

## Case Studies



### ROGER CLEMENTS FROM HYPHEN ON THE PARTNERSHIP WITH PEOPLEFLUENT AND THE CHALLENGES IN THE INDUSTRY

#### What are some general HR/recruitment challenges that are prevalent with your customers?

Blended workforce - In terms of the main challenges that we are seeing, I think the blended workforce is becoming a principal area of focus for a lot of organisations. We are seeing many organisations looking at strategic workforce planning which is driving a lot of focus on achieving the optimum balance of workforce composition. There is an emphasis from organisations on how to not just gain control of their contingent workforce but also how to leverage greater value through an integrated approach to strategic planning processes. I think a lot of organisations are looking at this more on a strategic level, where they want a proportion of the workforce to be a flexible resource, but a controlled flexible resource that can deliver the right value to the organisation. We can drive the correct strategies to recruit and invest in the right caliber people if we know we have other resources that can deliver other parts that might be more appropriate for the contingent space, so I think workforce planning is one of the biggest trends in the market.

Marketing linkage – is another important challenge with our customers. It is increasingly important to develop closer linkage between employer and corporate brand communications and create a unified brand communication strategy -- not just a recruitment communications strategy.

Emerging talent – With the increasing prevalence of Generation Y and digital native talent, we work with a number of our organisations to try and create a more inclusive working environment, removing shackles that may exist in a traditional workplace to really allow this

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segment of the workforce to flourish.

Referral Schemes - are becoming more prominent and customers are looking at sophisticated technology around social referral programs. These schemes are driving recruitment functions to engage their workforce more effectively to strengthen their talent acquisition efforts.

#### Given what we discussed about the current marketplace, why do you think Hyphen chose PeopleFluent as a partner?

I think PeopleFluent can genuinely provide strength and depth in both of the core areas (recruitment and vendor management) of functionality required. In the other platforms that we looked at, you would typically have to compromise your requirements in one area in order to satisfy your requirements in another. So you are forced to ask the question: are you looking for an ATS with some VMS functionality or are you looking for VMS platform with some ATS functionality? What you get and what we've found with PeopleFluent is that you can actually look at each one of those functional requirements in isolation and find strength and depth. The fact that they sit under one platform is a real bonus which allows us to have that consolidated single view. Frankly, there are not many providers out here that can provide a consolidated single view.

#### How much pain do you think it causes not having the right technology in place?

A poor decision on technology holds up an entire service. As RPO and outsourced service providers, our take is always that technology needs to underpin the service. We tend to design a service and then work with PeopleFluent to configure their technology to meet the design of the service. What we often find is that if we pick a poor technology partner we are unable to configure the technology to support the service we are looking for. Therefore, we compromise on the service or we compromise on the functionality of the technology. Regularly working strategically with technology partners allows us the confidence to configure the service the way we want and we know the technology will follow.

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The other area is user adoption, specifically client adoption and the functional user. If we partner with a poor technology that provides a poor candidate experience or poor hiring manager experience, then we're already compromising the service right away, so it has massive impact if we choose the wrong partner.

#### Where do you see RPO/MSP moving forward?

I see a continued evolution of models that will encompass the convergence of RPO/MSP services into a blended hybrid solution. From a pure RPO perspective, I think there is going to be a greater degree of linkage between what a recruitment/talent acquisition function does and the success of the people that are recruited through it.

From an RPO provider perspective, I think commercially there is a demand for us to have a greater degree of our commercials at risk based on the quality and outputs of the individuals that are hired through the process. In the past, it has been somewhat simplistic in the way RPO models have typically worked. That model is changing now where I believe we will see organisations seeking to outsource their talent acquisition function but will also be seeking their RPO providers to have a more tightly aligned commercial interest around the quality and output of hires delivered through the service.

#### How does this affect HR?

Chief HR Officers will in the future be able to go to the Board, saying yes we are able to attract and yes we are able to engage and yes we have a robust talent pool; not only do we have a robust pipeline of future talent, but we know that the pipeline of talent we have maps against our organisation's strategic drivers. From a blended perspective, HR traditionally has not really been responsible or accountable for the contingent element of the workforce, but I would say this is rapidly changing. HR really needs to grapple with the idea that in past they may have only looked at 60% of their workforce but now need to look at the 100% workforce. This 100% may include permanent talent, associate talent, and consultant talent, but also taking it a step further and looking at the workforce that is outsourced.

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#### How does PeopleFluent fit into that vision?

PeopleFluent fits into the vision by providing that single view – the single data view of the process – but also creating consistent processes, hiring experience, and candidate experience for candidates being hired by an organisation. Technology providers need to be continually at the forefront of behavioral change and pushing the market in terms of integrations with emerging social platforms, but also driving seamless data exchange and integrations with bolt-on tools that are regularly coming onto the market that will assist in the candidate talent acquisition process. It is incumbent on providers such as PeopleFluent to understand these tools and determine whether to build them internally or have strong integrations with these platforms. We work closely with technology partners such as PeopleFluent to be a step ahead of what the market is doing and where it is moving from a technology solution perspective. Working in partnership with PeopleFluent allows us to have regular dialogue on the trends in the marketplace, what some of these trends mean, and how these trends affect the PeopleFluent roadmap. Essentially, it's just an open and honest conversation.



## Speaker Interviews



### INTERVIEW WITH PETE BAKER

HRN Europe was recently in conversation with Pete Baker, Global Head of Learning & Organisation Development at Maersk Line where Pete is responsible for designing and delivering global leadership development and learning programs to the company's 33,000 employees.



