

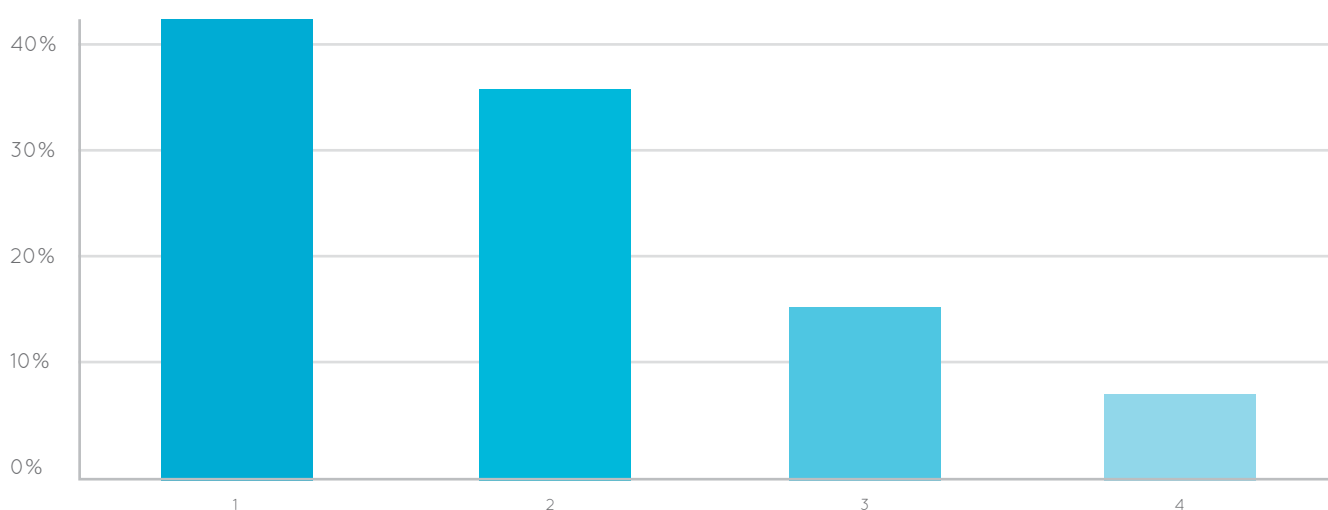
RECRUITMENT

BEST PRACTICE REPORT



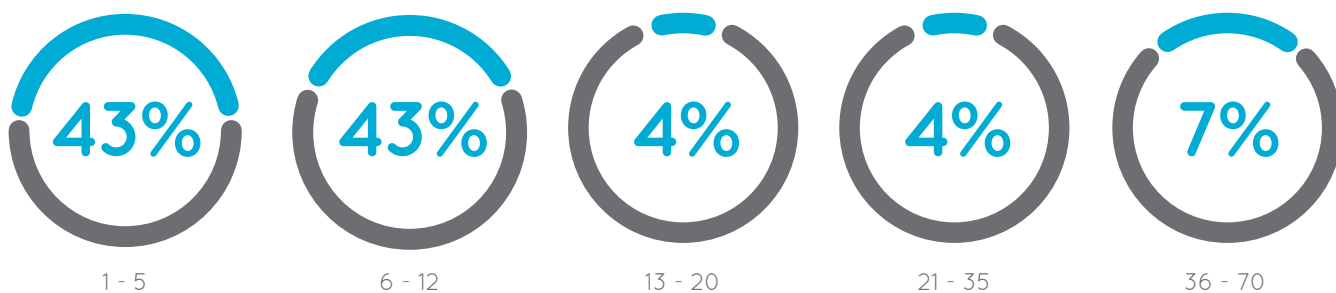
WHAT BEST DESCRIBES YOUR ROLE?

ANSWER CHOICES	#	RESPONSE
Leading the Internal Talent Acquisition Team	1	43%
Member of the Internal Talent Acquisition Team	2	36%
Leading HR Function with Recruiting responsibilities	3	14%
Member of the HR Function with Recruiting responsibilities	4	7%



WHAT WAS THE SIZE OF YOUR “RECRUITMENT / TALENT ACQUISITION TEAM” IN FEBRUARY 2020 (PRE-COVID19)?

