

HIRE GROUND

ISSUE ONE

The magazine for leaders in talent

**Have we ended ghosting
in recruitment?**

The data says otherwise

**Digging deep with
senior leaders**

Culture and inclusivity
at Channel 4

**Will robots take your
job as a recruiter?**

Probably don't panic

**How to build a healthcare
hiring process with the
human touch**

**How Well Pharmacy built
a people first strategy**

**The recruitment events
that should be in your diary**

and if they're not, what
are you playing at?



Hello!

Welcome to the first edition of Hire Ground, Tribepad's new magazine focusing on all things, well, hiring. We're committed to shifting the dial on recruitment, going beyond bias, putting people first, moving the dial on candidate experience, and supporting talent teams to do their best. This new magazine is about sharing things, inspiring people and helping readers to make their recruitment fairer, faster and better.

Read on for more about the campaign to end ghosting (some pretty shocking stats), whether we need to worry about artificial intelligence, how a high street retailer has moved their recruitment to be more strategic, and a deep dive into the world of hiring in healthcare.

Have a nose, delve in deep - and share with your mates.

Neil Armstrong,
Chief Commercial Officer, Tribepad

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We've been in the business long enough to know that it's trust in people that makes the difference, which is why we're introducing one of us. Dean Sadler, CEO speaks about the importance of tenacity, his belief in the power of a good job, and why we need to end bias and make recruitment fairer.

Introducing Dean Sadler, CEO of Tribepad



Tribepad is built on its people - and one of many top people in the business is founder and CEO Dean Sadler. Known for tenacity, humour and cracking BBQs, we thought you might like to get to know him too. So we sat down for a quick catch up.

So how did you get to where you are now?

I'm first and foremost a tech guy who worked out pretty early on that the corporate world that many of my friends were heading towards wasn't where I wanted to be. I didn't want to be a number in a HR database and have my life dictated to by a faceless organisation that was more interested in the bottom line than me as an individual.

Did you have any hard times on the journey?

My wife is a primary school teacher and was the main earner during two critical phases. Firstly, when I was completing my PhD and earning very little and secondly when I started Tribepad and was earning nothing. Teamwork goes a long way.

In the early days I was often laying in bed wondering where I would find the money to make payroll this month. I paid employees for four years before I took a salary myself and those four years were brutal. My family and I lived on a budget and didn't take time off in that period. My first annual salary was £6,700 in year 5.

Where did you get the drive to continue even though things were so hard?

Pride and ego can be powerful motivators. I didn't want anyone to see me fail, as I was told too often that I would. So I dug deep and muddled through. My children were still young so they didn't see the sacrifices my wife and I made to keep the business going. I'm not sure I could do it again to be honest.

So, how are things going today? How did grit and resilience lead to success?

Things are going very well. We've just closed out our biggest year and we're growing 25% to 30% YoY. We're continuing to fly the flag for removing bias, and making a real difference to candidates and businesses. We launched Gro, our platform for mid-sized businesses, and signed a deal with BGF, which is testament to the growth trajectory.

What makes Tribepad stand out?

We're a people first company. We help people find jobs. We help people find people. We help people find and take advantage of opportunities. Businesses need to wake up to the fact that they are not there to just make a profit but look after all people in business — employees, customers, suppliers, even society. That's what we're doing. It all comes down to empathy and humanity — if you can get your core values into workflow, people will benefit and be better off.

What do you wish you'd been told when you first started?

1. You can't do everything on your own so don't even attempt it. Find good people with a similar ethos to yours and work together to make something happen.
2. Ditch the negative people around you earlier. They only bring you down because they couldn't see themselves doing it themselves. You need positive people around you.
3. There is knowledge and wisdom in every subject. Don't just focus on tech or business books. Spread your time across multiple subjects.
4. Travel widens the mind. Make time for holidays to places you typically wouldn't go, even if it's just an event locally. You never know what you may learn and when that may be handy.
5. Pay it forward. Help people to become successful and you will become more successful too. As a business owner your job is to ensure your team members succeed even if that means leaving your business for another opportunity.

Are you going beyond tech, and bringing good to the world?

We try to do our bit to be a good corporate citizen both locally and nationally / internationally.

We've planted over 500k trees and provided over \$60k of microloans to 2500+ people around the world. We've sponsored a PhD student to help match people to jobs better. We provide each team member with a day per year to volunteer in the community with pay.

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I would make it law that every company in the land had to become a B Corporation.

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We're also on the path to becoming a B Corporation to ensure that the company ethos is enshrined in our constitution for decades to come. The vast majority of people need an income, and most people derive their income from working. However, many people are miserable in their work or don't see their work adding value apart from the wage / salary that they receive.

I would make it law that every company in the land had to become a B Corporation. That way we would be certain that companies would only create roles that add value to the business, the employee, the local community and the planet. It would also mean that people knew what they were doing was adding value to many people in many places.

People want fairness. If all businesses had to operate by a set of rules that ensured that they were offering fairness at multiple levels and had to compete with each other via that framework then I think we'd all be in a fairer place.

And of course we get people jobs. Because having a good job can be life changing. It can drag people out of the depths of despair and on to great things.



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AI is everywhere. But if you're fearing it might take your job, you probably don't need to. In this piece for Technology Dispatch Neil Armstrong explains how AI can help us, where humans have the upper hand, and what a smart approach to uniting the two looks like.

Will AI replace the people finders?

