back in the recruitment process. In 2023 11% chose the option 'none of the above.' This suggests some progress, but that still leaves a huge 9 in 10 people (89%) feeling they are at risk of prejudice when applying for a new role.

Age is the biggest concern, mental health and weight have moved into the top five, while ethnicity and gender have become less of a concern. Despite the fact that mental health and mental illness are becoming a more prevalent part of discourse both in and out of work, the number of candidates concerned that mental health could be used against them rose by nearly half, from 1 in 8 (13%) in 2022 to 1 in 5 (19%) in 2023, correlating with the growth of numbers known to be suffering with mental health issues.

Stigma around disability was also a concern for almost 1 in 5 people (18%) compared to 1 in 4 (23%) in 2022. This is an improvement, with people showing more confidence in the fairness of the process, but too many people living with disabilities are still worrying that their additional needs might be held against them.

Weight is a concern for almost 1 in 5 people (18%), and personal appearance for 1 in 4 (25%), both up a fifth since 2022.

Being seen as "too old" is the most prevalent candidate concern, felt by 57% of people. The good news is that our analysis of in-house recruitment data shows that it needn't be.

The 10 biggest biases according to applicants

01. **57%** Age (too old)

02. **25%** Personal appearance including hair, skin and clothes

03. **23%** Disability or learning needs

04. **19%** My mental health

05. **18%** Weight

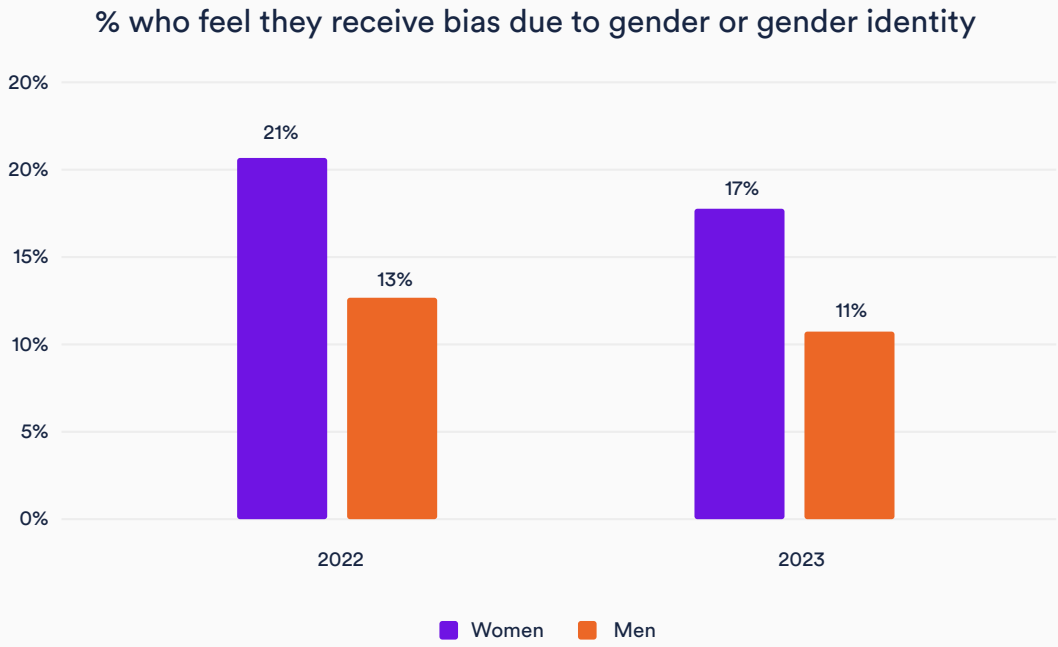
06. **18%** Being a parent

07. **17%** Being pregnant

08. **16%** Race including colour, nationality, ethnic or national origin, or caste

09. **15%** Accent

10. **15%** Gender or gender identity



Gender differences

Women still believe they bear the brunt of discrimination in the boardroom and beyond.

Over 1 in 6 women (17%) believe their gender puts them at risk of being discriminated against, versus 1 in 10 (11%) men. However, the trend of gender fear is moving in a positive direction, as this represents a decrease of over one sixth in 2023 compared to 2022.