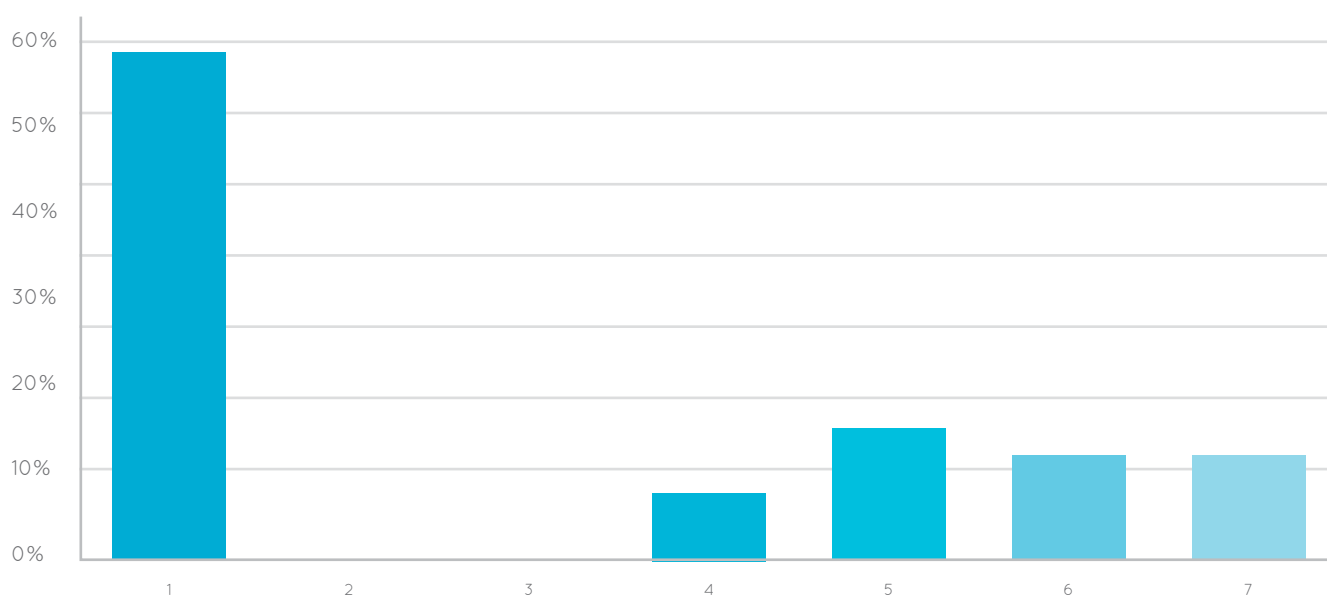
ANSWER CHOICES	RESPONSE
1 - 5	43%
6 - 12	43%
13 - 20	4%
21 - 35	4%
36 - 70	7%



RECRUITMENT

WHAT BEST DESCRIBES THE SIZE OF YOUR CURRENT RECRUITMENT / TALENT ACQUISITION TEAM NOW, COMPARED WITH FEBRUARY 2020 (PRE-COVID19)?

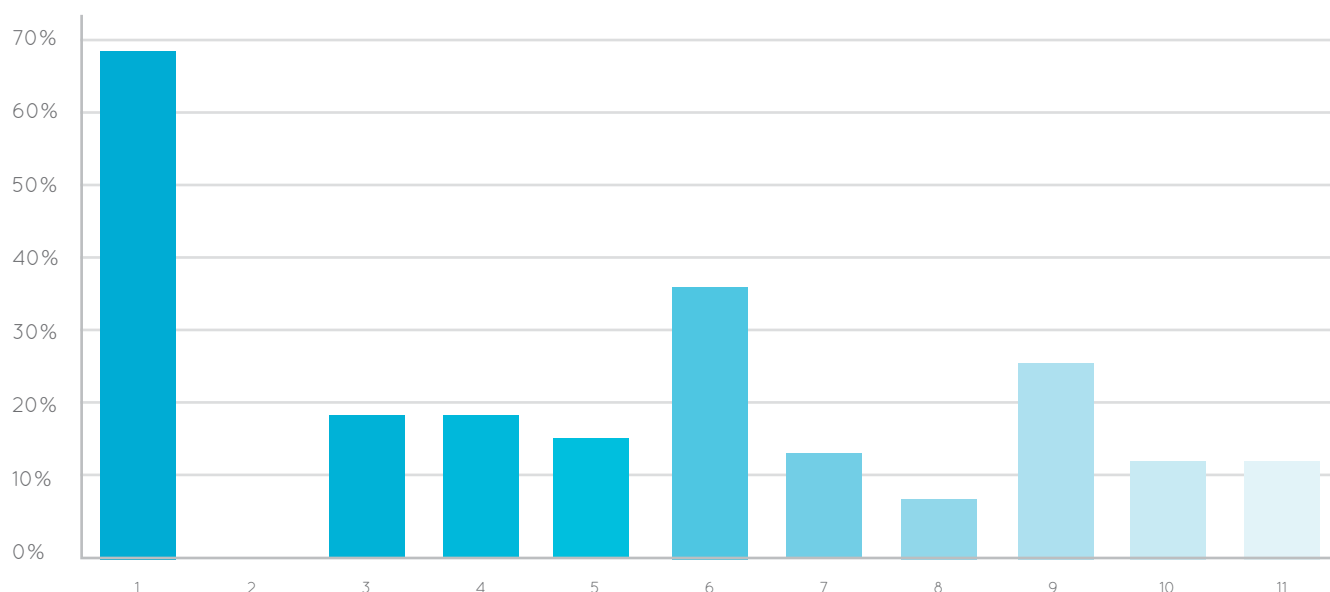
ANSWER CHOICES	#	RESPONSE
Same / similar to before (within 10%)	1	57%
Reduced by 11-30%	2	0%
Reduced by more than 31% - 50%	3	0%
Reduced by more than 50%	4	7%
Increased by 11-30%	5	14%
Increased by more than 31% - 50%	6	11%
Increased by more than 50%	7	11%



