

Tapping into the Youth Labour Market

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#youthlabourmarket

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Tapping into the Youth Labour market

- Trends in education & youth employment
- Youth employment at Jaguar Land Rover
- Recent developments in apprenticeships
- Employer practices in graduate recruitment
- Your own strategies, choices, issues and useful practices

Discussion:

Youth employment strategy & apprenticeship

- a) Scale and mix of recruitment of young people in your business. What jobs/careers do they enter?
- b) Is your youth recruitment strategy changing? Why?

Apprenticeship

- c) Current involvement with apprenticeship and any issues/choices you face
- d) Effective practices in the recruitment or training of apprentices

Graduate Recruitment: Trends, issues and effective practices

Emma Pollard and Wendy Hirsh

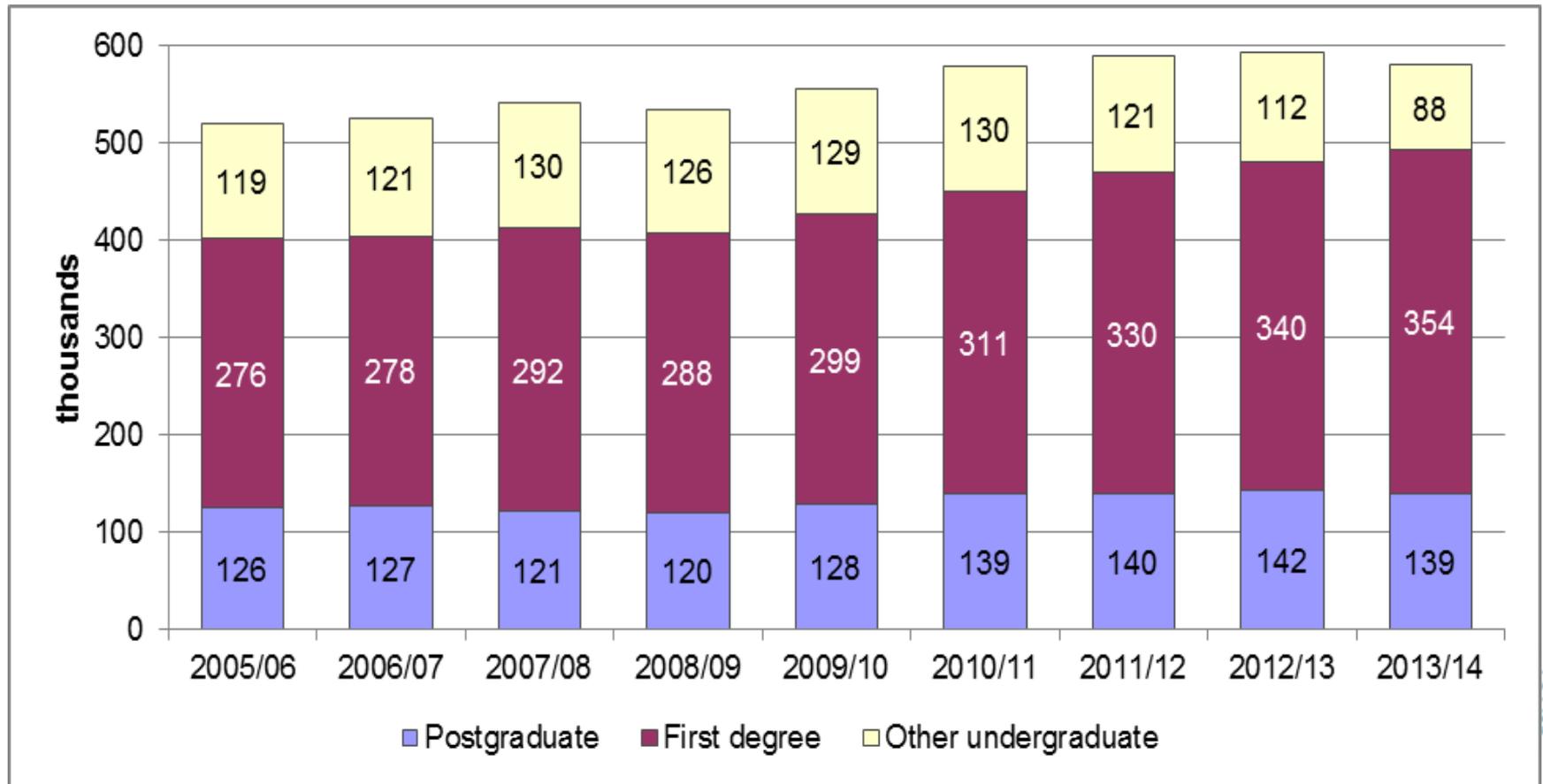
HE reforms and policy concerns

- Concerns about sustainability of sector
- Changes to undergraduate HE finance
- Devolved administrations
- Focus on student experience and choice
- Widening of provision
- Importance of overseas students
- Concerns about PT and PG demand

Policy concerns re graduate employment

- Graduates - business skills supply chain
- Graduates - volumes large & diverse
- Recruiters - diverse (number?)
- Methods - complex, varied & evolving
- Destinations - new/non-graduate jobs
- Access to professions - improving?
- Prolonged difficult economic climate
- *What is happening now, how might it change?*

Context - increasing graduate numbers (UK domicile)



Increasing diversity of graduates

- 58% female
- 18% BME
- 11% low participation neighbourhoods
- 33% and 16% from medium/low tariff HEIs

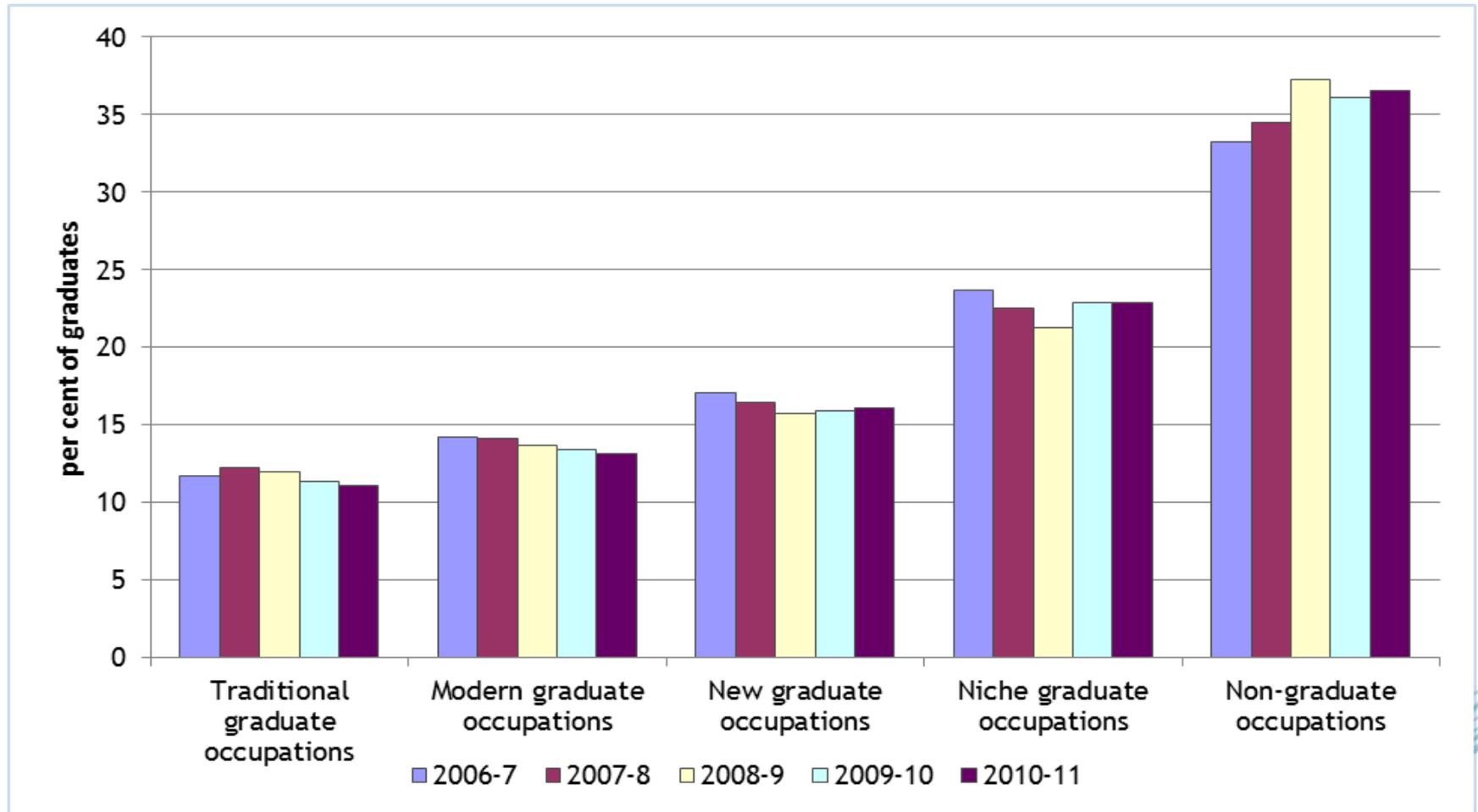
But...