Removing bias from the hiring process

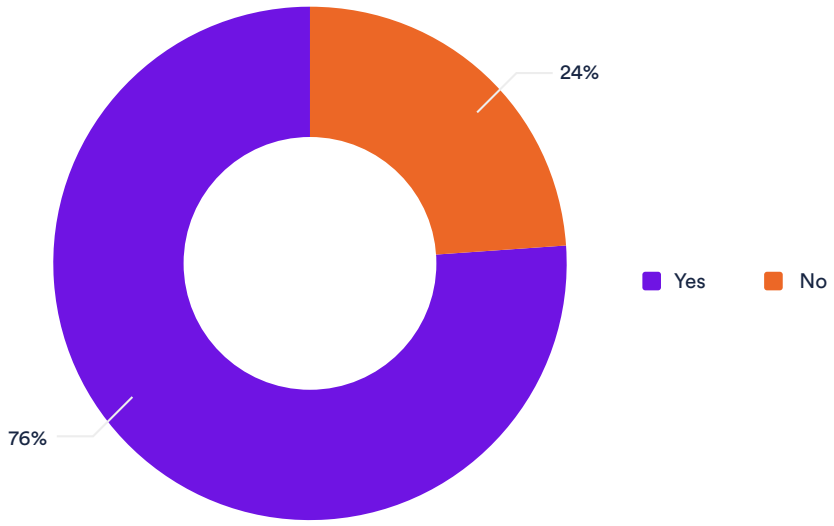
According to our 2023 candidate research, an increase in diversity data collection currently isn't reassuring people that such data collection addresses bias, with a number of issues prevailing for candidates.

Anonymous recruitment, where candidates remain unidentified throughout the process is favoured among applicants, with 76% of people questioned feeling this would make things fairer. This rises to 85% of 18-24 year olds.

We actively encourage employers to use anonymisation during their recruitment but there is still lots of work to do. Whilst, anonymised applications have tripled on Tribepad's platform in the past 12 months, only 27.3% of customers are using or trialling anonymous applications

Three quarters say anonymous applications are the way to go

Would you feel more confident that recruitment was fair if characteristics were made anonymous until later in the process?

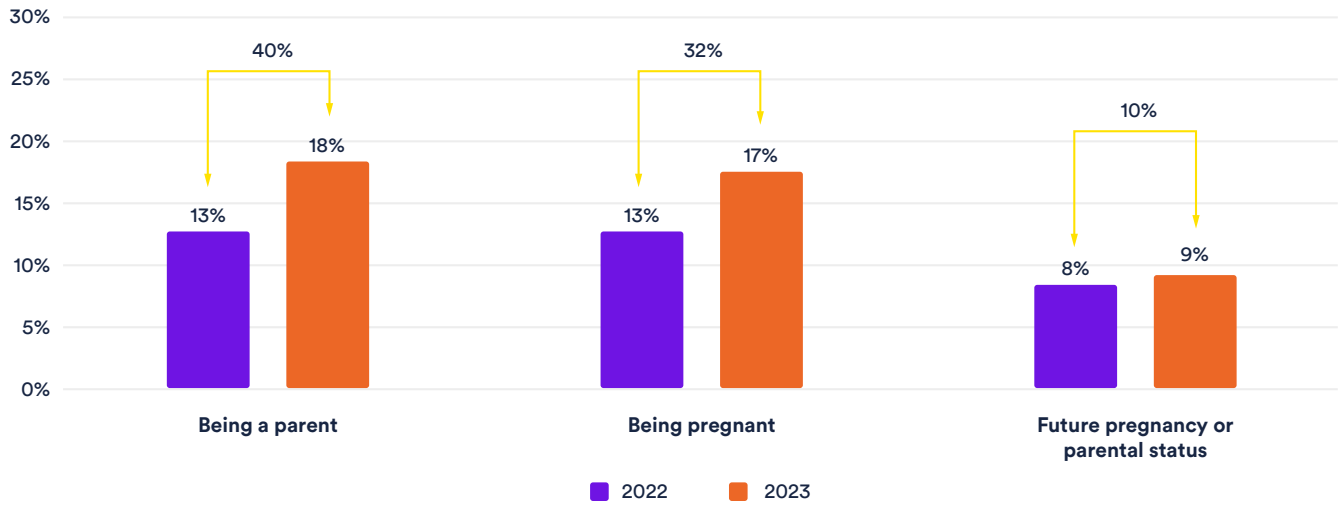


The parent trap

Pregnant and screwed - is that still a thing? There has been an increase in concerns amongst the public that being a parent or being pregnant could result in bias in recruitment. The parent trap is a real worry of current and potential parents - and it's a growing fear. With childcare and parental leave hot topics in the news, it seems like we have a long way to go when it comes to parental equity.