Compared with pre-COVID19 the majority of talent teams have remained the same size, however 36% have increased in size (21% increased in size significantly).

SELECT THE TOP TWO CONCERNS OF YOUR TALENT TEAM AT THE MOMENT?

ANSWER CHOICES	#	RESPONSE
Low volume of applications	1	68%
High volume of applications	2	0%
The challenge of hiring remotely	3	18%
The challenge of onboarding remotely	4	18%
Understanding / controlling the remote working environment of the new hire	5	14%
Salaries aren't competitive	6	36%
Hiring Manager expectations are too high	7	11%
The well-being of the Recruitment / TA Team	8	7%
Our workload is too high for our Talent Team headcount	9	25%
Limited budget	10	11%
Other	11	11%



Two-thirds of recruiters working in Australian contact centres listed the low volume of applicants amongst their top two concerns at the moment. Combine this with one third of recruiters also highlighting that salaries aren't competitive and you have a hiring nightmare.

When recruiters need to work harder to fill each individual vacancy they are able to work across less roles, so it's not surprising to see several recruiters report that the workload is too high for their talent team headcount at the moment.

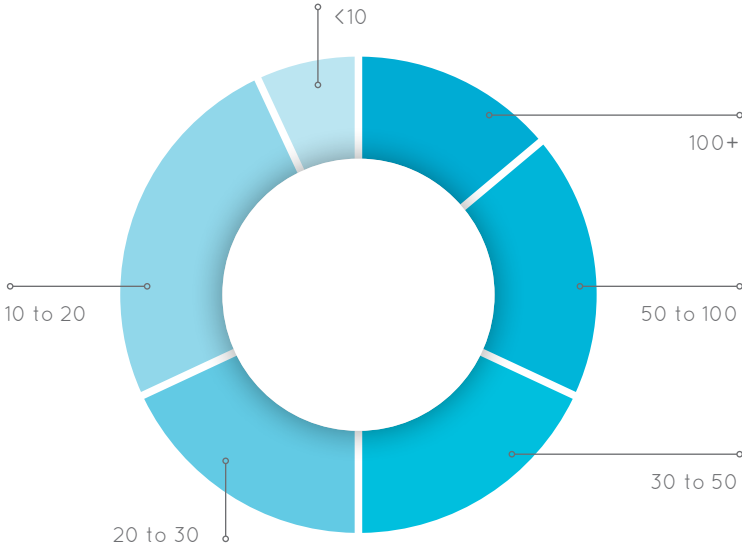
RECRUITMENT

ON AVERAGE, HOW MANY OPEN VACANCIES IS EACH MEMBER OF YOUR TALENT TEAM LOOKING AFTER AT ANY ONE MOMENT (ACROSS THE WHOLE OF THE ORGANISATION)?

