

Talent Attraction in Logistics

One of the biggest challenges in modern business is identifying, attracting, and retaining high-calibre individuals.

"The war for talent" as it's often referred to in recruitment, is well documented and becoming increasingly difficult to navigate. Following the global pandemic which created a shift in the labour market, recruitment consequentially suffered with processes being accelerated in a bid to secure talented candidates.

The key question is how can employers market their employee value proposition well enough in a crowded space?

We surveyed over 150 candidates to understand their perception of the interview process, and which key factors may influence their decision-making process.

This sample comprised a mixture of those that have accepted and declined opportunities in the last 12 months, primarily within the Logistics and Transport sector. The job titles surveyed were inclusive of; Fleet Manager, Operations Manager, Head of Fleet, Logistics Director, Operations Director, Logistics Sales Director, Logistics HSE Manager, and Commercial Director.

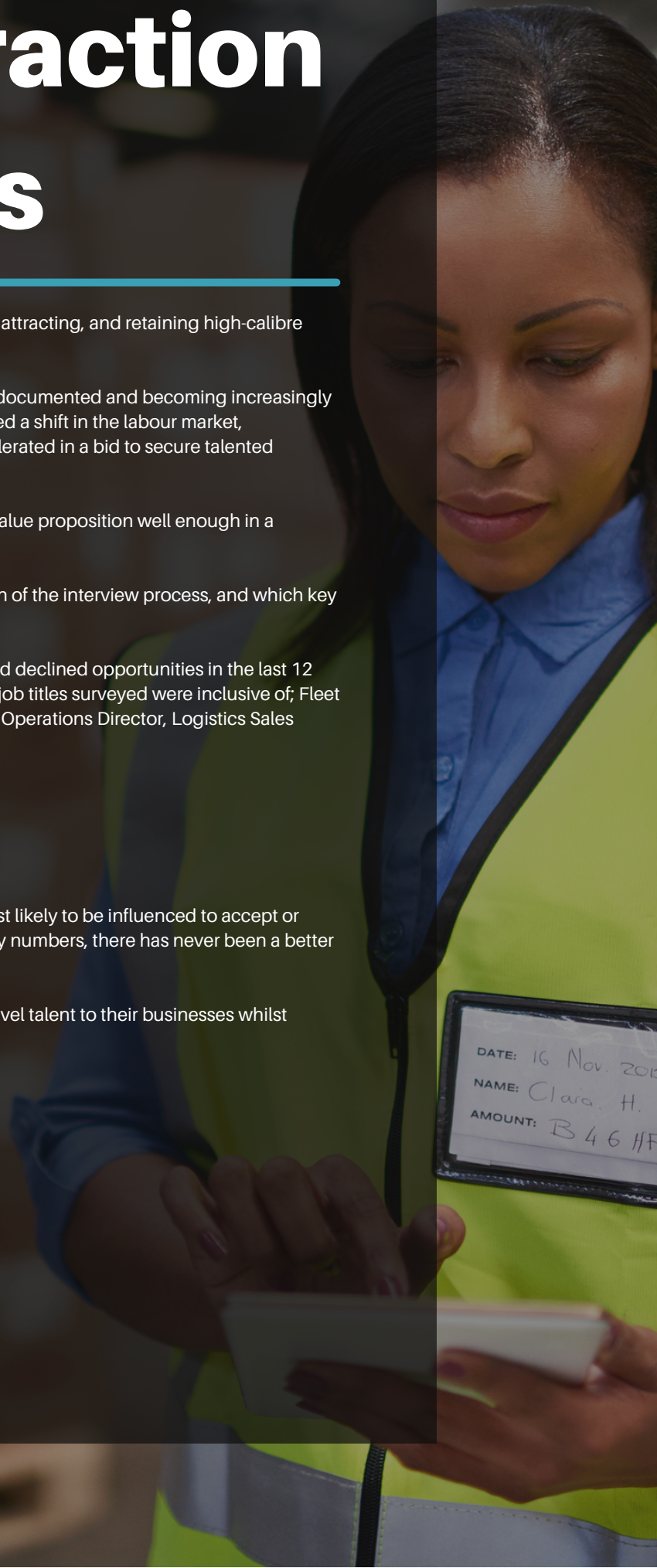
We focused on three aspects of the recruitment process:

- >The company
- >The role as presented to them
- >The interview

These are recognised as the key areas where candidates are most likely to be influenced to accept or decline a role that has been offered to them. With record vacancy numbers, there has never been a better time to evaluate the talent attraction strategy.