Over the past year, the number of candidates concerned about this rose from 13% to 18% for parents and 17% for pregnancy.

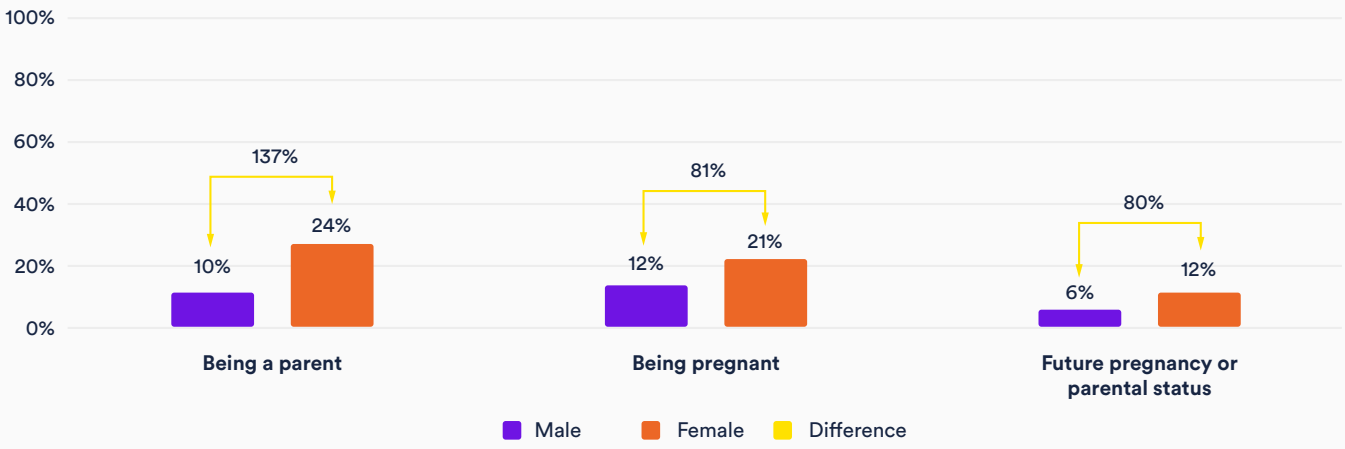
% believing parenting/pregnancy may be used against them



British women still take on the bulk of childcare responsibilities, with 2 in 5 (38%) females working part time, compared to just 1 in 7 (14%) men.

Unsurprisingly, women are 1.4 times more likely than men to feel that being a parent holds them back when applying for roles, and 80% more women than men believe that pregnancy, now or in the future will impact their chances.

% believing parenting/pregnancy may be used against them



Why the economic crisis is not the time to stop recruiting

Neil Armstrong, Chief Commercial Officer at Tribepad, discusses why in a time of increasing economic pressures, cutting recruitment may not be a smart move.

It all started with some mutterings in tech that maybe cuts would need to be made as the economic crisis hit and rising rates of inflation pushed costs up. By the end of January 2023, four of the biggest tech companies – Meta, Alphabet, Amazon and Microsoft – had cut 50,000 jobs. LinkedIn, Twitter, Accenture and Yahoo have all followed, and the numbers now run into the hundreds of thousands. In fact our recent **Salary, Security & Purpose** report shows that 29% of people are worried about losing their jobs.

So when the world is saying to cut jobs, why are we saying you need to keep hiring in an economic crisis? Seems counterintuitive doesn't it?

It all comes down to short term vs long term thinking. Businesses who continue to hire know that at some point the crisis will end, and the world will have to carry on. What they do now will lay the foundations for what happens next – and they need to keep their reputation intact.

