



Employer
Brand
Research
2017



STANDING OUT

insights from celebrated employer brands





04 IBM: a chance to shape all our futures

08 Pfizer Belgium: thriving on change

12 Employer Brand Research 2017: global results

20 Fairmont Hotels and Resorts: our success is their success

24 at the cutting edge of HR tech: face-to-face with Ilonka Jankovich of the Randstad Innovation Fund

28 KGHM: where your life depends on your workmates

32 Dassault Aviation: looking further, aiming higher

36 New Zealand Department of Conservation: putting down roots

Standing out: insights from celebrated employer brands

The annual Randstad Employer Brand Research (formerly known as the Randstad Award Survey) is the most representative and inclusive employer brand research of its kind worldwide. More than 160,000 people from around the world are asked what makes an organization attractive to work for, what are the most attractive sectors and whom they would most like to work for.

Featuring interviews with HR executives from six organizations that have consistently scored highly in the Randstad Employer Brand Research, 'Standing out: insights from celebrated employer brands' looks at what makes an employer appealing to prospective and existing staff. The organizations were selected to cover a range of different sectors, public and privately-owned.

Among the areas we explore is how technology is changing the way organizations engage with potential recruits, how people work, and how they interact with colleagues and clients. From the use of cognitive systems to enhance performance to augmented intelligence to aid collaboration in engineering and design, many

of the organizations taking part are pioneers. Yet, very often, the values that define their employer brand are rooted in the earliest traditions of these organizations. This includes a stirring passion for what they do, be this to protect the environment, care for guests or develop the aircraft of tomorrow. Their brands are also marked out by the care they take over their people and the bonds they've built up with them as a result. In a world in which competition for key skills is intensifying and people switch jobs more readily, these brand strengths are rewarded with exceptional appeal to talent and loyalty within the workforce.

We would like to thank the executives from IBM Spain, KGHM Poland, Pfizer Belgium, Dassault Aviation, Fairmont Hotels & Resorts and the New Zealand Department of Conservation for kindly sharing their insights.

We hope that you find the perspectives interesting and useful for your organization. ■

IBM Spain: a chance to shape all our futures

IBM technologies are transforming how businesses collaborate, make decisions and interact with their customers. These groundbreaking developments highlight the remarkable capacity for innovation and reinvention of a company that's as strong as ever more than a century after it was formed. What's the secret to IBM's enduring success? "Talent keeps our thinking fresh and so we need to keep our employer brand fresh to attract it. And this pipeline of talent includes both our employees and the partners within our ecosystem," says **Pilar Pons, IBM HR Leader for Spain, Portugal, Greece and Israel**. With the Randstad Employer Brand Research showing IBM Spain to be very attractive to the 25-44-year-olds that Ms Pons describes as the "critical point of our talent acquisition strategy", the company is proving highly effective in sustaining its appeal to millennials. So how does IBM Spain keep its commercial and employer brands so fresh?

In 1981, the launch of the IBM PC not only changed the face of computing, but set off a workplace and wider social revolution. IBM PC became the leading platform bringing computing out of the glasshouse and into daily life, something everyone could have on their desk, and soon after that in their homes. Nearly 40 years on, cognitive computing and analytics tools like IBM Watson are having a comparably revolutionary impact by analyzing high volumes of data more like a human than a computer – understanding natural language, generating hypotheses based on evidence, and learning as they go. The applications range from fine-tuning treatment for hospital patients to enabling marketing teams to pinpoint