So how can Logistics and Transport organisations attract high-level talent to their businesses whilst implementing and improving talent attraction initiatives?

**EXECUTIVE
NETWORK
GROUP**



THE RISE OF CANDIDATE CHOICE

Candidates now have access to the most comprehensive range of opportunities ever provided.

The continued growth of online job boards, LinkedIn, and AI technology are factors assisting with job searches. With many talent acquisition teams utilising LinkedIn to proactively approach individuals who align with their opportunities, according to our study, 36.5% of respondents would prefer to be headhunted for a role by a specialist recruiter. In comparison, 25% would prefer to apply directly, and 28% of candidates choose to partner with a recruitment specialist. The strength of networking and referrals is imperative for job-seeker success, and with the virtual world dominating interactions, there is a keen appetite to return to traditional meetings and events which can lead to new relationships and opportunities.

The rise of candidate choice has somewhat been consequential from the pandemic, alongside inflated remuneration packages, autonomy is a key desire for many, in addition to the need for a business to align with their sense of purpose and values. As Gen-Z enter the workforce alongside millennials we're witnessing a different set of motivators from their predecessors who typically wanted job security and remuneration.

KEY FINDINGS

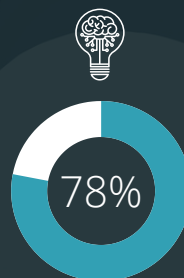
89%

are influenced to accept a new opportunity as a result of meeting a great team within their interview process.

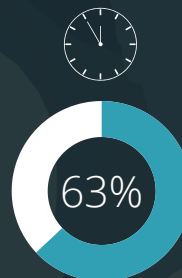
74%

stated that remuneration was the most important factor when considering a new opportunity.

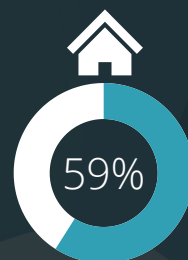
Three most popular aspects of a company that make it appealing.



Personal development



Flexible working



A role close to home

1 in 4

Get excited about a role using the latest tools and technology

8 in 10

Would interview with a brand based on a friends recommendation.



47%

stated they would consider Glassdoor reviews when choosing an employer.



94% of those surveyed would decline a role if they deem the management style to be micro-managing.

THE POWER OF VISION

The three most important priorities for candidates when it comes to choosing a business were personal development, flexible working and proximity to home.

Few will find this surprising as it reinforces a long-standing trend in worker priorities and reflects the growing impact of millennial mindsets on the labour market. These three priorities were significantly ahead of almost all others, with common rewards such as higher holiday entitlement and pension schemes getting only half as many votes from the candidates, we investigate employee benefits further within our study.

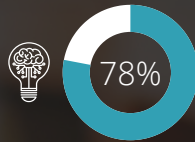
The only real competitor to the highest scoring factors is the importance of a clear company vision. When we reflected on their other priorities it's not hard to see why vision is so important. 82% of candidates rated challenging and inspiring work as a reason to take a role, the most popular of all positive influences. It is hard to provide such roles unless you have a compelling company vision, and candidates recognise this.

Almost all organisations have a vision, so we recommend a three-step approach:

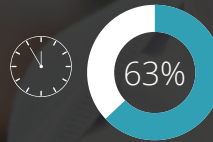
1. Make it memorable. If somebody has to look up the company vision they won't bother. In other words, it's like having no company vision at all. Set your mission at 30 words or less and make it memorable.
2. Go external. Ask current, former, and potential employees their thoughts on your vision. Understand if this aligns with your stakeholders and customers. Is it punchy, to the point, and most importantly does it resonate with them?
3. Market it. Your vision deserves prominence in any job advertisement and careers section of your website. Be transparent about what your vision is and why you have chosen it.