Evidence of this comes from the Great Depression in the 1920s. If we think of recruiting as marketing and advertising, which in many ways it is – come work for us, see my brand, we're the best company to work for – Field & Binet have some evidence to show why we should continue doing it. In *The Long & The Short of It*, published in 2013, they show the difference that advertising makes. Compared to companies who decreased advertising, those who increased, saw an 25% uplift in revenue from 1920 to 1924. Mark Ritson explains that it's because of having an excessive share of voice – everyone else has cried off, but you're still there singing.

So why does recruiting during an economic crisis or recession work?

By continuing to hire and invest in employees during in more challenging circumstances, you'll gain a competitive edge. A strong, skilled workforce will be in a better position to take advantage of new opportunities.

Ensure long term growth

While a recession might lead to short-term financial challenges, businesses need to think about their long-term goals and strategies. If a business stops hiring, it could face talent gaps in the future when the economy recovers. By continuing to hire and invest in employees in more challenging circumstances, you'll gain a competitive edge. Once the economy starts to recover, businesses with a strong, skilled workforce will be in a better position to take advantage of new opportunities. And if you've been quiet, and have a reputation for being a poor employer in the bad times, why would anyone come to you when times are good?

Access to the best

The fact that there have been such a raft of layoffs and job cuts in many industries means that there may be a larger pool of highly skilled and experienced workers looking for jobs. So you might be lucky to be able to hire top talent that you might not have access to during periods of economic growth. It's not taking advantage, it's about seizing an opportunity. The great Ayrton Senna once said that you can't overtake 15 cars in sunny weather, but you can when it's raining. Keeping going with recruitment can truly reinforce your position throughout the economic crisis.

Boost confidence

Continuing to hire can also help maintain employee morale during tough times, showing the business's commitment to its workforce. It can also positively impact the company's external image, showing resilience and a long-term commitment to growth, and demonstrates that you're a company that cares about its people.

Innovation and evolution

Tough economic times often require businesses to innovate and adapt. Hiring new employees with different skill sets can bring fresh perspectives and ideas to the business, helping it to navigate through the crisis and potentially even find new opportunities for growth. If you're left with stale minds who always do the same thing, the chances of you recovering successfully and on a high note are slim.

Empty chairs cost money

Even in economic uncertainty, businesses still need a certain level of staff to maintain operations. To prioritise workforce planning, be clear about the problems, and their costs. Empty chairs cost money in lost revenue and lost productivity.

Empty chairs cost money in lost revenue and lost productivity.

So how do you make the case for investing in recruitment software?

When you're building a business case, you need to be aligned to business goals. Goals which presumably include growth. Identify stakeholder priorities, and speak to them, demonstrating through data and evidence the consequences of not investing in effective recruitment software. Better recruitment often needs better tech, so explain the benefits, such as increased efficiency, improving diversity and bias, and reducing administrative time.

We recognise that there is understandable caution in the boardroom. Talent acquisition leaders must clearly articulate the value, and doing so with a data and numbers driven approach helps you deliver iterative gains and get what you deserve.

When you're building a business case, you need to be aligned to business goals.

Five ways to radically shake up recruitment

Dean Sadler, CEO of Tribepad, shares five ways to radically shake up recruitment - for the better.

As seen in Business Age

Recruitment is a funny business. Recruiters get a bad rap, and sometimes for good reason. But we all need a job. Doing things the right way, in a people focused way, has always been central to what we do at Tribepad. It's that focus on getting the right jobs for the right people in a way that can transform their lives that keeps us going – and that should be the same for all recruiters. Here's what I think needs to change for that to happen industry wide.

01.

Slow down and think big picture

There are two challenges recruiters face - supply side issues and demand side issues. There are either too many candidates, exacerbated by one click applicant spam and easy CV submissions. Both of which make it a stressful industry to work in. Only one in three (32%) of the 528 people we spoke with in our **State of the Recruitment Sector Report** believed that their work-related stress levels were manageable, with even fewer, 6%, revealing that their careers aren't stressful at all. And one of the reasons is that recruiters are often fire fighting, working last minute and driven by a target of reducing time to hire.

Rather than think 'I need to fill this role now' it's essential to think longer term. It requires a shift in mindset that focuses on planning the workforce for the next six months, and is part of a bigger strategic way of working, knowing that groundwork done now will reap dividends.