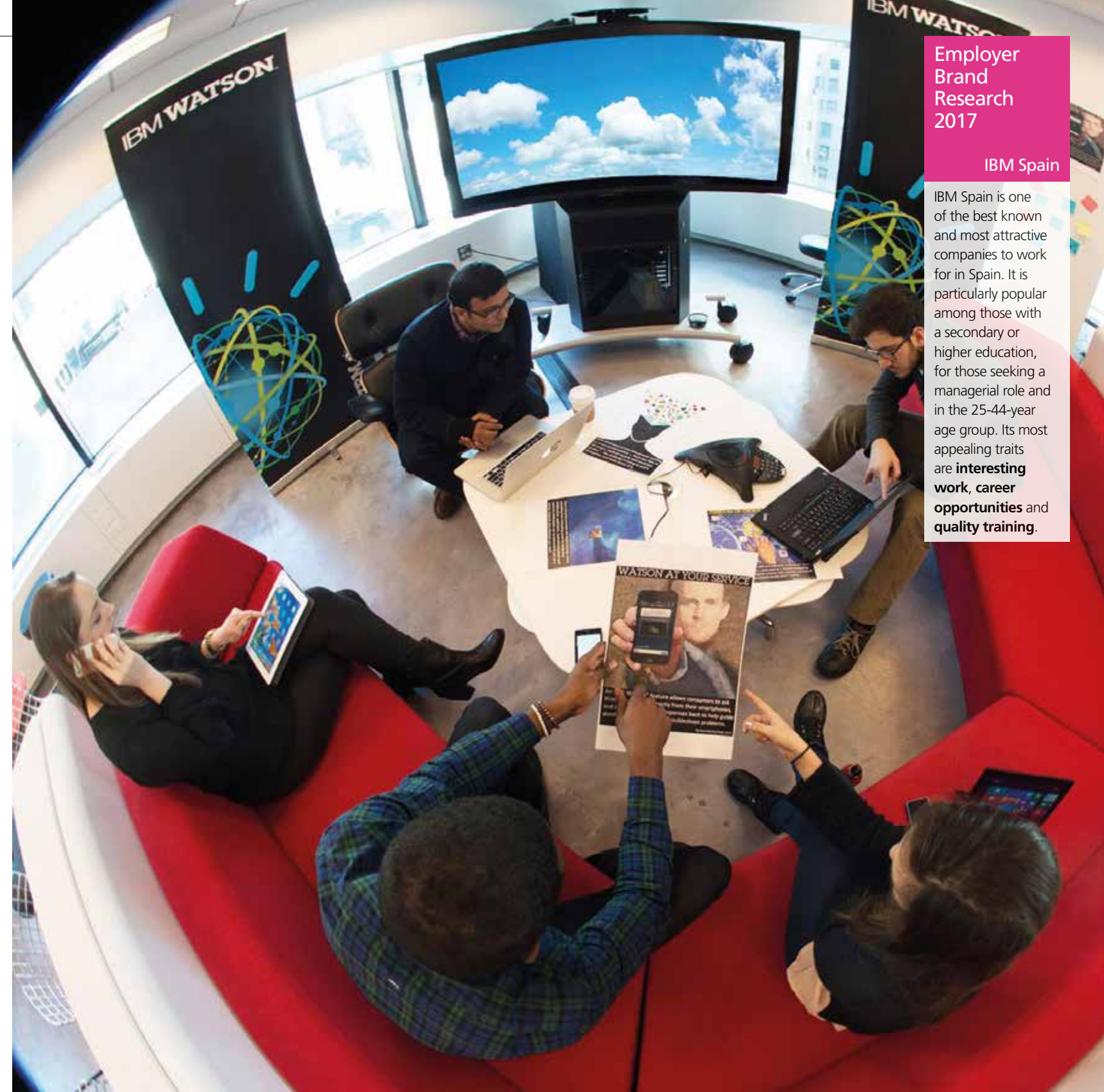
which markets and individual customers have the most potential. "Through systems like Watson, IBM is helping to usher in a new 'cognitive era'," says Ms Pons. "Our systems amplify and extend human capabilities. We believe the best results stem from combining human expertise and experience with Watson's cognitive technology to enable people to make more informed decisions and do their jobs better."

IBM Spain's pioneering contribution includes the world's first application of Watson in Spanish and the first IBM Watson cognitive app for tourism in Europe. A leading bank uses the system within its foreign trading activities, answering

queries on complex regulations and country-specific questions to provide and enhance client experience.

IBM systems are also helping to enhance HR strategies and processes. As an example, Ms Pons cites an app capable of creating a more targeted and time-efficient search and selection process, the original idea for which came from employees taking part in an internal IBM crowdfunding contest.

The Watson Talent 'family' also includes a range of assessment, feedback and customized learning development tools. ▶



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IBM Spain

IBM Spain is one of the best known and most attractive companies to work for in Spain. It is particularly popular among those with a secondary or higher education, for those seeking a managerial role and in the 25-44-year age group. Its most appealing traits are **interesting work, career opportunities** and **quality training**.

"at IBM we think about diversity in the same way as we think about innovation. Both are essential to the success of our business"

tomorrow, today

One of the key attractions for talent is the opportunity to not only develop the tools and technologies that are reshaping our world, but also road test them through their wide use within the business. "As a leader in artificial intelligence, IBMers are pioneers in a new world of work where humans interact with cognitive systems to enhance their performance. The objectives aren't just to improve productivity or do things faster and more efficiently, but also leverage our ability to learn by pushing us to more ambitious realms of thinking," says Ms Pons. "Examples include the use of cognitive and analytics technology to share information, find experts and hold meetings in a very intuitive (as it understands natural language), integrated and collaborative way. As our email is cognitive it prioritizes your mails according to your profile. All this is necessary as our teams are multidisciplinary and work in different geographies, schedules and knowledge domains."

Ms Pons also sees IBM's traditions and enduring culture as important elements of its appeal. "Our mission to help companies and society progress through technological innovation has remained unchanged throughout our history. IBM has a clear vocation of service, which gives us great value as a brand," she says. To gain a better understanding of what target recruits

are thinking, IBM maintains a permanent presence within universities, business schools, social campaigns and professional networks.