ANSWER CHOICES	RESPONSE
100+	14%
50 to 100	18%
30 to 50	18%
20 to 30	18%
10 to 20	25%
<10	7%

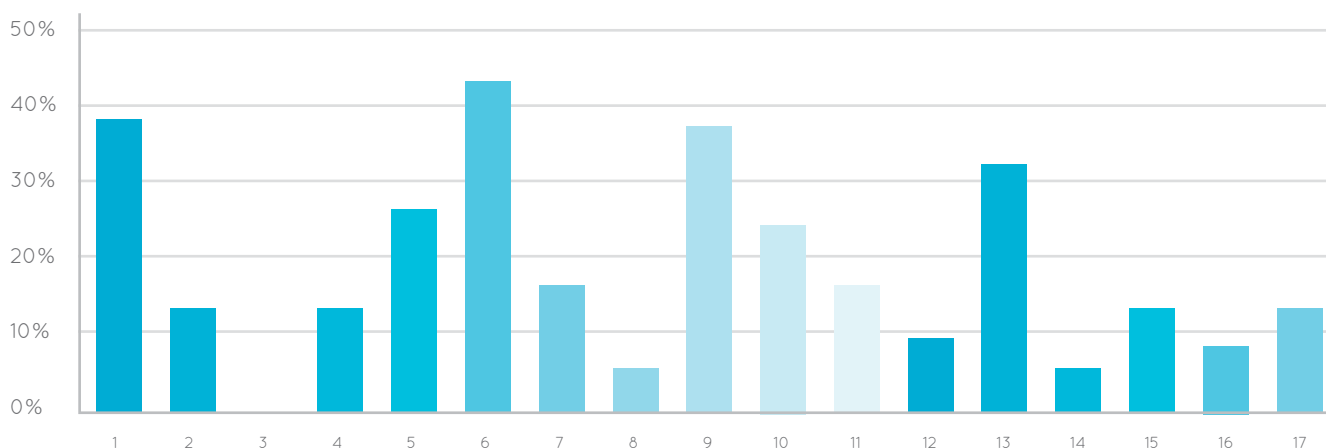


32% of internal recruiters are working on 50 or more vacancies at any one time.



SELECT THREE TOP PRIORITIES PLANNED FOR THE COMING 18 MONTHS:

ANSWER CHOICES	#	RESPONSE
Build talent pools and pipeline	1	38%
Careers Site	2	12%
Compliance - Ensuring workers have all required checks completed	3	0%
Data and Reporting	4	12%
Diversity outcomes	5	27%
Employer Brand	6	42%
Implement a new ATS / HRIS	7	15%
Implement an Onboarding tool	8	4%
Improve candidate attraction methods	9	38%
Improve candidate assessment	10	23%
Improve candidate experience	11	15%
Improve interview process and experience	12	8%
Improve Quality / Supply	13	31%
Increase the size of the Internal Talent Team	14	4%
Reduce agency / external spend	15	12%
Social Media Strategy	16	8%
Total Workforce Management / Blended Workforce	17	12%



The top four priorities for talent acquisition teams within Australian contact centres all go hand in hand. Having a strong and attractive employer brand is central to improving candidate attraction methods, as well as building talent pools and pipelines and the overall quality and supply of candidates. Without a strong employer brand none of these are possible.

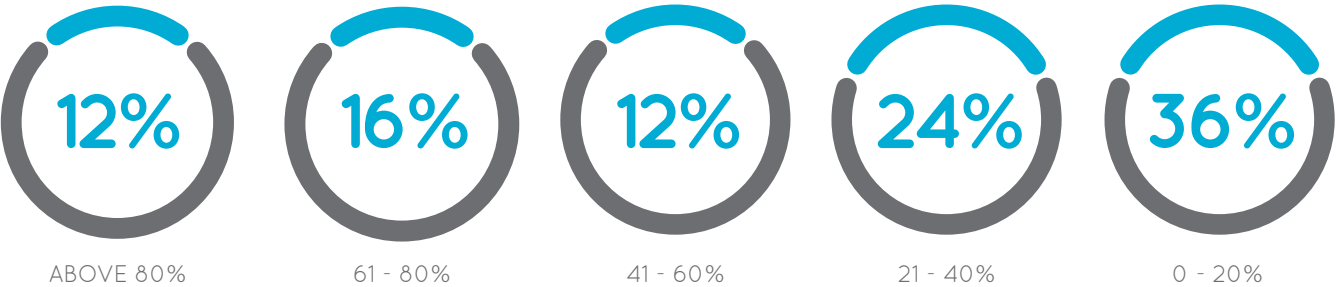
However building a strong employer brand does not happen overnight. Contact centres without an appealing offering and story to tell need to invest in both short and long term strategies to improve, protect and maintain their employer brand.

Diversity outcomes is also on the radar of TA teams right across the Australian economy, and contact centres offer the role types to be able to assist in this area. Improving candidate assessments as well as the overall candidate experience also rank highly.