By Neil Armstrong, Chief Commercial Officer, Tribepad, as seen in Technology Dispatch

Everyone seems to be talking about ChatGPT right now. This tool for generative AI is making waves, and adding to the fear that artificial intelligence has created from the start – will AI take my job? A recent report by Goldman Sachs estimates that a quarter of all work could be replaced by generative AI. But digging into the data, it's the administrative side of work which will be automated – freeing up time for the things and thoughts that matter. When it comes to talent acquisition, recruitment and human resources, those fears are unfounded. AI will, rather than replace our jobs, make them easier – if used in the right way.

How AI can help recruiters?

AI can help streamline processes and automate repetitive tasks. It can help with candidate sourcing, CV screening, scheduling preliminary interviews, and even onboarding. Anything that requires synthesis of data can benefit from some use of automation. And by freeing up time wasted on this admin, HR professionals can focus on more strategic and high-value activities that require a human centred approach. Research from Hibob found that the average HR manager spends 38 days a year on admin tasks – time that could be better spent elsewhere.

Take for example filtering. If you know there are some key skills and experience you need for a job, AI can help take a first parse through applications to bring out the most relevant. It can even help carry out preliminary interviews by asking standardised questions and analysing candidate responses. There are reports of Amazon using AI to identify CVs with similar characteristics to their high performers. But what it can't do is interview them to get a sense of cultural fit, personality, and drive.

AI can be used to make data-driven decisions about the recruitment process, such as analysing trends and insights about the process to see which channels are most effective at sourcing candidates, or where candidates are most likely to drop off, and making amends to fix that. The correct data allows professionals to take a proactive approach to solving problems, even before they arrive.

Ghosting is a huge problem within the industry. Two thirds (65%) of candidates have been ghosted by a prospective employer or recruiter, leaving them anxious, depressed, and with a bad taste in their mouth. Technology enables an automatic reply, tailored to a degree, so at least they know where they stand.

Erik Brynjolfsson, Professor at the Stanford Institute for Human-Centred AI recently explored at the World Economic Forum how AI can be harnessed to work out skill adjacencies that our workplaces require. One of the challenges for our society going forward is to work to have better quality jobs. It's not about jobs for jobs sake, but jobs in which people feel empowered to do great work, energised and want to go to work, and where the company gets great results.

The biggest skills gaps at the moment are around creative and analytical thinking – skills that right now AI just can't manage. Having AI in the mix could be a chance for recruiters to demonstrate just how strategic and critical their role is. Far beyond just getting people into jobs, it's about getting the right people into the right jobs.

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A word of caution

However, you may have seen a number of challenges that ChatGPT isn't as great as it sounds. We know that ChatGPT can in fact be hugely biased in its language when writing job adverts, and plays into structural inequalities across a number of characteristics. Relying on it too much could undo the work that is being done to improve diversity and inclusion – work that needs to be done. Because the AI is not diverse by design – as in the content that goes into it isn't checked for EDI, neither will the output be.

Keeping it human

But AI won't replace recruiters. We tend to get dazzled and slightly scared by the next shiny thing, but like photography didn't replace painting, phones didn't replace computers, AI will not replace HR. Key to understanding HR is that 'H' = human. At Tribepad we're passionate about people and technology, but only as far as it goes to improving the lives of people. A great job can transform lives, and recruiters need to ensure they are tapped into the culture of an organisation, the values of an individual, and the relationship between the two to ensure a great fit.

AI has the potential to automate many HR and recruitment tasks, but I don't see it replacing people entirely any time soon. It's a tool that can complement work and make individuals more productive and able to focus on strategic aspects of their role. Smarter recruiters and HR teams will adapt and learn how to leverage AI, working together to create more efficient and successful hiring processes.

“Key to understanding HR is that 'H' = human. At Tribepad we're passionate about people and technology, but only as far as it goes to improving the lives of people.”

theview

Doing ED&I right with Channel 4



Our new 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 first episode we're speaking with Zaid Al-Qassab, Chief Marketing Officer at Channel 4, and how they are building a culture rich where data, culture, accountability and employee resource groups unite to shift the dial on diversity.

At Tribepad we love a good chat, and even better when it's about all things recruitment, fair hiring, and jobs. We have started The View, a new series bringing you the best expert advice from the world of recruitment and HR.

Our guests will share their biggest achievements, challenge the status quo and inspire you with a different way of doing things - giving you the insight and power you need to make change yourself.

Upcoming guests include prominent figures across recruitment, spanning sectors including health and social care, retail, technology and hospitality, and everything in between. And we were delighted to welcome in first Zaid Al-Qassab, Chief Marketing Officer for Channel 4, one of the most prominent and recognisable brands in the UK, for a conversation with Neil Armstrong, Tribepad's Chief Commercial Officer. He sees ED&I as central to Channel 4's mission

to make challenging content that is as inclusive and diverse as the British population is, changing how entertainment works. As well as a wealth of experience in the sector from a professional point of view (he was until recently was the Diversity and Inclusion Director at Channel 4 and has held many voluntary positions in the field), Zaid brings a personal perspective as a man of mixed race who experienced discrimination from an early age.

Here are a few highlights from our conversation:

The importance of diversity and inclusion

Diversity and inclusion is a subject relevant to everyone, and it's impossible to find someone not affected by it. But it's not a topic that we should be scared by, but rather embrace. Diversity and variety in the workplace brings so many benefits to the organisation, and thus is something that all businesses should lean into.