"It requires a shift in mindset that focuses on planning the workforce for the next six months, and is part of a bigger strategic way of working, knowing that groundwork done now will reap dividends."

02.

Remember you owe the candidate too

In society there exists a mindset that people should be grateful for a job. It's why people take jobs that aren't really what they want or are looking for. You'd never walk into a car showroom and buy a car that doesn't tick the boxes, so why do it with a job? Fooling people into believing that there are certain benefits on offer or the boss is really a nice guy when the reality doesn't marry up to your employee value proposition won't do anyone any favours.

By treating people well, and being honest and transparent about what you are offering them and what they can offer you, good people can develop their careers and rise to the top faster, which reduces turnover and enhances the entire business.

03.

Spend more to widen opportunities

I was born on a sink estate and fought my way to where I am. I've worked hard, yes, but there's also been sliding doors moments. The trouble is that there is always somebody disadvantaged – we're not all the same. What you can do as a recruiter is try to make the playing field as level as possible. So that might be spending a bit more money and advertising to increase the number of places you advertise, or doing what we should all be doing anyway, and making sure job descriptions are accessible in multi formats.

But this costs money. And often diversity data isn't doing what it should. In fact the research behind our **Stop The Bias campaign** showed that 67% don't trust that diversity data is actually benefiting them. Rather than thinking short term about the cost to hire and recruitment P&L, think about how increasing diversity can result in more variety, innovation and creativity – rocket fueling your business for success in the future.

"Think about how increasing diversity can result in more variety, innovation and creativity – rocket fueling your business for success in the future."

04.

Think of candidates as people

In our End Ghosting report we found that a significant number of candidates have been ghosted when applying for a job, and 87% of them end up feeling down and depressed. Ghosting hurts not only the individual being ignored, but the brand's reputation. We need to treat people like people. In today's world with so much automation there is no reason to ghost people. An email doesn't take a lot of effort.

It reminds me of a story from General Colin Powell, speaking about the staff car park at the White House. All cars were given a 1, 2, or 3 and this was the order they were allowed to leave the car park in when they knocked off at 5pm. The rationale behind the order – who wound down the window, smiled and said hello at the valet. Be nice to people and they'll treat you well. Treat them with respect and they'll do good work. Be loyal and they'll be loyal back. It's not hard.

05.

Hire for attitude as well as aptitude

With CV scanning and tickbox applications, it's easy to shortlist based on skills. But skills aren't all you need – in fact you can train for them. What you can't do is teach thinking and initiative. When I was at Plusnet a young man knocked on our door every day for two weeks, until we eventually gave him a job. He went on to lead teams of software developers despite never having been to university himself, and worked at multinational companies in very senior roles. His grit and persistence are something companies have got huge value from, but that never would have been picked up from a CV.

We need systems to streamline but it's essential to keep humans involved. I believe we should automate until the point where we talk to an individual to find out what they want from the role. It's only by talking to them that we understand more about who they are and what they can offer beyond a qualifications and skills assessment.

"We need systems to streamline but it's essential to keep humans involved. I believe we should automate until the point where we talk to an individual to find out what they want from the role."

06.

Radical attitudes

I've been working for a long time, and whilst I've seen recruitment tech change, the attitudes behind it haven't. I don't think any of these ways to shake up recruitment are even particularly radical. They are ways of thinking that aren't common in the industry. And it's only by changing how we think we can change what we do.

theview

Quantity AND quality; how to smash recruitment at scale

Our video masterclass series, The View, is all about speaking with the people who are really in the know. Senior leaders in some of the biggest organisations in the country share their views on hiring, ED&I, recruitment and placing great people in brilliant positions. In this episode of The View, we caught up with Matthew Howe, Head of Volume Recruitment at BT Group, to discuss how they hire at scale, whilst keeping a personal touch.

At BT they hire up to 12,000 people a year, including around 4,000 into call centres, 1,500 into retail, alongside graduate and apprenticeship schemes. These hires are essential for keeping our technology and telecoms infrastructure running, supporting everything from new fibre broadband integrations to maintaining telegraph poles, so the impact that they have on keeping the UK connected is paramount.