RECRUITMENT

APPROXIMATELY WHAT PERCENTAGE OF YOUR ORGANISATION'S OVERALL RECRUITMENT DOES THE CONTACT CENTRE TAKE UP?

ANSWER CHOICES	RESPONSE
Above 80%	12%
61 - 80%	16%
41 - 60%	12%
21 - 40%	24%
0-20%	36%



On average, contact centre recruitment takes up 40% of an overall organisation's recruitment. However for some talent acquisition teams (especially BPO's), contact centre recruitment makes up a much higher percentage.

APPROXIMATELY HOW MANY AGENT LEVEL ROLES DO YOU ESTIMATE YOUR CONTACT CENTRE WILL HIRE ACROSS YOUR AUSTRALIAN CONTACT CENTRES IN 2021?



399 - the average number of agent roles recruited in 2021 by Talent Acquisition teams that completed this survey.

DO YOU ESTIMATE TO RECRUIT MORE OR LESS AGENTS IN 2022 COMPARED WITH 2021?

ANSWER CHOICES	RESPONSE
More	42%
Less	15%
About the same	42%
Unsure	0%



MORE



LESS



ABOUT THE SAME



UNSURE



2021 was a year in which talent acquisition teams faced a huge challenge and “good candidates” were harder to recruit than ever.

2022 looks to continue that trend with only 15% of contact centres expecting to recruit less agents, and 42% actually expecting to recruit in larger volumes than 2021.



RECRUITMENT

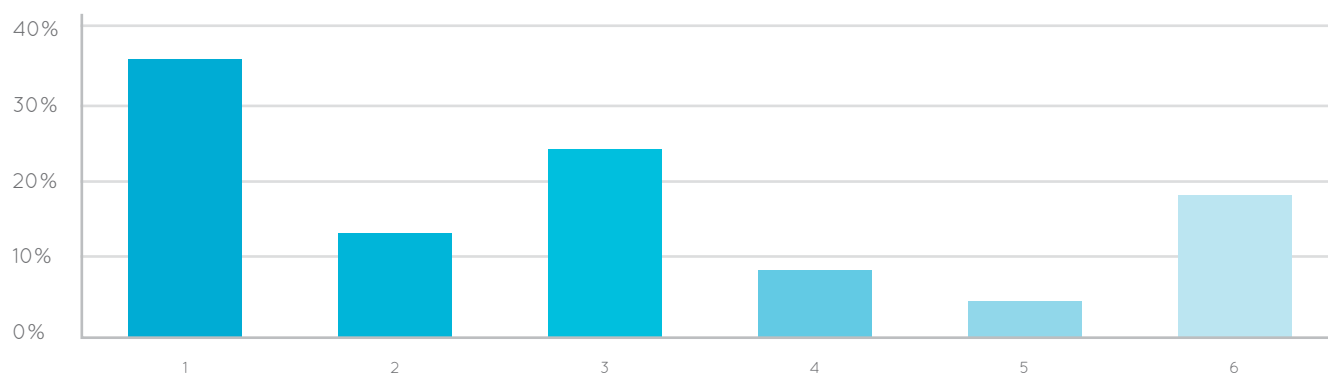


Pre COVID-19 only 24% of contact centres reported that they hired remote workers. And remote workers made up 10% or less of the workforce for the majority of those particular contact centres.

However in 2021, 65% of contact centres have hired remote workers. And remote workers are making up 47% of new hires in these contact centres.

IN 2022 AND BEYOND, DO YOU EXPECT YOUR HIRING OF REMOTE WORKERS TO INCREASE OR DECREASE?

ANSWER CHOICES	#	RESPONSE
Increase a little	1	35%
Increase significantly	2	12%
Remain the same	3	23%
Decrease a little	4	8%
Decrease significantly	5	4%
Too early to tell	6	19%



The hiring of remote workers looks set to continue into 2022 and beyond, with 46% actually expecting their contact centre to increase its hiring of remote workers, and only 12% expecting it to decrease.

ARE YOU HIRING REMOTE WORKERS FOR MANAGEMENT, LEADERSHIP AND SPECIALIST CONTACT CENTRE ROLES?

ANSWER CHOICES	RESPONSE
Yes	23%
No	38%
Case-by-case	38%



YES



NO



CASE-BY-CASE

THINKING OF THE CONTACT CENTRE AGENTS YOU HIRED MOST RECENTLY, HOW HAS QUALITY OF CANDIDATE HIRED CHANGED BETWEEN JANUARY 2021 (THIS YEAR) AND NOW?