Recruitment is built around IBM engagement, screening and selection tools on the one side and face-to-face interviews with HR professionals and business executives who are trained in the IBM competences model on the other.

The profile of the ideal recruit combines a passion for technology with a personality that reflects the company's values. IBM also prizes the resilience, collaboration and communication skills needed to work in fast-moving multi-disciplinary teams.

making an impact

Once in the company, IBMers are given considerable license to explore their ideas and interests. Examples of the resulting projects include the selection app described earlier. IBMers also have opportunities to make a difference to their communities through such initiatives as Smarter Cities, which looks at ways to use technology to promote economic competitiveness, make more efficient use of resources and improve quality of life. "People know that when they come to work for us, our global reach and commitment to 'innovation that matters' mean that they can make an



impact. They can contribute to clients' success. They can also improve the lives of communities across Spain," says Ms Pons.

Diversity is central to IBM's ambition to foster new ideas and engage with the customers it serves. Early in its history, IBM pioneered recruitment, training and professional networks designed to help attract women and help them develop their careers. "At IBM we think about diversity in the same way as we think about innovation. Both are essential to the success of our business," says Ms Pons. "Our commitment includes dedicated teams that we've specially set up to identify, attract and develop a diverse workforce. We also invest in raising awareness about diversity within our organization and

opportunities, combining startups' innovation with IBM's infrastructure, software and experience to bring world-class solutions to market," says Ms Pons. "We can help startups accelerate their business development through our technology and cloud platform. We also support them through a range of programs such as IBM Global Entrepreneur, which equips them with the go-to-market support, business mentorship, services, technical guidance and networking opportunities needed to quickly bring their solutions to the market."

Another important part of this talent ecosystem is IBM's alumni. Many, though certainly not all, millennials are looking for more mobile careers than previous generations. Their experience as IBMers is prized within the job market. Yet, the company sees this as an opportunity and maintains close links with many of its former employees. "As IBMers, we're passionate about what we do, proud of the impact that we make in the world, and we tend to stay in IBM for a long time. Some do decide to pursue other opportunities. Many of these join our joint ventures, our clients or our partners, bringing their valuable skills to our ecosystem and ultimately benefiting our clients," says Ms Pons.

technology is transient, culture is enduring

So what can other companies learn from the enduring commercial success and talent appeal of IBM? The company has always recognized that innovation is nothing unless it can make a difference to people's lives, be they clients, communities and, crucially, IBMers. Alongside the company's culture of innovation, its capacity and market reach give IBMers a chance to help shape and influence the future, while being among the first to experience the impact of these innovations within their own work. And the culture of innovation means that IBMers will remain curious and keep experimenting throughout their careers, enabling each generation to make its own distinctive impact. ■



Pilar Pons,
HR Leader for IBM Spain,
Portugal, Greece and Israel

- Pilar Pons became Director of Human Resources in 2014.
- Prior to that, she was the IBM SPGI HR Director for IBM Global Business Consulting and HR Director of Viewnext, an IBM's subsidiary company.
- She has also been an HR specialist at the International Human Resources Center of IBM in the UK.
- Pilar Pons holds a degree in Law from the University of Valencia.

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Pfizer Belgium

The pharmaceutical sector has been the most attractive to work for over the past ten years for Belgian participants in the Randstad Employer Brand Research. Pfizer is one of the leading employers in its sector. It scores highest among the 25-39-age group, and graduates with a masters or higher degree. Pfizer rates most positively for its **reward package, career opportunities, strong management** and its **strong financial standing.**

Pfizer Belgium:

thriving
on **change**



The pharmaceutical industry is struggling with the challenge of sustaining the development of new therapies while working within the tightening budgetary constraints of the medical system. Pfizer's response is built around autonomy, accountability and connection as it seeks to encourage staff to take the initiative in driving innovation and realizing both their own and the company's potential. "We don't just want to help our colleagues to manage change, but also inspire them to ignite change," says **Anne De Backer, HR Director at Pfizer Belgium**. Why does Pfizer see this culture of 'ownership' as so important to its future, and how is this reshaping its talent priorities and employer brand?

■ If you want to do something at Pfizer, you can always do it – the sky's the limit," says Ms De Backer. Company initiatives such as 'Dare to try' encourage staff to experiment and develop new strategies, while promoting an entrepreneurial mindset. "It's about pushing people to think out of the box and be bold in how they develop new ideas, new concepts, and new projects. For example, we organised the first mobile health hackathon in Belgium last year. One of us came up with the idea and others jumped in and made the project a success. Clearly, we work within a highly regulated environment, which can make some people wary of trying new things. But as long as colleagues can make a clear case for what they're doing, are conscious of the rules, and take risk in a thoughtful and accountable way, we trust them to go ahead. We provide the investment and they report to management, but the project is placed in their hands."