- popularity of certain subjects
- dominance of London/SE remains (29%)
- increasing high degree class (19% 1st; 47% 2:1)

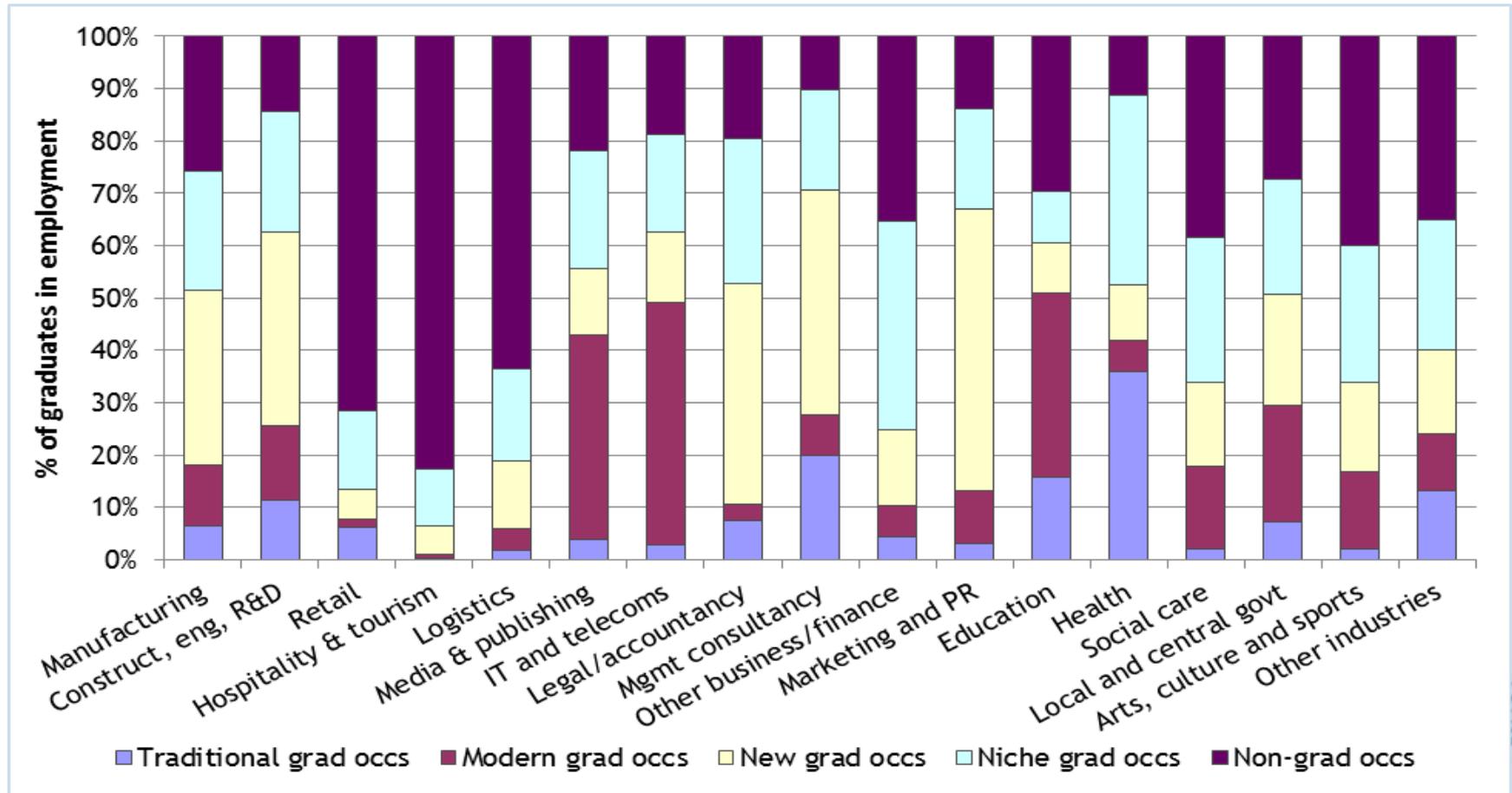
Strong demand for graduates

- 14% establishments recruited at least one graduate
- 4% recruited young person to high level job
- 70% graduate vacancies no specific subject required
- Impact of recession on graduates (peak 08/09)
 - ↑ unemployment, ↓ full-time employment
 - ↑ graduates in non-graduate/low skill roles
- Now signs of a (faltering) recovery
 - rising vacancies (AGR, High Fliers & CBI)
 - rising employment rates (LFS)