**Pete Baker**  
Global Head of  
Learning  
& Organisation  
Development  
Maersk Line



**Pete it would be great if you would give us a quick overview of the key challenges that Maersk Line has been facing this year in areas such as engagement, leadership and retention.**

The shipping industry is in a state of transformation, and as the market leader, Maersk Line has been at the forefront of this transformation over the last year. So a large part of our engagement efforts over the last year has been driving alignment on the strategic and cultural change occurring in our company. We have 33000 people spread across the globe, on sea and on shore, and we believe that ensuring that our people understand our key strategic choices and understand their role in driving the business forward is a key driver of engagement. In leadership development, we have recently launched a flagship leadership development program for our top 300 leaders who manage most of the day to day operations of the company. This program has been designed to give them the skills to drive the transformation across the company.

**Leadership development was identified as the top challenge for companies in the 2014 Deloitte Global Human Capital Trends report. Is that your experience at Maersk Line, and how do you develop your leaders?**

I believe that the commitment of the senior management team is the most critical requirement for any leadership development program. It can be tempting to "outsource" leadership development to HR or to consultants (and there are certainly plenty of frameworks and models for

leadership development), but I believe these programs can only be successful if senior managers make it part of their personal agenda and are willing to spend their personal time. This year at Maersk Line, each of our board members spends time every month with the next generation of leaders, and this has been an extremely powerful development opportunity.

**Anecdotal evidence indicates that many employees are "overwhelmed" and unable to maintain focus – do you think this is really a new phenomenon, and what steps / policies if any do you think organizations need to put in place to correct the problem?**

Shipping is a global business that runs 24/7, so there is always the risk that the volume of work can overwhelm some of our employees. In fact, our culture has also contributed to this problem, where our approach has sometimes been "if it is a good idea, we should find a way to get it done." This can lead to employees having a to-do list that is beyond their capacity to deliver.

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Therefore, in the last two years, we have actively tried to focus our activities onto fewer, more impactful activities. We have realized that sometimes you have to say no to a good idea in order to devote more effort to the most critical priorities. We cut our list of global strategic projects by 65%. This means that everyone knows the most important priorities and can allocate their time accordingly.

**It is widely written that organizations need to project a sense of real purpose into the work employees do each day, that businesses with a sense of purpose outperform, and that they attract more of the talent. Pete, can you share with us some of the ways Maersk Line is giving employees a sense of purpose?**

I believe that a clearly articulated sense of purpose is an essential part of a company's engagement strategy. Increasingly, employees expect to see that their work has meaning and contributes to something greater than just the bottom line. Within Maersk Line, we have realized the importance of articulating the role we play in enabling global trade. As the market leader in container shipping, we enable consumers to have access to affordable products every day, and we enable businesses in the developing and developed world to send their products to willing buyers: all of it is done while consistently reducing our co2 output. Our leaders constantly share this message with employees via town halls, blogs, emails and Q&A sessions, and we continue to see that this message resonates well.

**Word of mouth and social networks have a major impact on corporate reputation. Can you tell us briefly how Maersk Line is making use of these channels as part of its talent sourcing and, or employer branding and engagement strategy?**

We have an active presence on social media. It is a great way to tell our story, but also to get feedback from potential customers and employees. About 25% of our employees are seafarers, and often social media is the first contact for recruitment opportunities for them. Maersk Line is the market leader in container shipping, and we are extremely well known in our home city of Copenhagen and also in global shipping hubs such as Singapore, Hong Kong and Panama. But even though we have employees in over 100 countries, there are many locations where Maersk Line is not well known. Therefore we can't always rely on potential employees to seek us out on social media - we continue to need to remain active in the employment market via job boards, and via recruiting partners.

**Pete, do you believe there is an "art" to successful recruitment and talent acquisition, how would you describe it, and how do you balance that against the more "scientific" data / metrics approach?**

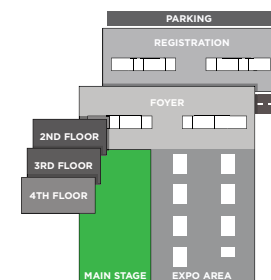
Balancing art and science in talent acquisition is a challenge. We have a very data driven culture at Maersk Line, and hence perhaps in the past we over relied on some of the predictive selection tools, particularly in intelligence testing and personality profiling. More recently we have realized that these predictive tools are just one factor in a selection decision, and cannot be the sole factor. However, I do believe that there is a real "art" to recruiting. We have recently become much more willing to bring people into our business who do not have a traditional shipping background. In this latter case, the recruiter and the hiring manager need to look beyond the obvious clues in the CV and look for insights into how well the candidate could adapt to our industry and our culture.

**Turning briefly to technology, and looking back on your own experiences, what advice would you give to those about to embark on implementing new systems and applications?**

I have been involved in several system implementations, and my key learning is that resistance from within the organization is a perfectly normal part of any change journey, and analyzing why people are resisting a change will give you the critical information you need to keep a project on track. So my advice is that one shouldn't look at "resistors" as problems, but look at "resistors" as those who can help crystallize the key issues that need to be solved.

**Finally Pete, what do you believe are the essential qualities and skills needed to be a successful HR professional?**

In many ways, the title says it all – the best HR people are "human", and they are a "resource". Firstly, HR people need to be a "resource" to the business. They need to have enough knowledge about the business to know where they can add value. HR functional expertise only has a value if it can be used to drive the business further and faster, so it is also important for HR professionals to develop the most simple and useful HR solutions that fit the context and needs of the business. Secondly, HR people are "human" – and they need be able to bring in an organization perspective to business decisions.



**1ST FLOOR, MAIN STAGE**

**09:30 DAY 2**  
**HOW THE FUTURE UNFOLDS:**  
PREPARING FOR A JOB THAT DOESN'T EXIST YET