This empowerment, dialogue and trust have long been at the heart of Pfizer's culture – the company has created the acronym 'OWNIT' to describe these attributes and why they're so important to the business. Yet Pfizer sees them

as more critical than ever at a time of rapid medical advances on the one side, and mounting complexity, uncertainty and change within the pharmaceutical industry on the other. The opportunities that Pfizer is looking to capitalize on include the gene and immune-therapies in which the company is an acknowledged leader. The challenges include the squeeze on health care spending and patients' desire to have a greater say in their treatment.

"Quicker and cheaper are always going to be a challenge in an industry in which new therapies can take up to 15 years to develop, test and qualify for a license," says Ms De Backer. "So we realized that we needed to look at our business differently and develop collaborative 'bottom up' solutions for the issues we face. We can't just say to our staff or the patients and health care professionals who use our therapies that 'we know what's best for you'. We need to listen and work with them. And that's why we talk so much about connection – 'let's connect' is how we put it. And this isn't just a slogan, it's a commitment that we believe is vital for our future and those of the people we serve," says Ms De Backer. ►



Anne De Backer,
Director Human Resources,
Pfizer Belgium

- Anne De Backer has been HR Director at Pfizer since 2010 with responsibility for the BeLux commercial operations site in Brussels and the Phase 1 Unit in Anderlecht.
- She strongly believes in the right mix of ownership, autonomy and flexibility to achieve employee self-fulfillment and sustainable business results.
- Ms De Backer holds a master's degree in Compensation and Benefits Management at Vlerick Management School and a master's degree Applied Economics (IAG) at UCL (Université Catholique de Louvain).

let's connect

One of the main ways that 'let's connect' manifests itself is in the closer partnerships Pfizer is forging with patients and health care providers to make sure the company is responding to their needs and targeting resources where stakeholders believe they can be most effectively deployed. Pfizer is also working closely with a number of smaller research institutions on the co-creation of therapies, which helps the company to broaden the scope of its research and development (R&D) and allows the smaller bodies to gain access to Pfizer facilities. Industry-wide examples of 'let's connect' include the pact with the Belgium government, which was signed in 2015, under which companies like Pfizer have agreed to cut prices in return for financial incentives to help sustain long-term investment in R&D.

Within the workforce, employees are encouraged to connect with stakeholders and think about how they can contribute to meeting their needs. Pfizer also wants staff to open up to each other through a process it calls "straight talking and straight listening". "One of the ways we encourage candid dialogue is through our 'Listening to You' sessions, which give employees a chance to talk to senior managers about what's going well, what isn't, and what we need to do differently. In the early days, these sessions were quite formal, with feedback and action plans. Nowadays, our people don't wait for the sessions, they just tell management what's on their minds – when they meet them in the corridors, for example. That shows they feel confident in speaking out, they feel their views are respected and what they say has an impact. We support this through the commitment to connect, recognize and develop, which forms the basis for all our HR discussions," says Ms De Backer.

agility, diversity and flexibility

These changes in the way Pfizer manages R&D and engages with stakeholders are reflected in a shift in the recruitment and development priorities within the organization. "The skills and personality traits we're looking for are evolving fast. We need people who are self-starters and curious about the possibilities ahead. We also need people who are agile, adaptable and quick to learn," says Ms De Backer. "There are clearly some selected positions where particular experience and knowledge are a must. In general, however,



a candidate's readiness and ability to learn new skills and keep pace with changing demands are more important than the competencies they have now. Ideally, we need to hire people early in their careers and develop them in the OWNIT approach, though managers often want people with the ready-made capabilities to fill a vacancy in the short-term. So we're encouraging managers to think differently and developing the recruitment structures to help attract and select people that meet our evolving longer term requirements."

Pfizer believes that flexibility goes hand-in-hand with the autonomy, agility and initiative it's trying to promote. "People have a lot of say in how they organize their time and we trust them to do the work that's needed," says Ms De Backer.

The company also recognizes that the more diverse the workforce, the more new ideas it will generate. Globally, Pfizer is one of the few major corporations to have earned a 100% rating in the Corporate Equality Index. "We want to make people aware of diversity

"we can't just say to our staff or the patients and health care professionals who use our therapies that 'we know what's best for you'. We need to listen and work with them"

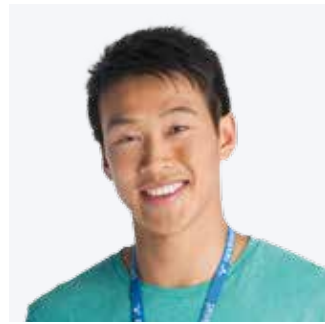
and inclusion rather than limiting this to formal policies. Within Belgium, examples include a recent session in which people had a chance to discover what it feels like to be blind or deaf. We've also incorporated awareness of unconscious biases into our annual OWNIT days," says Ms De Backer.