ANSWER CHOICES	RESPONSE
Improved	15%
Same / Similar	38%
Decreased	46%



IMPROVED



SAME



DECREASED

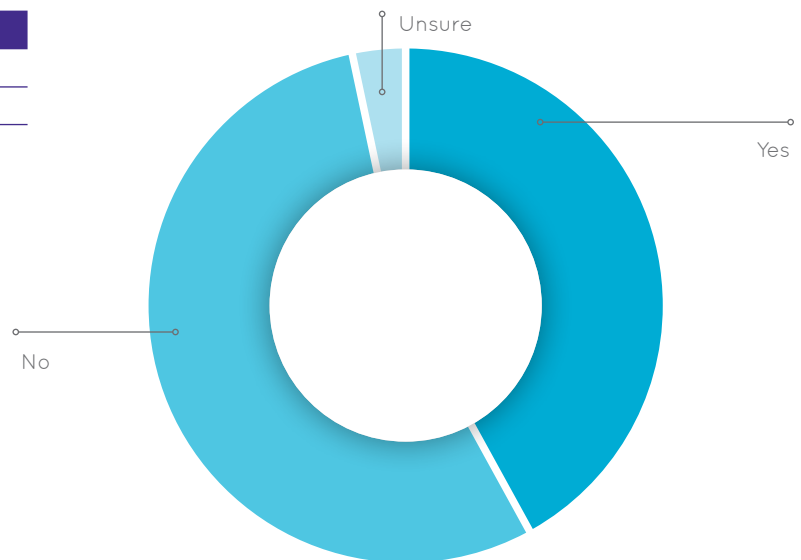


As unemployment and job seeker volumes decrease, many contact centres are reporting a “decrease” in the quality of candidates.

RECRUITMENT

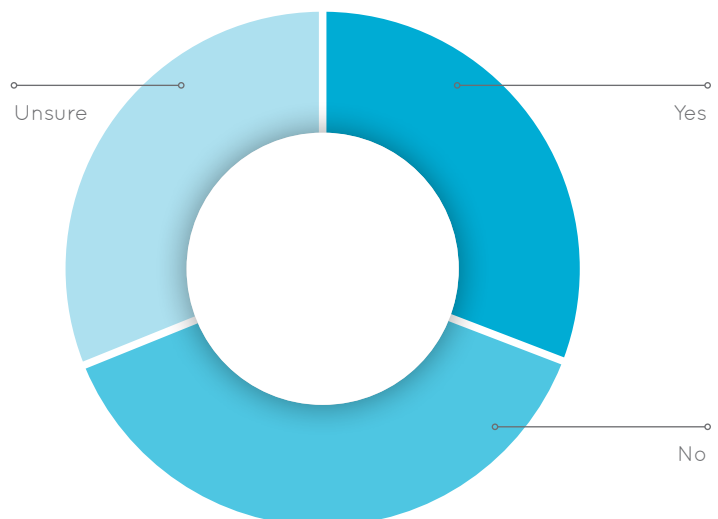
ARE YOU USING ANY PSYCHOMETRIC TESTING WHEN ASSESSING AGENT SUITABILITY?

ANSWER CHOICES	RESPONSE
Yes	42%
No	54%
Unsure	4%

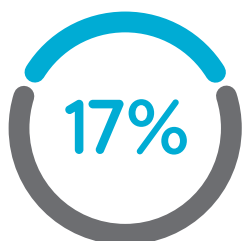


DO YOU FEEL THAT THE PSYCHOMETRIC TESTING THAT YOU USE IS AN ACCURATE INDICATOR OF AGENT SUITABILITY FOR THE ROLE?

ANSWER CHOICES	RESPONSE
Yes	31%
No	38%
Unsure	31%



WHAT % OF YOUR CONTACT CENTRE RECRUITMENT IS FILLED BY RECRUITMENT AGENCIES?



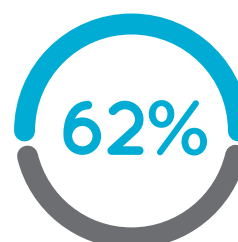
Recruitment agencies fill 17% of contact centre vacancies. Around a quarter of contact centres rely on recruitment agencies to fill 30% or more of their vacancies.

TRUE OR FALSE: MY ORGANISATION DOES NOT UNDERSTAND HOW CHALLENGING IT IS TO RECRUIT HIGH QUALITY AGENTS AT THE MOMENT.