“It’s not only about what’s morally right, although we do believe in fairness, and treating people equally and giving everyone the same chance. For me, it’s also about diversity of thought, which makes businesses more innovative, more aware of their customers and more resilient. So it’s much more than the characteristics you bring to the table.”

Going beyond hiring

It’s not just about getting a representative quota of people into the business, but supporting them throughout their career, and truly including them. What is the experience of candidates? How do they progress through hiring? And do they get offered jobs in the same proportion as they applied? How do they progress through the company? And do they get promoted? Zaid spoke about the importance of moving from diversity to inclusion, or what he sees as facts to feelings.

“I can measure around the room, what people are like and where they’re from, and what their own characteristics are. But I can’t measure by looking around the room, how they’re feeling inside. And that’s what inclusion is about, are they engaged, so they’re really going to contribute the best to the company?”

Setting targets

To be an inclusive workplace, organisations have to get the basics right, such as fair pay, clear objectives and measurable targets. And people need to be held accountable for this. Setting clear targets is key, but these targets need to be transparent and clear. And everyone in the business needs to embrace them, driven by a top down vision and policy driven approach from senior leaders.

“People know that companies have targets for revenue and for profit, and for margin, and for cost and for all sorts of other things. So if targets on diversity are included in that basket of measures, it says, here’s something important that the company is taking seriously.”

Gathering data

Zaid pointed to the challenges of collecting diversity data. Often it happens right at the start of the recruitment process, which can make people feel uncomfortable. Brands need to build an authentic and honest persona that people trust, so they believe that sharing their data will ultimately be beneficial.

“I would say you can learn more than you might think from people not disclosing their data, because people tend to disclose that sort of information with organisations that they feel comfortable with, and they trust.”

Creating psychological safety

Channel 4 have set up employee resource groups that focus on diversity and inclusion, and have an initiative called inclusion passports, which provide a record of needs and wants that make individuals feel included. These are just a few of the ways that they change the culture in the organisation, through specific systems that reassure people and make them feel included.

“I think it starts with showing that you care and walking the talk, right? So making it an acceptable conversation and a part of business. I think a lot of businesses are a little bit blind to the fact that how their employees feel is such a huge driver of their success.”

Watch this and sign up for future episodes
by visiting tribepad.com/theview

Ghosting. You've heard about it in relationships and friendships, but what about in the world of recruitment? Our research shows it's a problem - and in the next few pages we delve deep into its prevalence, its impact on candidates, and how we can all work together to End Ghosting, once and for all.

Why end ghosting?

When we founded Tribepad we were guided by a simple philosophy; focus on people first, product second and profits third. And this philosophy has seen us right. Tribepad was born out of a desire to better serve both the recruitment industry and job seekers and we genuinely care about the people at the heart of that. And that's why we won't rest on our laurels when issues like ghosting arise.

The whole planet has been upended over the last few years and it's inevitable that the impact of that is far reaching. When we first set up the End Ghosting campaign the pandemic was still in recent memory, and since then we've been thrust into economic turmoil.

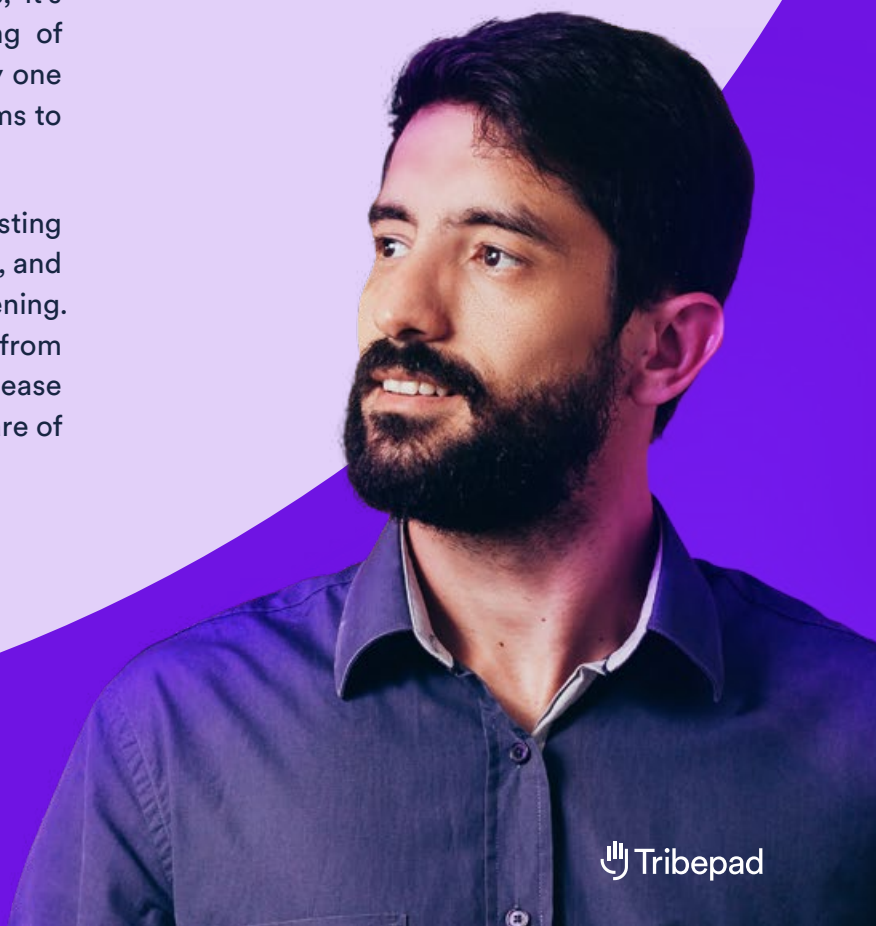
Our industry continues to be put under huge pressure as the job market contracts and expands at an incredible pace. Nonetheless, it's disheartening that, as a result, the ghosting of talent applying for jobs, people at potentially one of the most stressful times of their lives, seems to be still prevalent.