strengthening brand awareness

This combination of autonomy, flexibility and license to experiment would certainly add up to a highly compelling employee value proposition. Yet, Ms De Backer acknowledges that Pfizer Belgium could do more to communicate the exciting opportunities and empowering culture within the organization. "People know about our products, but they don't know much about us as an employer. We're working on this, but we need to do more," she says. Initiatives include stepping up contacts with universities and encouraging students to visit the company's research and manufacturing facilities.

ideal blend of scale and autonomy

So, what can other organizations learn from Pfizer Belgium? At a time of rapid change within the pharmaceutical industry, Pfizer is looking for ways to unleash the entrepreneurship within. Its promotion of diversity recognizes the value of having people who can look at problems from different angles based on different life experiences. People who want to make their personal contribution to making lives healthier can benefit from the chance to develop their own ideas, while drawing on the facilities of the world's largest research-based pharmaceutical company in the world. In many ways it's the perfect blend, and certainly adds up to a very strong employer brand. It might be said that Pfizer is slightly underselling itself as an employer of choice. But given its commitment to straight talking, it might prefer to let its employees and their achievements tell their own story. ■



Randstad Employer Brand Research 2017:
sharpening your

talent

appeal in an age of disruption



Faced with a volatile global economy and increasing impact of automation and artificial intelligence (AI), the Randstad Employer Brand Research 2017 shows that many workers are looking for security and reassurance to combat uncertainty and prepare for the changes ahead. Others see AI and the underlying shifts in business models as an opportunity to switch sectors and carve out new careers. Both trends provide employers with a valuable opportunity to strengthen their appeal to key talent and differentiate their employer brand. How can your business take advantage? ►



Each year, we survey people from around the world to find out what they want from their jobs and careers. The aim is to help employers understand employee aspirations, gain insights into what makes an organization attractive to work for, and identify the sectors and companies employees find most appealing. In this year's survey, we've also included questions about what the future holds, specifically around automation, retraining, and sector switching.

what do workers want?

While the most appealing attributes in an employer are largely consistent with

previous years, the emphasis is shifting as technological disruption gathers pace. Key developments include the automation of more and more routine work on the one side and the opportunities to enhance customer understanding, customize products and accelerate innovation through data analytics and AI on the other.

The desire for security has been heightened by this upheaval, as many employees look to their employers to provide the retraining that would allow them to adjust or take on new roles. Most participants in the Randstad Employer Brand Research would be willing to retrain to stay within the organization if some or all of their

how the survey works

Respondents are first asked to rank the top five attributes they look for when choosing to work for an organization. They then pick the organizations they know from a random list of 30 of the 150 largest companies in their country and, based on their perception of the organization, whether they would like to work for them. Finally, they evaluate each selected organization on factors ranging from pay, training opportunities, and career progression to the strength of its management and financial health.