ANSWER CHOICES	RESPONSE
True	38%
False	62%



TRUE

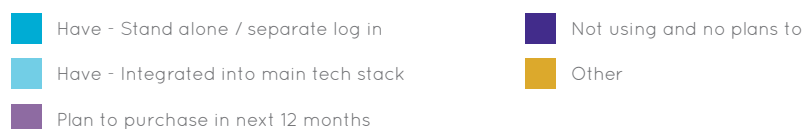
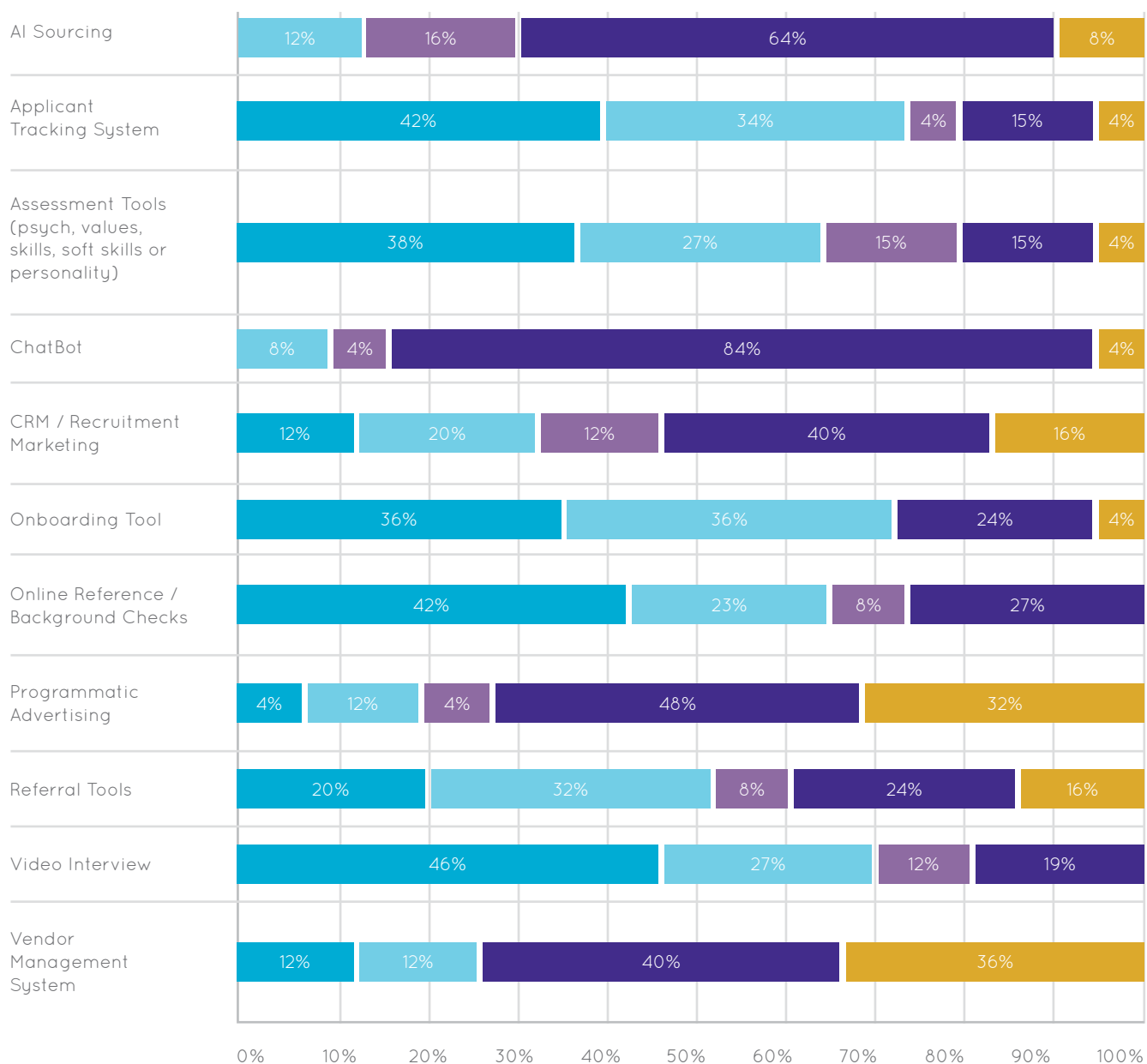


FALSE



RECRUITMENT

WHEN IT COMES TO THE APPLICATIONS / ELEMENTS BELOW,
TELL US IF YOU ARE USING THEM:



High quality, high volume hiring in a tough market

The problem

Throughout 2021 the challenge of attracting and recruiting high quality Frontline Agents increased significantly. Unemployment dropped steadily throughout the year, borders remained closed and job security increased as a priority, especially across New South Wales and Victoria. In October 2021 Seek.com.au reported more jobs on its site than ever before. A record high number of vacancies was available to a continually shrinking pool of candidates. Nearly all contact centres across Australia have felt the pinch.