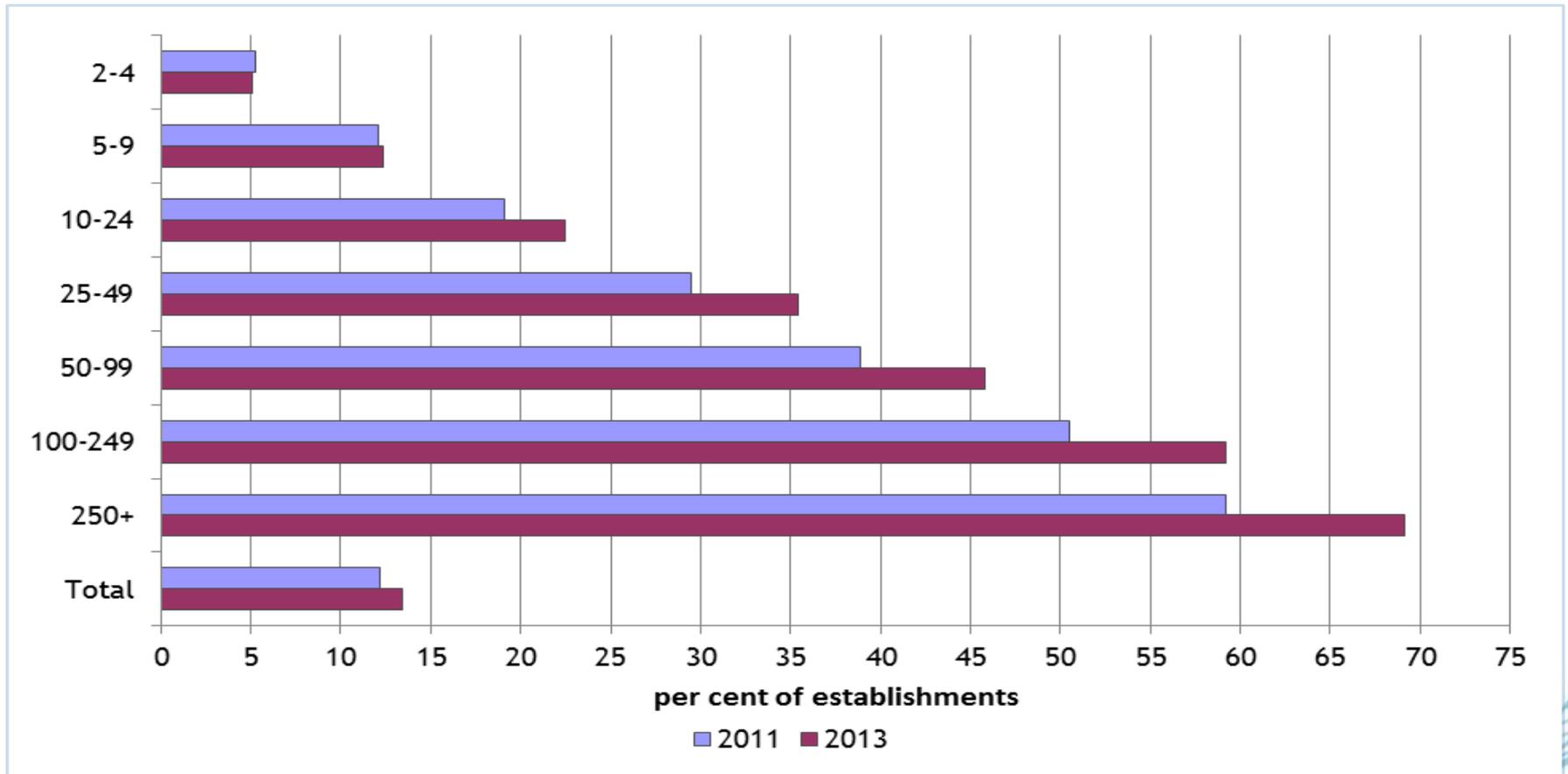
BUT to what jobs?



Where are the graduate jobs - sector?



Where are the graduate jobs - size?



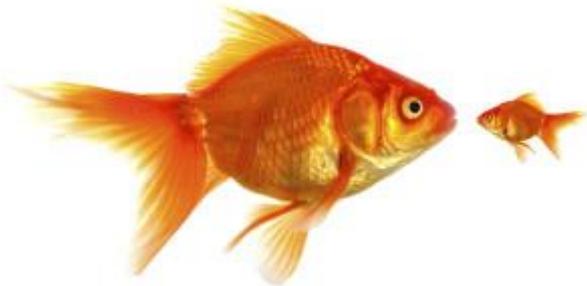
Finding graduate jobs



Graduate recruiters may experience



- Specific skill shortages
- Too many applicants, not necessarily of the right quality
- Less visibility and too few applicants
- More than one of these!



What are employers looking for in grads?

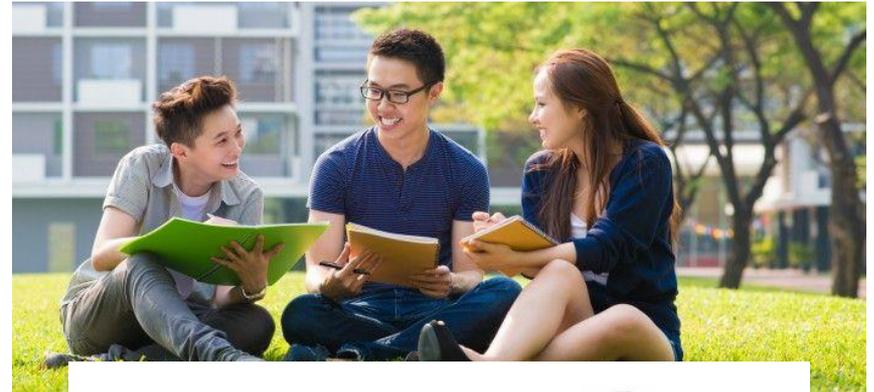
- Graduate demand is influenced by employer perceptions and experiences
- Varied as to extent of specific requirements
- ‘Must have’ generic skills and abilities:
 - cognitive ability, problem-solving, ideas
 - inter-personal & communication skills
 - ability to learn quickly, personal resilience
- Attitudes to work and interest in business
 - keen to work, ‘commercial’/ customer orientation, cultural ‘fit’
- Career management skills: researching opportunities and presenting self to employers
- Balancing graduates with other entry types

