



Gateway to Success – Recruitment 2020

The success of the recruitment industry in building international networks will become a vital advantage for the UK economy.

The “Gateway to Success” is the REC’s White Paper on the future of recruitment. Over the last decade the UK recruitment industry has changed significantly, in response to employer needs and candidate expectations. The industry has moved from purely high street “clicks and bricks”, to a range of providers made up from online job-boards, vendors, pure play clicks to attraction specialists. This White Paper is no revelation – we are all aware of the trends, but it is the stealth, speed and cumulative impact that means there is a greater need to recognise and respond to these changes. The challenge we set out in this paper, is to bring together the recruitment and resourcing community, with a common agenda to create a new vision for resourcing. This is your chance to get involved and make your voice heard.

Executive Summary

The UK’s employment model, with its flexible ways of working, has been the engine behind the unprecedented growth of the last decade. Now, as the economy falters, it is vital that we preserve what makes the UK economy different. To do this it is vital that all players in the employment arena work together to enhance what makes us unique.

In particular, it is important that employers, while seeking best value, do not attempt to commoditise a service that not only adds value, but minimises the risk of reputation and brand damage.

The current economic situation is making employment a key issue for policy makers and employers. The REC, in conjunction with employers who make up the Future of Employment Working Group, have identified a number of areas in which long-term changes in the world of work will call for more meaningful partnerships between recruiters and employers:

Skills

The UK in particular, is facing a continuing skills gap. Recruiters and employers need to work together to maximise their access to different pools of talent and get the best from the various government schemes set up to address this problem.

Globalisation

Globalisation means that UK employers will feel the effects of economic turbulence. Regardless of the UK labour market firms will continue to compete globally for talent. The success of the recruitment industry in building international networks will become a vital resource for UK employers in future.



of Employment
Working Group



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Demographics

The UK's aging and increasingly diverse workforce provides a range of challenges and opportunities for UK employers. The skills of recruiters will be in demand as employers seek to tap into these new pools of talent.

Diversity

In many sectors there are major gender and racial differences in employment, but employers are realising that this needs to change to solve their talent and skills problems. The key to success in this area is a careful balance of both recruitment and attraction policies.

Talent Attraction and Management

Continuing competition for highly skilled people means that companies must strive to stay ahead in attracting and retaining the best employees. The specialist market knowledge that recruiters provide is a valuable asset in this struggle, as is the ability to deploy a range of different attraction channels.

Impact of Legislation

The UK has introduced a significant amount of employment legislation in the past decade. Employers are increasingly dependent on outside support to help them keep abreast of legal changes and recruiters are invaluable allies in helping them negotiate this minefield.

Impact of Technology

Technology transformed our ability to communicate with each other, and this, in turn, has transformed the recruitment process, enabling direct recruitment through online portals. Employers, however, need to balance the ability to use these new processes against a need to maintain the human interface that will help them attract and retain capability.

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The ability to live up to these values is underpinned by meeting the right recruitment strategies and minimising the risk to reputation that poor recruitment can bring.

Generational Issues

The modern workforce is increasingly diverse, not least because of generational divides. Baby-boomers in the later stages of their careers now work alongside "generation Y" that combines limited loyalty with ethical concerns and the need for work-life balance. Soon they will be joined by the fully-networked generation Z that we can expect to be even less tolerant of the old hierarchies. Faced with a diverse labour market, employers will need to draw on a range of recruitment strategies to attract and retain the right mix of staff.

Corporate Social Responsibility and Brand

Increasingly, commitments to corporate social responsibility and brand delivery are becoming significant differentiators for both customers and candidates. Meeting and maintaining corporate reputations will be dependent on attracting the kind of people who reflect consistency in the organisation's brand values.

Conclusions and recommendations

The progressive employment policies that have placed the UK at the vanguard of the European employment market rely on the input of highly competent recruiters whose work will remain critical in building and maintaining a truly flexible labour market. The REC offers a series of recommendations, not just for choosing the right recruitment partner, but for creating a strong and attractive employer brand.

MAKE YOUR VIEWS HEARD

The role of the REC is to re-establish the added-value proposition offered by investing in better, enlightened recruitment – enabling employers and candidates to find a safe and effective pathway to getting the right person in the right job.

This is your chance to get involved. We want to know if you are willing to take part in the debate. Please contact Anita Holbrow at anita.holbrow@rec.uk.com to find out how you can contribute. "The Gateway to Success" is available to download at www.rec.uk.com/fewg



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