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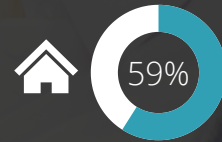
Personal Development



Flexible Working



Proximity to Home



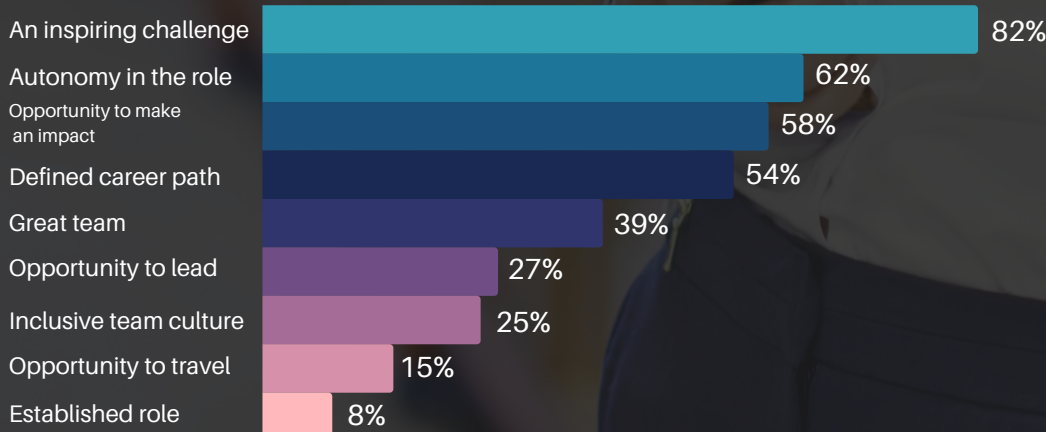
THE APPEAL OF A CHALLENGE

An inspiring and challenging role was most desired among our survey respondents leading the way with 82% believing this is significantly important.

We requested out of a multiple choice list that candidates select their top three choices. Our advice is to consider the following three suggestions:

1. Challenge the scope of the role and go beyond the core. If you hire the right person how far could they take it?
2. Make it clear. Highlight how the role is a challenge in advertisements, detailing what aspects of the candidates' skills it will require and draw out how far the right person could take it. For inspiration make sure the role is related to the company vision.
3. Reinforce this in the interview. Certainly, it would be sensible to understand whether this was important to the candidate and if so be able to demonstrate proof that the role was challenging and inspiring.

What aspects of the role would make you more likely to accept?

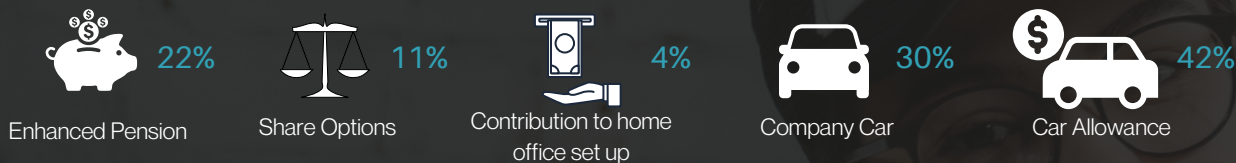


EMPLOYEE BENEFITS

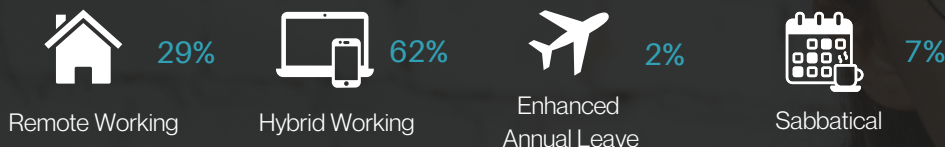
We asked a range of questions to better understand the most valued employee benefits in four primary categories; Financial, Flexibility, Physical, and Mental.

The results of the survey are reported as the percentage of respondents who indicated that a particular benefit is the number one most important benefit to them when compared to the other options in that category.