We've taken a deep dive into the impact of ghosting on both job candidates and brands twice now, and posed questions around why this is happening. What can we, as an industry, do to prevent it from happening in the future? How can we help ease the strain on HR professionals while taking care of high volume candidates at the same time?

We know that AI and automation can be a part of the solution and, in an increasingly digital world, finding effective, automated processes is important to help ease the demands on recruiters and hiring managers. That's why we've included a best practice guide in this whitepaper. It's not the whole story though. We also need to find ways to continue nurturing our talent, to find and develop the next generation of leaders, all while managing and maintaining the reputations of the companies we work for.

Tech is undoubtedly part of the solution, and yet it's also more crucial now than ever to put people first.

Dean Sadler, Tribepad CEO





Have we ended ghosting?

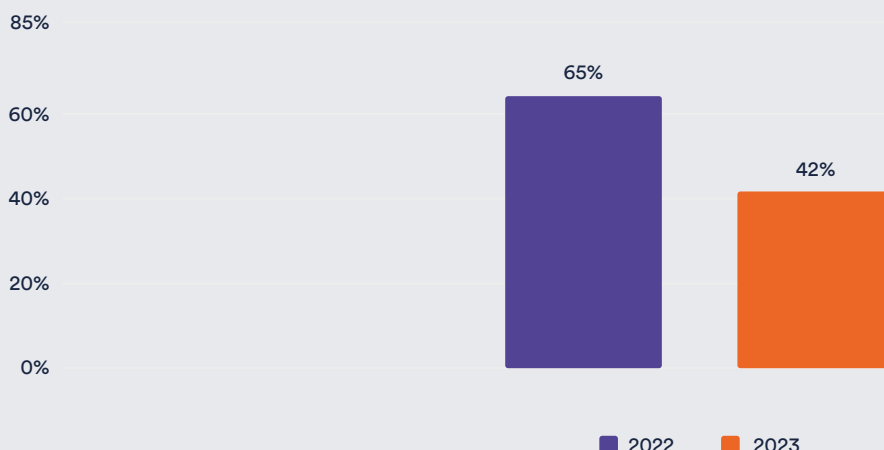
Last year we asked candidates to tell us about their experience of ghosting. It's a term often used in the dating world, but happens in recruitment too - and it's not fair. 15 months on, we thought we'd see if things had changed. Is ghosting still prevalent? How does it make candidates feel? And what's the impact on the business.

You can read the full report [here](#), but here's a taster...

Ghosting has gone down

Whether it's our campaign or the industry finally waking up to the unfairness of it, the prevalence of ghosting seems to be declining. When we first asked this question in 2022 two thirds (65%) of candidates had been ghosted, and it's now only 4 in 10 (42%).

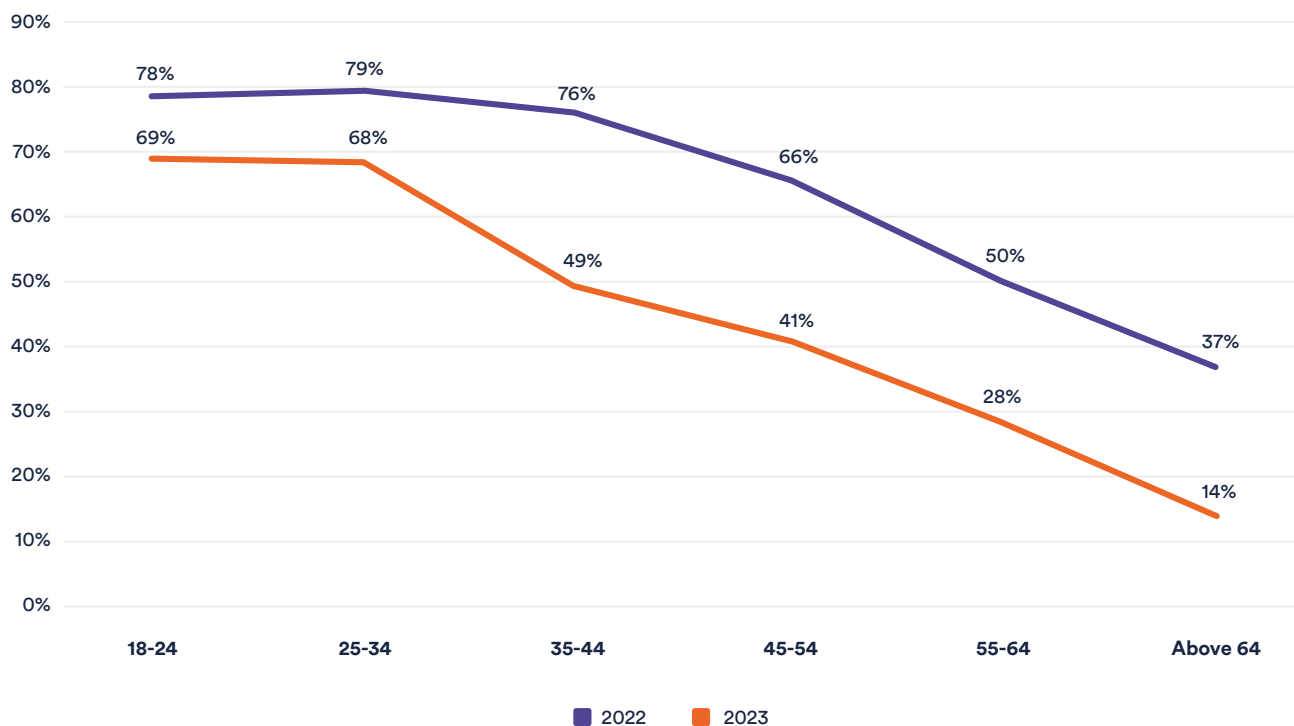
% of people who have been ghosted by a recruiter or prospective employer part way through the recruitment process