Randstad Employer Brand Research 2017

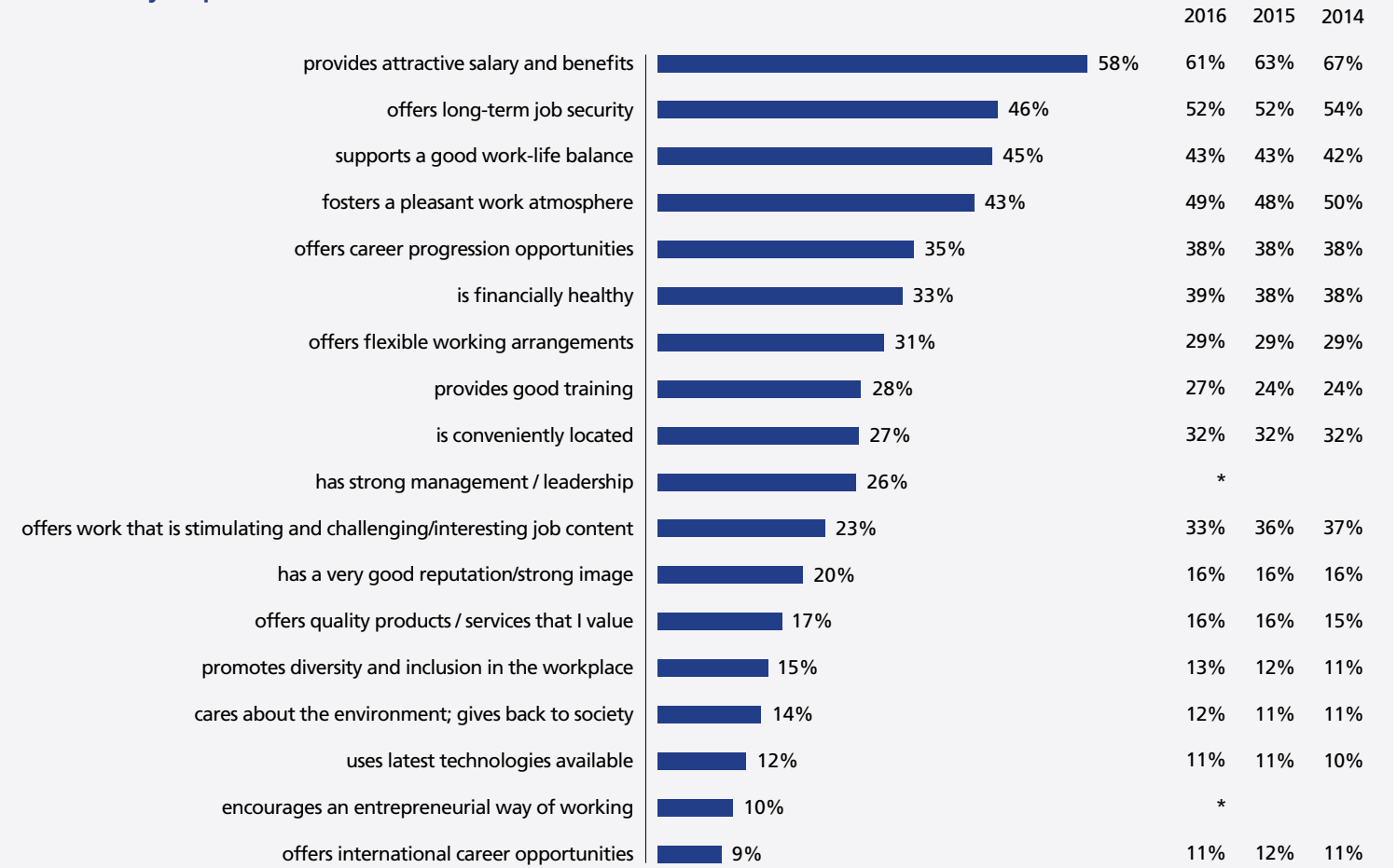
26 countries surveyed covering 75% of the global economy

- Worldwide: Over 160,000 respondents 5,495 companies surveyed
- Sample aged 18 to 65, representative on gender with an overrepresentation on age group 25 – 44
- Sample comprised of students, employed and unemployed workforce
- Online interviews conducted in November and December 2016
- Length of interview: 16 minutes



Australia, Argentina, Belgium, Brazil, Canada, China, France, Germany, Hong Kong, Hungary, Italy, India, Japan, Luxembourg, Malaysia, New Zealand, Netherlands, Poland, Portugal, Russia, Singapore, Spain, Sweden, Switzerland, UK, USA

most important factors in a future employer
total survey respondents



■ 2017 *New in 2017

"automation can free people from routine tasks and hence allow them to focus on more valuable activities"



job could soon be carried out by a computer or robot. And this isn't just about protecting jobs, but enhancing them as well. Automation can free people from routine tasks and hence allow them to focus on more interesting and valuable activities – two out of five participants believe that automation will make their job better. Employers that provide the necessary investment and support will have a powerful edge in attracting and retaining talent. A notable example is AT&T, which is investing \$1 billion in retraining 100,000 employees so their jobs won't become obsolete due to tech advances¹.

switching firmly on the agenda

As the Randstad Employer Brand Research highlights, the impact of new technology is one of the key reasons why many workers are looking for openings outside their current industry, either because their capabilities are no longer as relevant within their current sector or they can seek out fresh challenges and harness their skills for better reward elsewhere. Examples could include programmers and AI specialists moving into the automotive sector as driverless technology becomes more and more prevalent. More than 70% of respondents would consider switching, though this varies by sector, with those in IT among the ones who see the most opportunities to transfer skills and those in education and public service the least.

This readiness to switch creates clear opportunities for businesses with changing skills demands and hard to bridge talent gaps. Prominent targets are likely to include programmers, data analysts, robotics engineers, and other people with the technological expertise in sectors undergoing rapid changes in production, distribution and customer expectations. Yet as machines become ever

what is an employer brand?

Your employer brand is the billboard for your organization – what people think it would be like to work for you. Four out of five talent leaders believe that employer brand has a significant impact on their ability to hire great talent². And because people work for cultures not companies, their perception of you as an employer is of paramount importance.

How can you develop a winning employer brand? Your employer brand isn't just what you say about yourself, but what everyone says about you. And with the transparency of social media, that brand may be represented by a variety of messages, only a fraction of which will come directly from you, and not all of which will necessarily be positive or reflect what you offer employees. So you have to get on the front foot by actively managing and communicating your brand.

more important, so does the differentiating value of the capabilities that can't be automated such as creativity and emotional intelligence – interviewed for this edition of Standing Out, Carolyn Clark, Fairmont Hotels & Resorts' Senior Vice-President, Talent & Culture, North & Central America, sets out why she believes that "great service can never be prescriptive or robotic."