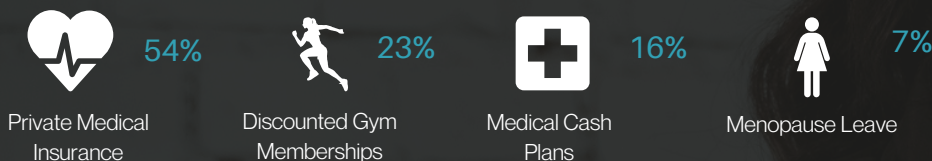
Financial



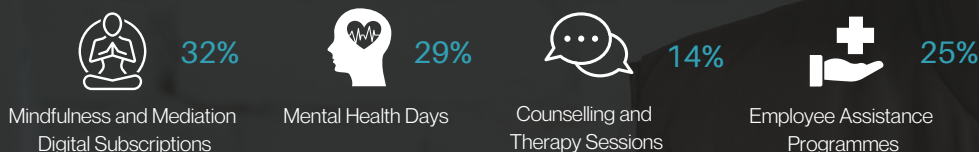
Flexibility



Physical



Mental



THE IMPORTANCE OF INTERVIEW TECHNIQUE

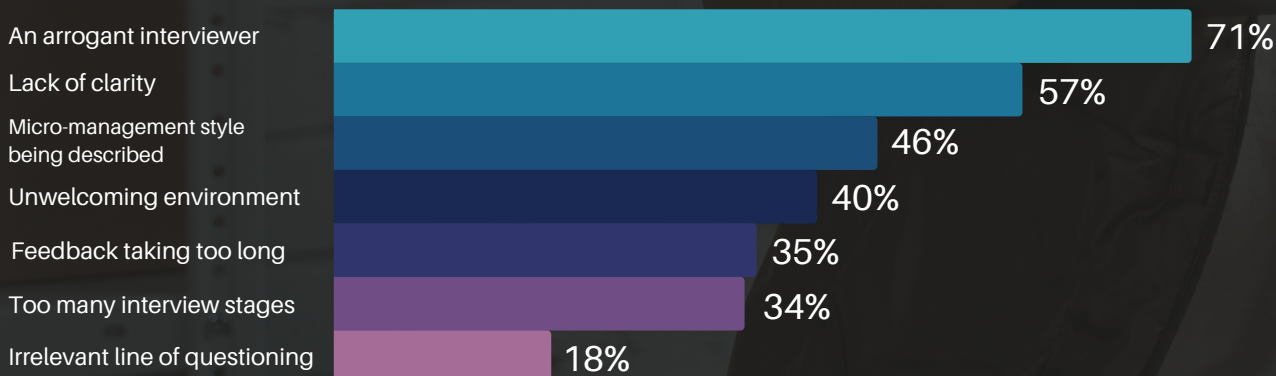
We all know that the role itself is only one facet, the remainder is dependent on the team and leadership. When we asked what candidates took from the interview experience when deciding to accept a job offer, the results reflected this.

A remarkable 71% of candidates said 'an arrogant interviewer' would put them off a potential role. We then found that candidates are more likely to accept a job role after being interviewed by a 'friendly and welcoming' interviewer, who took the candidate on a site tour and 'answered my questions honestly and clearly'. We suspect what is perceived as arrogance is a combination of heavy workloads, minimal time, and a failure to view interviews for what they are: a two-way conversation for both parties to understand the suitability.

Put simply: more training for interviewers. A fair process based on competencies, and utilising data to eliminate bias is a progressive step in hiring.

A key factor is feedback. Positive or negative - our candidates expect to hear within 72 hours on average. This can be integral to securing talent, especially at present when processes are being accelerated. 33% of our respondents would prefer a first-stage interview to take place via technology such as Teams or Zoom, with 26% expecting to visit the potential employer face to face, and the remainder had no preference.

What aspects of the interview process would make you less likely to progress with a role?



CONCLUSION

Anyone attempting to recruit the best possible talent cannot escape the fact that the market is growing far more challenging with record vacancy numbers in the UK.

The Logistics and Transport sector is one of the most expansive areas of employment in the UK. A quote from CommercialFleet states - "The UK logistics industry has expanded by 190,000 employees since 2019 and driven the creation of a further 125,000 jobs in local communities. Employment in logistics has doubled since 2012 and is on track to overtake the size of NHS England (the UK's largest employer) in 2023".

With this massive influx in potential talent in the past few years - hiring managers throughout the industry must put a huge focus on rigorous and fair recruitment measures to ensure the best candidates fill open roles.

When reviewing the priorities from our survey results, these factors don't all require expensive or complex transformation to your hiring, remuneration offering, or working practices.

In fact, there are three simple things you can do to improve your chances that cost nothing.

1. Communicate a compelling company vision. Be clear where your company is going and what this means to the candidate. They want to make an impact and be on a journey of discovery and self-improvement, not just pick up their pay packet at the end of the month.
2. Express the challenges of the role and how it contributes to making the company vision a reality. You can also demonstrate how you will support them to overcome their challenges and move everyone onward and upward.
3. Create an interview experience that is a real dialogue to make sure the candidate and role are suited to each other. Whilst it is a candidate's market everyone needs to be aware that the interview is a two-way street. Encouraging transparency and warmth during the interview process can go a long way.