Attraction is often the biggest challenge

- Targeting selected institutions to attract: profile, promote, 'brand'
- Range of factors/ basket of unis

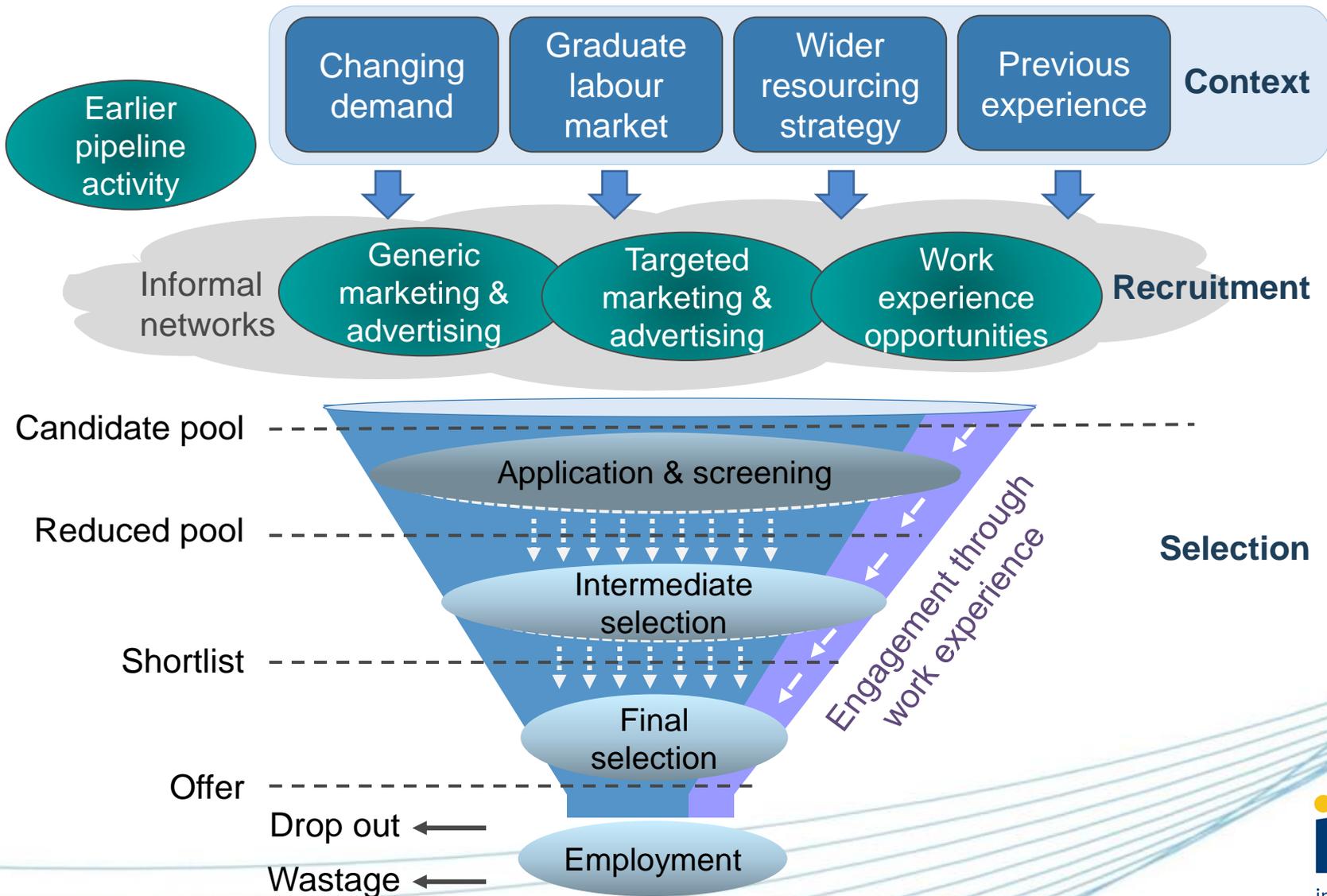
ALSO

- Recruiting earlier in degree
- Contact through work experience
- Work with schools eg STEM
- Experiments with social media
- Helping individuals self-select
- Using recent recruits/alumni
- Informal networks highlight opportunities



LinkedIn

The graduate recruitment & selection 'funnel'



The second challenge is shortlisting

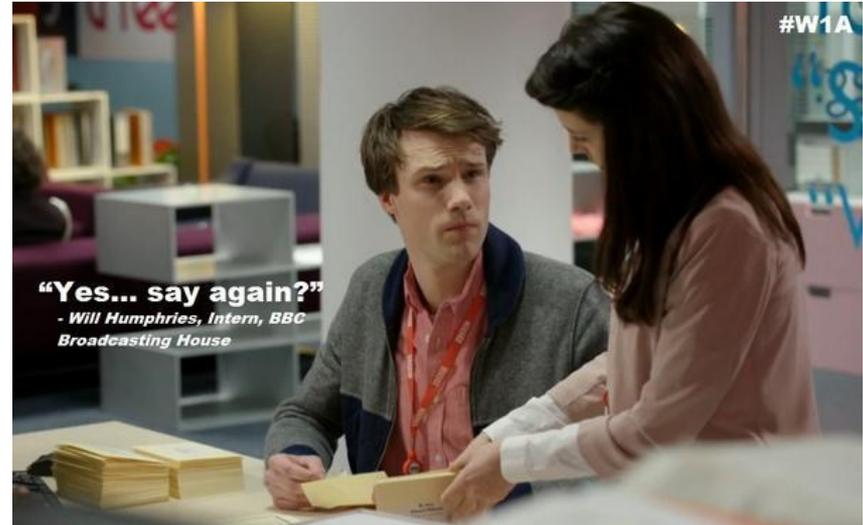
- Testing cognitive skills & situational judgement - especially larger employers
- Identifying potential (strengths based)
- Telephone interviews, video etc.
- Differing views on A levels & degree class
- Employers want selection to be:
 - Objective - Standardised - Fair
 - Work relevant - Valid
 - Cost effective eg simpler application
- Employers also need to give a good applicant experience:
 - Engaging, informative, interesting, keeping in touch, not too slow
- Do you follow the herd or really evaluate and adjust?

Work experience as a key part of strategy

- Develops skills, forms relationships, truly work-related assessment
- Individual showing interest
- A parallel entry route - modified selection processes

BUT

- Varies in extent of uni support
- Are students informed?
- Pushing decisions too early?
- Lack of similar developmental placements after graduation



Diversity and social mobility

- Established business cases around community or customer base
- Meritocratic attitudes
- Many employers assume that social playing field is level at the point of graduation
- More positive action in public sector and some professions
- Examples of pro-activity:
 - Targeted work experience or visits to schools eg STEM
 - Targeting universities with diverse student mix
 - Consciously addressing bias in selection
 - Visibly diverse role models
 - Easing paths in other ways eg timing, finance
- Apprenticeships also seen as addressing diversity

Discussion: Graduate recruitment

- a) **Overview:** Your scale and mix of graduate recruits (eg type of degree/subject). How do they enter (eg schemes vs. jobs vs. experience)? Do you target institutions? Centralised or devolved recruitment activity?
- b) **Choices and issues** in attracting and selecting the graduates your business needs
- c) **Useful approaches** or practices in recruitment/selection

Thank you

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