Matthew started his career in a recruitment agency in Sheffield, before applying for a job at Plusnet, which was conveniently just around the corner, working his way up to his current role as Head of Volume Recruitment at BT Group. He tells us about his journey.

Using data for your advantage

Matthew recognises the nuances of individual company's different approaches to recruitment, and highlighted the principle differences between a small scaling organisation versus a really big organisation. Speed of requirements often increases with size, but so does risk. BT is something of a national treasure with a reputation to uphold, with compliance and stakeholder engagement playing a significant role in the decisions that are made.

Sometimes that administrative burden slows companies down but reframed it can be a helpful thing that keeps the project going. It's about finding the balance between what's really essential, and having the confidence to adjust and pivot where needed. The job of a manager in these positions is to embrace what's required, but remove anything unnecessary.

But Matthew believes that no matter what volume you're recruiting for, data is essential. Recruiters need to know the volumes of applicants required, where quality of candidates is coming from, conversion rates, candidate experience, and use that data to deliver insight to optimise the journey.

"If you have the data, you can quickly work out what decisions you need to take, whereas often people work quite blind and they work off of how they're feeling towards the recruitment rather than what the facts are saying."

By using robust data and numbers, you are more able to convince financially savvy and numbers focused stakeholders that the approach you're taking is rooted in evidence. Recruiters should have a seat at the table to ensure that hiring is part of a strategy for business growth.

Putting people first

Yet data should never take over the human element. At BT, Matthew uses data driven decisions, but keeps the candidate at the heart of the process. This includes not doing one size fits all selection, in order to be more inclusive and attract a more diverse talent pool. Whilst large assessment days are efficient, they don't always work for everyone. BT has been well recognised as a leader in equality, diversity, and inclusion for quite a long time, and that's only possible with being flexible in the process.

Of course, it's impossible to get it right for everyone all the time. Segmenting groups and providing a tailored approach to recruitment is one way that BT have sought to be more inclusive. Coming out of the pandemic they noticed that 16 to 24 year olds were struggling with assessments, due to missing out on building general life skills. So BT introduced an apprenticeship that was advertised through local networks, where this cohort could be found. The scheme offers a mix of practical skills, academic learning, and general life skills, to create a well rounded programme. Rather than an assessment day there was a 'getting to know us day' where attendees were invited to feedback. And the results were much higher pass rates, much lower attrition, much lower absence, and much better performance for that population.

The same goes for an older demographic. With up to 240,000 applications, BT automate as much as possible. But sometimes people just want to speak to someone before they fill in an application form, so there are systems in place to make it as easy as possible.

You have to be efficient, and you need to use technology. But at the same time keeping the candidate experience at the centre and being flexible for people is critical. In recruitment so much of the role is around creating that emotional connection, particularly where candidates are applying for several different organisations at once. If we all automate everything within an inch of its life, it's a pretty low involvement interaction for the candidate, and it is potentially easy for them to drop out and go somewhere else where they feel more connected to the organisation.

"We have to be really clear on who we're attracting and why we are right for them and make sure we're giving them a brilliant experience throughout their journey."

A changing world

Post pandemic, the job market has changed. People are re-evaluating what they want from work, demanding flexible working, and there's a shift in the economic outlook. Yet there are more job vacancies than people searching, putting the ball in their court.

One of the key shifts has been realising that employers no longer have so much power. Rather than believing that people must want to come and work for you, you need to offer a great candidate experience and attract them.

A way to ensure that the process is inclusive for all candidates is to check how your hiring cohort reflects local demographics - and technology can help there. Because it's not only about getting a representative number of applicants in, but keeping them there, and looking at the potential issues that might arise. Clearly understanding the problem first through data leads to that proper data-led decision, essential in terms of getting senior management buy-in and having the right level of conversation for strategic talent leaders.

The biggest shift that Matthew has noticed in his own approach is focusing on the people, rather than the process, and bringing in external partners for expertise if that is going to help you reach the right people.

"I've been guilty of this many times in my early career - you build a recruitment process based on the recruitment process rather than the person you're trying to recruit. So I think it's all a case of understanding. what you want to achieve and which people you need to hire to get you there."

Because even at a high volume recruitment employer like BT, it is the candidate, the person, the experience that matters. And as long as that is remembered, recruiters will be successful.