SMAART Recruitment was engaged by a contact centre in the utilities industry to help them significantly scale up their headcount over a short period of time. Due to significant growth, the contact centre was looking to increase its headcount from 50 to 150-200. The internal talent acquisition team had commenced the process, but had quickly decided that due to the market conditions and low unemployment rate the headcounts required for the crucial start dates would not be met.

It had been decided early on that the contact centre would – for the first time – look to hire some of the new staff as remote workers (work from home). This meant running a virtual recruitment process for remote candidates and an “in person” recruitment process for local candidates.

Timeframes were very tight and any milestone missed would have a knock on effect. The input and availability to be part of the process for a large number of internal stakeholders was crucial. As well as the talent acquisition team, team leaders, trainers and other contact centre leaders needed to be available for interviewing and assessing candidates.

Key to the recruitment drive was finding candidates who had great customer services skills, excellent attention to detail and were able to work in a high call volume environment (expected to take 50-100 calls per day post training).

The solution

SMAART Recruitment worked closely and quickly with the contact centre leaders to establish the core competencies required to be successful in the role. It was decided that the recruitment drive should focus on candidates' attributes. With a strong induction and training program in place, the mantra of “hire for character, train for skill” was adopted.

Great customer service skills, attention to detail and the ability to work in a fast paced environment is not limited to contact centre agents. A long list of industries and job types was made to help narrow the search, but recruiting with an “open mind” was actively encouraged.

SMAART Recruitment then implemented a multifaceted recruitment campaign to attract candidates from traditional and non-traditional backgrounds right across Australia. The “local” campaign involved some old school tactics including advertising in print (newspapers), speaking with employment service providers and paid outdoor advertising. Being extremely responsive to local applicants (calling all applicants within 24 business hours of applying) gave a great first impression and made candidates feel valued and seen.

RECRUITMENT CASE STUDY

The national recruitment drive took a different focus. 60% of placed candidates came via SMAART's internal systems. This included:

- Targeting candidates who had applied for other roles through SMAART Recruitment over the last 3 months to consider this opportunity
- Aggressive marketing of the vacancies to candidates (new and old) in the database via email, SMS and alumni programs
- Attractive referral programs to those already working to share with their network
- An internal focus for all 20 recruiters at SMAART Recruitment to actively "keep an eye out" for any candidate who may be suited

A further 8% of placements came via SMAART Recruitment's social media campaigns (including targeted groups and pages), and 6% through the SMAART Recruitment website. Job boards in total contributed to 21% of overall placements.

SMAART was able to "scale up" and put a large number of recruiters immediately onto the recruitment campaign from the beginning to ensure that recruitment numbers were being hit, and were then able to slowly scale down when appropriate to do so. An additional team of back office support staff were engaged to process reference checks, background checks and other administrative information that was required. This allowed the recruiters to focus their time on sourcing and screening candidates.

Locally, SMAART Recruitment was able to facilitate regular assessment centres in a COVID safe way, still allowing candidates to visit and view the contact centre and get a feel for what it was like to work there. Virtual assessment centres were run online for those applying for WFH roles. These assessment centres were collaborative in nature from the perspective that SMAART would host and manage the process but include various client representatives to help promote the role and workplace while also being able to answer any potential questions from candidates in real-time.

Overall, whether the assessment centre was face-to-face or remote SMAART continues to push for its clients to work alongside them as it results in higher candidate engagement and retention in the short-to-medium term.

The outcome

SMAART Recruitment were able to fill over 75% of the vacancies and the contact centre hit all its recruitment targets and start dates as well as being able to quickly scale up their contact centre to meet an immediate increase in demand without any hiccups.

At the time of writing which was 4 months post the initial start dates SMAART can confirm that there has been an 8% fall-off rate within the initial 3 month probationary period which is extremely low given the large volume of candidates placed. Speed to competency has also been impressive with all new-hires "on the phones" within 4 weeks of commencement.

SMAART continues to actively monitor the progress of its placed candidates via regular post-placement follow-up calls and where possible, onsite visits. Once again, the best long term outcomes from a recruitment perspective, followed by a placement and ongoing employment perspective.