Younger people are much more likely to have been ghosted - or at least recognise it as such. Our campaign calling out ghosting in recruitment might have resulted in people recognising it when

it's happening. It's also a bigger part of their language and experience, with many recognising it from the dating and friendship world.

% of people who have been ghosted by a recruiter or prospective employer part way through the recruitment process - by age

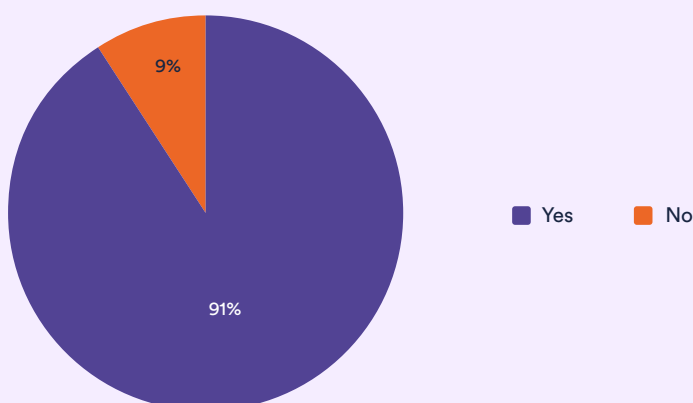


Impact on brand

Ghosting a candidate is bad for business and leaves a negative impression of your brand - 91% say it makes them think less of a brand.

Our [Salary, Security & Purpose report](#) found that 67% of people find out about potential jobs via colleagues, friends and family - so leaving a bad taste in the mouth of a candidate can harm your EVP.

Did being ghosted by a recruiter or prospective employer leave you with negative thoughts or feelings about that company or brand?