A compelling employer brand is essential in tapping into these new reserves of talent on the one side and holding on to people with prized capabilities on the other. Several of the interviews in this edition of Standing Out explore strategies for success in attracting and ▶

¹Harvard Business Review (<https://hbr.org/2016/10/atts-talent-overhaul>) and Fortune (<http://fortune.com/att-hr-retrain-employees-jobs-best-companies/>)

²LinkedIn Talent Solutions, Global Recruiting Trends 2017 (<https://business.linkedin.com/content/dam/me/business/en-us/talent-solutions/resources/pdfs/linkedin-global-recruiting-trends-report.pdf>)

most important attributes in potential employer (% agree)

1. Attractive salary and benefits (58%)
2. Long-term job security (46%)
3. Good work-life balance (45%)
4. Pleasant work atmosphere (43%)
5. Career progression opportunities (35%)
6. Financially healthy (33%)
7. Flexible working arrangements (31%)
8. Good training (28%)
9. Conveniently located (27%)
10. Strong management/ leadership (26%)

core values attributed to largest companies (% agree)

1. Financially healthy (61%)
2. Uses latest technologies available (56%)
3. Good reputation (54%)
4. Long-term job security (51%)
5. Career progression opportunities (50%)
6. Work is stimulating & challenging (48%)
7. Pleasant work atmosphere (44%)
8. Good work-life balance (41%)
9. Cares for the environment, gives back to society (39%)
10. Will face challenges in the next decade (21%)

retaining this sought-after talent. Good pay and training are clearly part of this. Just as important are the emotional appeal and the underlying culture, which are at the heart of these successful employer brands.

way forward

So what do the survey findings tell about building a compelling employer brand?

1. Create the flexibility and environment where workers can thrive

The changes in the way people work and the underlying economy make the right working environment more important than ever. Today's workers are experiencing ever more hectic and pressured lives. Workplace stress can be compounded by technology and increased expectations of availability. Employers can support their staff by delivering initiatives that encourage better work-life balance (priority three for what makes a company attractive), as well as being more flexible about when, where, and how work is carried out (priority seven).

2. What can you do that others aren't?

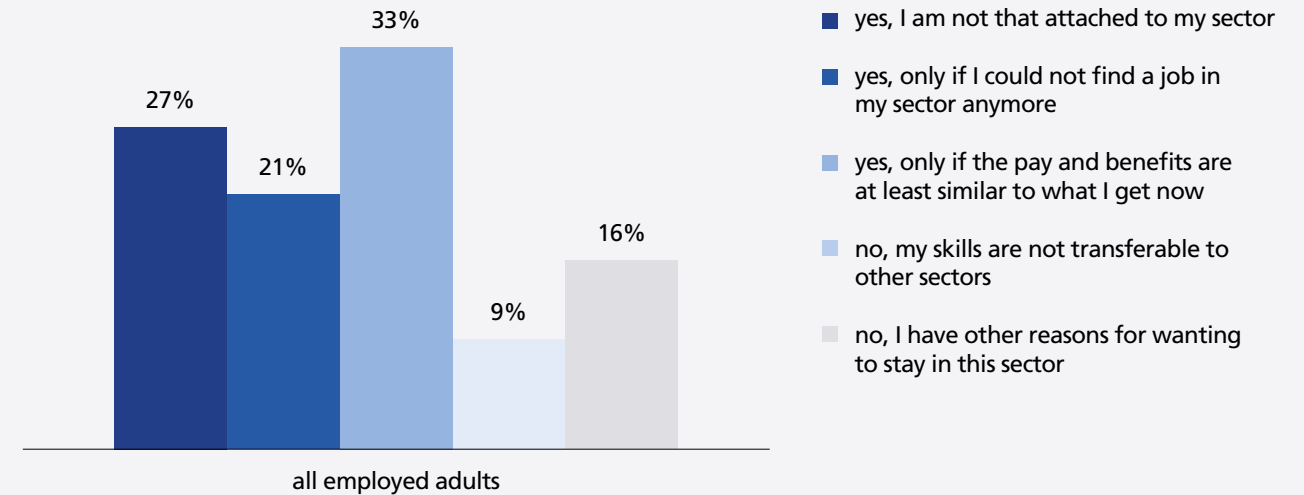
If everyone is chasing the same talent in the same way, it's important to think about what you could do differently to give you an edge. For example, millennials tend to switch jobs much more than previous generations. This may deter some employers from investing in them. But if you can help them develop key skills and highlight their ability to grow within your company, rather than seeking an opportunity elsewhere, you can convince them to make a long-term career with you. As our interview with Eric Trappier, Chairman & CEO of Dassault Aviation, attests, this can be a winning formula

even among the most prized and mobile engineers and designers. And even if you can't hold on to all of your people, maintaining strong links with your alumni group can form an important element of a successful talent 'ecosystem' – our interview with Pilar Pons, HR Leader IBM, explores the value of these enduring links.