Watch the interview here

Moving from agency to in-house recruiter – top 10 questions to ask yourself

The path from recruitment agency to in-house recruiter is one that is well trodden, but how many of us have actually passed on the knowledge to the next generation of recruiters looking to make the switch?

Tribepad, alongside Hung Lee, hosted a panel discussion with recruiters who have made the move and those who are planning to do so. The panel included:

- Joey Nk Koksal, Global Talent Acquisition Manager at EVBox
- Chantelle Jones, Talent Strategy Director at Nash Squared
- Samantha-Leigh Hayward, Founder of SL Haywood Associates

And there was certainly plenty of food for thought. Here are the top ten things to consider when looking to make the move from agency to in-house recruiter.

1. **Priorities.** One of the biggest differences is that whereas an agency recruiter is often volume focused and seeking to get the placement as fast as possible, an in-house recruiter is most likely to deep focus on the long term culture line and talent fit. This might mean there are more complicated priorities and targets at play. How able are you to juggle multiple demands?
2. **Future focus.** Training opportunities will also play a role. You will know what you can offer a candidate in terms of education, skills training, and if they will be a good cultural fit. An agency recruiter will naturally be less immersed in the business, and unable to deliver on these metrics, perhaps focusing on 'what works now' rather than future potential. Can you think about the future, as well as the now?
3. **Marketing.** For in-house recruiters the hiring process – the job ads, the promotion, the behind the scenes videos, and even the interviews can all be part of marketing and raising brand awareness of the company as a whole. Your role plays a part in a bigger picture that goes beyond hiring someone for a job. What is your ability to recruit for soft skills?

4. **Influencing.** A big part of in-house recruitment is influencing. Relationship building skills and stakeholder management go a long way. That requires a different set of skills from agency recruitment which can be more short term in focus. Are you able to look ahead and think long term?
5. **Technology.** Audit your tech stack and where it might help you. An audit of internal capability can help you find out what approach needs to be taken. There is so much good tech out there, but you need to ask yourself what works for you and your needs. Can you work with integrated tech?
6. **Collaboration.** Consider the scope for collaboration. Often this involves immersing yourself in the company, perhaps being on site or joining team calls. Do you like to be hands off, or are you willing to get stuck in?
7. **The money.** Remuneration is a key difference. Often agency recruiters work for bonuses, potentially achieving high salaries as a result. But that is less consistent, and can drive an 'always on' approach that might not be healthy or sustainable in the long term. What are your motivations and what works for you, your health, your financial situation, and your family?
8. **HR as a whole.** You need to understand HR as a strategic function when in-house. It's more than just getting employees in chairs. You're an important part of a team with broader responsibilities. Think about the distribution of time and resources, and where you fit into that. Do you understand the broader part of human resources?
9. **Generalist vs specialist.** When hiring recruiters, businesses often look to consider factors not only centred around the technical and sourcing capabilities, but their ability to understand the market, immerse themselves in new trends, and develop knowledge. This might be particularly pertinent if looking to hire for a sector that focuses on niche fits, rather than more generalist recruiters. A generalist will often work well in-house, as they need to recruit for many roles.
10. **Network.** Find companies that offer best practice in the field that you work in. Build your network, lean on your customer base and get candidate referrals. Are you leveraging all your networks?

Recruitment should always be about getting great people great jobs. But your career might look very different depending on the path taken. Always consider the culture, fit, strategy and drivers for your business or your career. And keep that one thing in mind – people first.

Watch the discussion here

Hiring in healthcare – an impossible task? Not with the right sidekick

HCRG Care Group is one of the UK's largest community health and care providers, supporting communities of many millions across England and Wales. Around 70% of their services are NHS services. The organisation has around 5000 workers and typically recruits around 1300 people (permanent and temporary) each year, across a wide range of services. Healthcare recruitment is tough, even with the right tools in your corner. And HCRG Care Group was reaching the point where their recruitment software was probably hindering more than helping.

When the organisation's legacy software provider announced they were stopping working with NHS Jobs (which some 70% of HCRG Care Group's recruitment hinged on) it gave them and Tribepad the perfect opportunity to work together to create a better solution. But it came with a big task. The team had just over two months to roll-out new software or start manually processing all NHS roles and candidates.