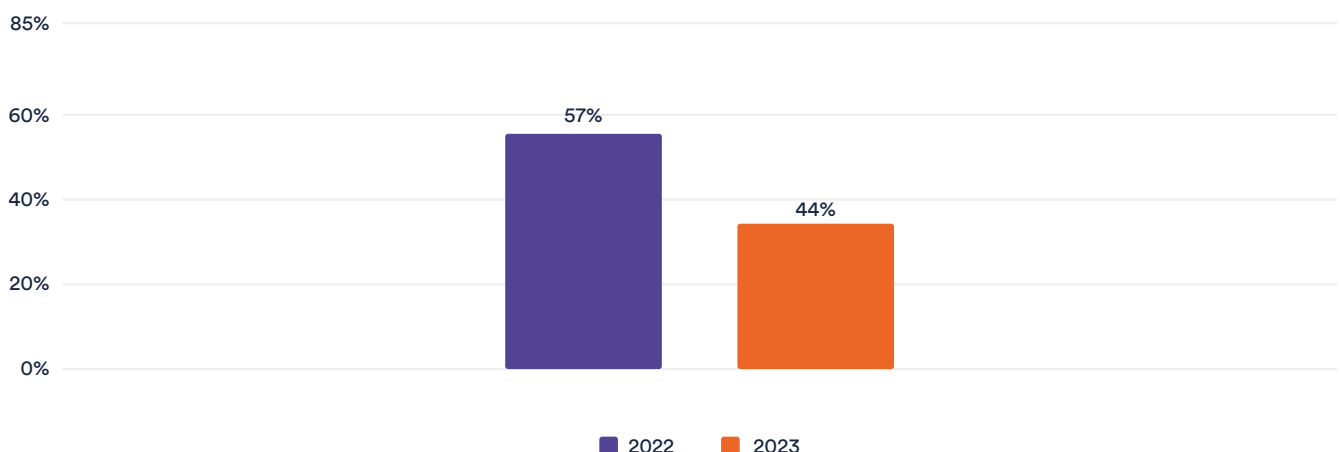


Effect on candidates

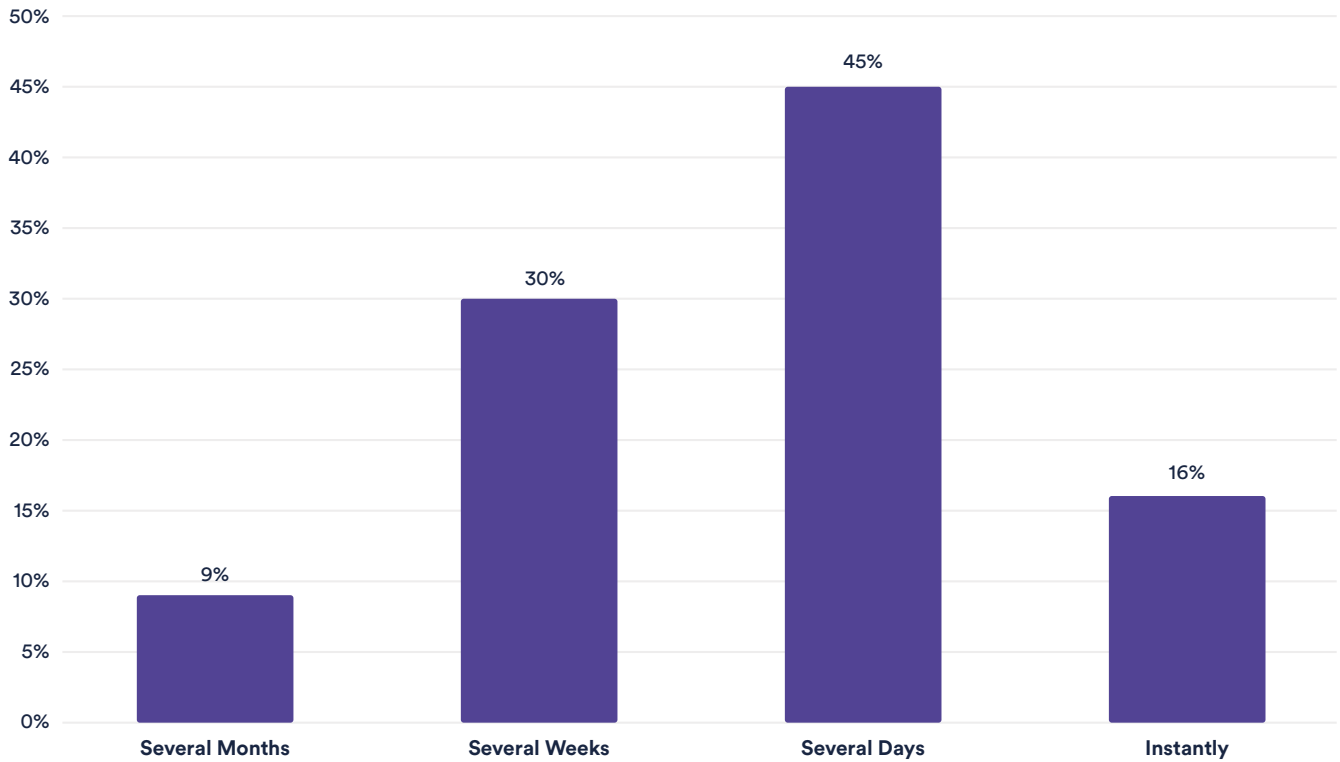
It also makes people feel down and takes a while to get over, although we seem to be getting thicker skinned, with two fifths (44%) saying it bothers

them moderately or severely, compared to 57% in 2022. Perhaps candidates are no longer surprised to be ghosted as this trend continues.

% saying being ghosted by a recruiter or prospective employer left them feeling moderately or severely down or depressed

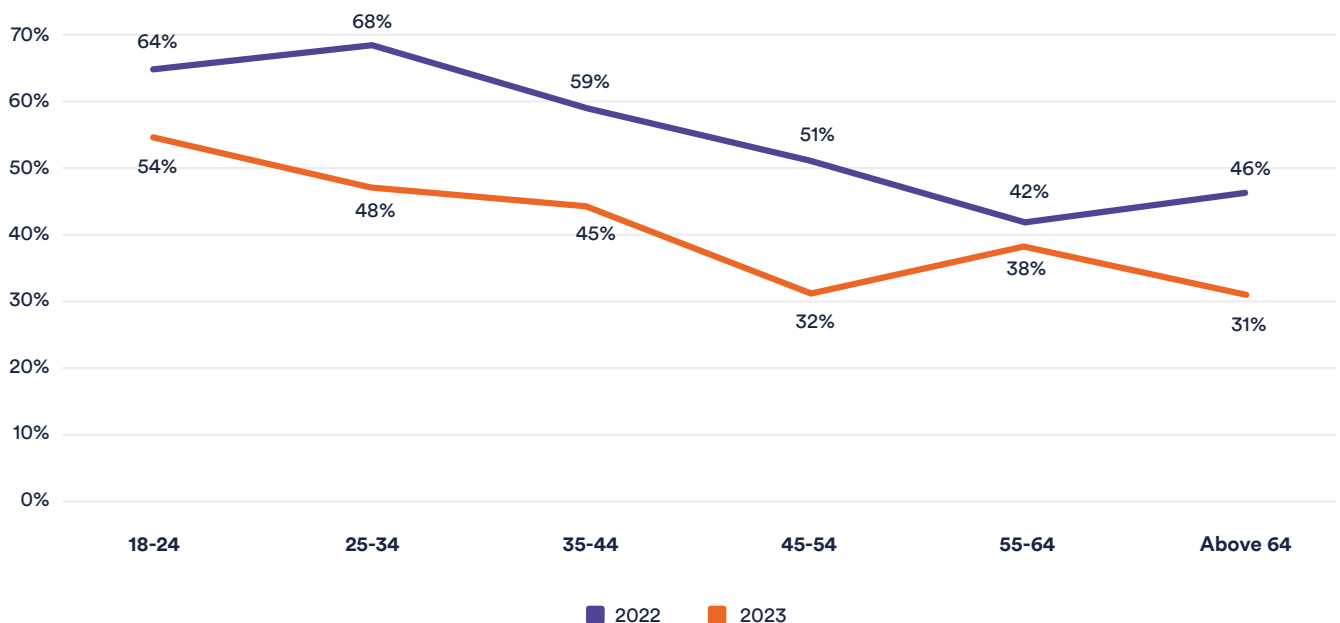


How long did it take you to get over being ghosted by a recruiter or prospective employer and move on from the experience?



And it bothers younger people the most. Half (54%) of 18-24 year olds said being ghosted left them feeling moderately or severely down or depressed, compared to only 31% of over 64s.

% saying being ghosted by recruiter or prospective employer left them feeling moderately or severely down or depressed - by age

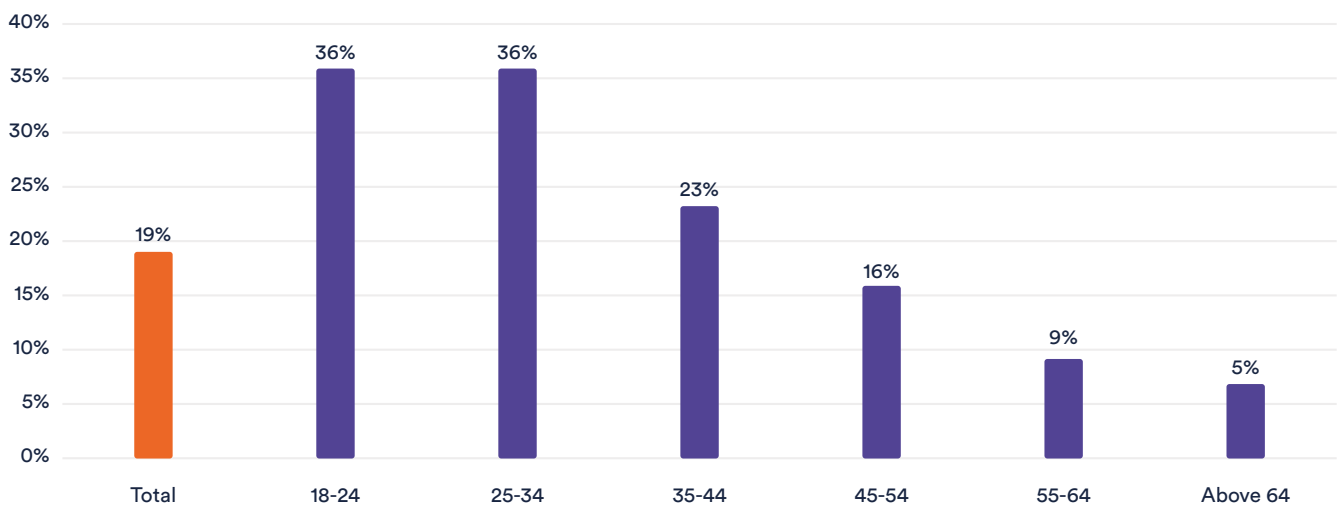




Getting revenge

But some young people do it back - a third (36%) of 18-34 year olds have ghosted a potential employer, compared to only 1 in 5 overall (19%) - and a fractional 5% above 64. In a world of one click applications it becomes easy to apply for multiple jobs at any given time, which is resulting in people from both sides of the equation forgetting that there are people involved.

% saying they ghosted a recruiter or prospective employer part way through the recruitment process - by age



Ghosting job applicants in the middle of the recruitment process hurts. It damages candidates' self-confidence and leaves them with negative feelings about themselves and the recruiting brand. Ghosting in recruitment is a rising trend that nobody wants. It's rarely intentional but it's happening everywhere. It's time to tackle this issue head-on.

[Click here to see the full report](#)



The healthcare industry is notoriously tough to recruit in. But with a few guiding principles, hiring manager and recruiters in this tough market can attract the best talent for their roles. Read on for three top tips to build a candidate experience that cares.

The human touch

How healthcare recruiters can build a candidate experience that cares

What does a great candidate experience look like for health and social care recruitment?

Care organisations typically struggle with dropouts and candidate ghosting way more than other sectors. The healthcare market is very buoyant with high turnover and lots of competition, so candidates are often in-process for lots of roles at once.

Convincing jobseekers to stick with your process means delivering a great candidate experience.

But what is a great candidate experience within the care sector?

3 principles to get the care candidate experience right

01. Is your recruitment process easy?

When candidates are applying for multiple roles, their mental bandwidth is split across every position. In other words, they're spread thin. Especially if they're also juggling current work.

If you make your recruitment process inconvenient or difficult to complete, many candidates simply won't.

But even if applicants theoretically had endless spare hours, an easy process communicates that you respect their time and effort. If you want to communicate that you care about your people, that's a must-send message.

Ten things to think about:

1. Offer mobile-apply and social media apply
2. Enable one-click CV import
3. Allow candidates to attach supporting docs
4. Design mobile-first application journeys
5. Choose recruitment software that's responsive on any device
6. Offer anytime, anywhere video interviewing
7. Empower candidates to self-book interviews
8. Offer communication via SMS, not just email
9. Allow digital contracts and signatures
10. Automate reference collection

With Tribepad, candidates can create a profile, upload a CV, and apply for a job in under two minutes 🚀

02. Is your recruitment process fast?

Especially for entry-level or part-time roles, health and social care candidates often prioritise the opportunity that arrives first. And it's more paramount in the midst of a cost of living crisis, where picking up shifts and earning money fast matters to many.