When you recruit for over a thousand roles annually across lots of services and brands, good visibility is a must. But that's exactly what HCRG Care Group lacked. Plus, recruitment used to be entirely manager-led, with limited recruitment support only for priority roles. The recruitment team was doing their best to support managers, but the system was slow and there were too many cracks for candidates to fall down.

> *We had a system that was no longer fit for purpose, and wanted to find something that offered a better candidiate experience, was better value for money and allowed us to view KPIs and metrics. With Tribepad, we've been able to modernise our processes and give recruiters the tools they need at the touch of a button. It's much more engaging for everyone. It's completely transformed our recruitment process.*
>
> Paul Lundbeck, People Services Director, HCRG Care Group

Not good from a candidate experience perspective. And definitely not what you want in a competitive landscape where good people get hired fast. Managers often had to wait weeks before they could even start assessment, for the recruitment team to send CVs once a role closed.

With Tribepad, recruiters and managers have real-time visibility through simple, intuitive dashboards, tailored to different users. Managers can assess candidates immediately, and the recruitment team can see the entire function at a glance. To make sure every candidate moves through the right process at the right speed. Not a spreadsheet in sight. Just faster hiring, with full visibility.

More recently, HCRG Care Group have gone a step further to supporting managers by scaling up their recruitment team from 5 to 13 people. The team now provides a full recruiter-led service to managers, handling attraction, pre-screening and onboarding: a shift that would've been impossible before Tribepad. So managers spend less time in the reeds, and more time providing high-quality care.

A candidate experience that excels

As demand skyrockets far beyond supply, the healthcare sector is one of the most competitive you'll ever recruit in. HCRG Care Group knew they needed to hire faster. But more than that, they knew they needed to create an easy, smooth journey that candidates found engaging.

With Tribepad, they've been able to do just that. With lots of smart automation, templates and functionality like Quick Apply, the team has streamlined recruitment massively. Now it takes candidates a third less time to apply and all candidates hear from a recruiter within 48-hours.

It's about more than speed though. When you automate the digital bits of recruitment, you free more time for the human bits. That's where you can really add value. The team has gained the breathing space to step back and consider the holistic candidate journey, to build a process that's really rich.

The recruitment process is much better for candidates because it gives a deeper picture of HCRG Care Group's culture and brand. And it's much better for the organisation too, because it translates into better quality-of-hire, better retention, and better quality care.

Essential checks

Like all healthcare organisations, HCRG Care Group has a load of crucial recruitment checks that have to happen to keep patients safe. It's a notoriously sticky part of the care recruitment process. So much so that many candidates won't hand in their notice for their old role until checks are complete.

Every hour wasted waiting for checks means more pressure on current employees, more money spent on bank or temp staff, and a bigger chance candidates will drop-out and sign elsewhere. Especially for nationally in-demand roles like nurses.

Thanks to smart integrations and real-time visibility over all candidates, the team has reduced the compliance check process by 62%, from 45 days to only 17 days. And contracts have become much easier too. Before Tribepad, it could take upwards of 40-minutes to create one contract because of the number of clauses they had to manually change. Now, with smart templates and contract management, it takes just moments.

Get your EVP right

HCRG Care Group have totally re-evaluated their Employee Value Proposition (EVP) because of the amount of time freed up using Tribepad. No small task when you hire across many different services from prison services to children's community services. Now the team knows what staff are looking for and how their proposition stacks up. And thanks to Tribepad's flexibility, they can easily communicate that value across all their different roles.

HCRG Care Group's EVP is now doing its job: attracting more people and making better fit hires with people who know exactly what they're signing up for.

Three years later, the rest is history. Now **HCRG Care Group handles all their recruitment through Tribepad**, and have created a modern, speedy process that the entire organisation is proud of.

The Results

Increased applications by
47%
over 12 months

Increased site visits by
106%
over 12 months

Supported
38%
growth in team in shift to recruiter-led function

Reduced time to create new contracts from
40 minutes
to seconds

All candidates now hear from a recruiter within
48 hours

Reduced time in compliance by
62%

Tribepad

We don't bite, honest.

How about a chat?

Learn how Tribepad can help your business transform recruitment

Book a discovery call

tribepad.com