Sometimes care organisations pour more money into marketing and advertising when actually their problems stem from slow internal processes. Maybe they've actually got enough candidates coming in but they don't get to them fast enough, so they lose out.

Look for talent acquisition software with heaps of smart automation, to help you move candidates through your process faster.

That can include the likes of:

- Automated candidate comms
- Automated workflows that suit how you work
- Bulk actions
- Templates and cloning
- Multiple location jobs
- Job board integrations to quick distribution
- Speedy interview scheduling
- Killer questions and pre-screening questionnaires
- Automated checks
- Talent pooling and tagging

Recruitment software should help you streamline and automate complexities like this, so you can get candidates through the door faster.



03. Is your recruitment process human?

The biggest benefit of better recruitment technology isn't really about technology. Sure, building faster, more convenient recruitment processes will inevitably translate into better recruitment delivery.

But the true value of recruitment software is about much more than streamlining processes. It's about what your recruitment team can do with the time you get back. The extra time you can invest into conversations; the relationships you can build.

The healthcare and social care sector is fundamentally about people – about sensitivity, empathy, and compassion. Our processes must embody the same values.

The healthcare and social care sector is fundamentally about people – about sensitivity, empathy, and compassion. Our processes must embody the same values.

Ask yourself:

- Do we take the time to understand what motivates each candidate, and can we genuinely deliver against those priorities?
- Could we do more to answer candidates' questions and bring a career with us to life, especially if they're new to the care sector?
- Do we really understand what makes someone a great fit? And also critical, what makes someone a poor fit, so we can minimise turnover?

Easy, fast and human are principles we abide by at Tribepad - and ones those working in healthcare should be thinking about.



How Well Pharmacy transformed their hiring processes from support to strategy with a few simple steps.

Well Pharmacy

A transition from support function to strategic function

It's always great hearing about success stories. Here's how we supported Well Pharmacy transform their legacy systems into something of strategic importance.

Before Tribepad, Well Pharmacy found themselves stuck with a multitude of inflexible legacy people systems that didn't speak to one another, causing a heap of problems:

- Rigid processes that couldn't accommodate how Well wanted to work
- Boring, same-same job adverts that blurred into the background
- Mountains of avoidable manual admin, taking many colleague hours and slowing time-to-hire
- A patchwork recruiter experience, jumping from unintuitive system to unintuitive system to get anything done
- Endless maverick workarounds from recruiters and managers who couldn't easily use (and didn't like) the current tech
- An increase in GDPR risk issues, needing more manual input to ensure compliance
- An inconsistent new hire experience, with new colleagues being asked for the same info repeatedly or missing crucial onboarding info
- Slow progress on strategic priorities like diversity, because the team had no breathing space to do more



Resourcing Manager, Jo Riley knew that Well's authentic, caring, human-first culture is a true differentiator, and should be instrumental in helping them attract and retain great people. But their current recruitment software was disguising it.

“One reason we wanted to partner with Tribepad was that they really matched our human, honest culture. From our first conversations onward I felt really listened to, not sold at. The team has always been very honest about what they could and couldn't achieve; that was a big tick in the box.”

Jo Riley, Resourcing Manager

Jo wanted a platform that would help her talented team shine, digging them out from the mountain of manual work weighing them down.

Thanks to heaps of time-saving features, sensible end-to-end automation, open APIs for easy integration, and great manager self-service functionality, Well's resourcing team have been able to shift focus: less admin, more value-ad proactive recruitment.

The team have time now to dedicate to strategic stuff like:

- Running recruitment campaigns with Tribepad CRM
- Developing their employee value proposition
- Focussing on the colleague experience
- Headhunting for critical positions
- Nurturing richer candidate relationships
- Growing ED&I initiatives

Even better, the efficiencies Tribepad has brought has also freed up funds to reinvest in growing their recruitment team, and diversify their attraction strategy to include International Pharmacist recruitment. That's one answer to skills shortages!

Plus, the colleague who was previously dedicated to posting job adverts is now a Social Channel and Attraction Marketer. They've since grown Well's social presence across multiple platforms to engage both with current and emerging talent – resulting in an 150% increase in applications. Not bad.

“I've been pleasantly surprised at how positive manager feedback has been about Tribepad, particularly around how easy the system is to use. Of course it's a journey to change managers' behaviours – but Tribepad has been ideal because everyone now has to follow the right process. My audit and compliance manager is much happier now!”

Jo Riley, Resourcing Manager

↓ [Download the full case study here](#)



It's the people in our industry that make a difference. Get out and about, have a chatter, and learn from each other with this stellar line up of events. We love exploring with the best in the business to keep on top of the latest insights, news and trends. Keeping up to date with industry and sector challenges so that we can continue to build a better future for the recruitment industry.

Dates for your diary

We're busy folk, and want to bring our passion and expertise to you. Here's a few of the places we'll be in early 2024.

15th February 2024

In-house Recruitment Candidate
Experience Conference

10 Union Street, London

[Find out more →](#)

17th & 18th April 2024

HR Technologies
ExCel London

[Find out more →](#)

6th March 2024

In-house Recruitment Birmingham
Live Exhibition

The National Exhibition Centre

[Find out more →](#)



We don't bite, honest. How about a chat?

Learn how Tribepad
can help your business
transform recruitment.

BOOK A FREE DEMO

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