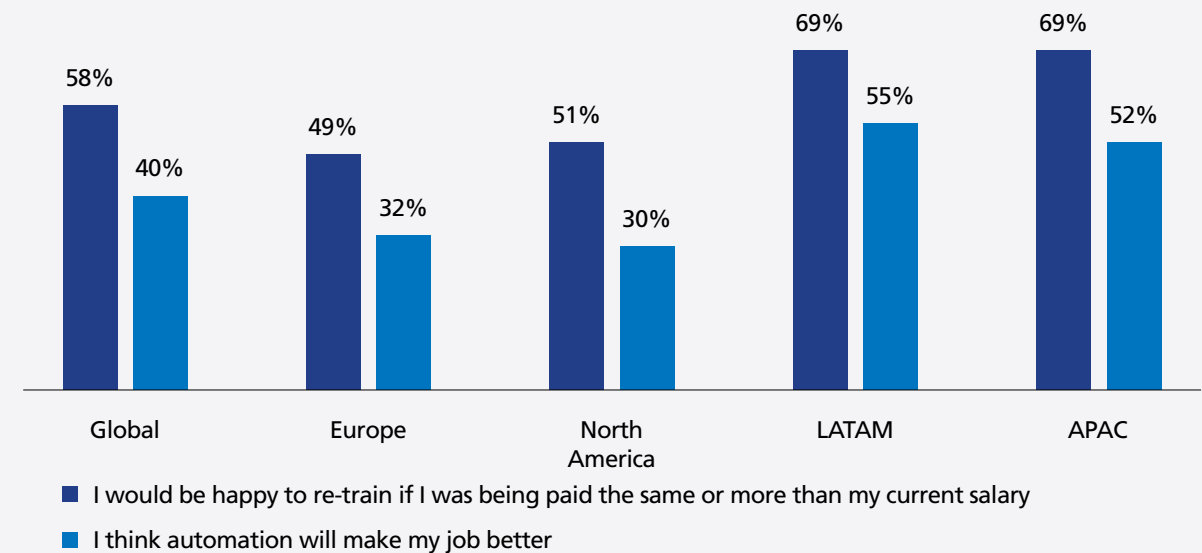
3. Disruption brings opportunities. Don't miss out

At a time when technology is driving so much change and disruption within organizations, it's easy to focus all the attention on systems development and not give enough consideration to people's key role in delivering and making a success of the transformation. People not only want to work for innovative organizations, but also companies that share their values, which includes supporting them through periods of change. In turn, technology can empower people to achieve more. As we explore in our interview with Ilonka Jankovich, Venture Partner of the Randstad Innovation Fund, technology can also transform the way your organization evaluates the skills and people you need, and seek to engage and recruit them. Indeed, the future is likely to be marked by creative and beneficial collaboration between people and machines – sometimes known as 'augmented intelligence' – rather than a contest between them.

would you consider changing the sector you are working in?



willingness to retrain due to automation



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Fairmont Hotels
& Resorts,
Canada

While hospitality ranked 14th in the list of sectors that people want to work in, Fairmont Hotels & Resorts was the third most attractive company among Canadian graduates and the fifth most attractive overall. Its most appealing traits are **financial stability, strong management** and a **pleasant work atmosphere**.

Fairmont Hotels & Resorts: our **Success** is their **Success**

From The Savoy in London and The Plaza in New York to the stately elegance of Quebec's Le Château Frontenac and ocean-side splendor of Vancouver's Pacific Rim, Fairmont's hotels and resorts are some of the most iconic in Canada and worldwide. Yet it's the people within the company rather than the bricks and mortar that guests remember. "Guests don't comment on room amenities, they want to share stories about the warm and engaging service they received from our colleagues and how special it made them feel," says **Carolyn Clark, Senior Vice President, Talent & Culture, North & Central America**.

The importance of people in fulfilling Fairmont's mission to turn "moments into memories" is reflected in a rigorous proprietary selection process and the care the group takes over its employees. This care and attention have helped Fairmont Hotels & Resorts to be one of Canada's most attractive employers in the Randstad Employer Brand Research, an achievement that's all the more outstanding when set against the low attraction ranking for hospitality overall. So how does Fairmont create such an appealing environment and career path for its people?

The Fairmont brand in Canada brings together 21 hotels and resorts, which range from rural retreats to city center landmarks. The some 12,000 strong workforce stretches from receptionists, servers and other 'front of house' teams to the less visible but equally critical 'heart of house' room attendants, culinary and laundry teams.

"To be truly successful, we need people with the motivation, engagement and training to turn moments into memories for our guests. The key to this is creating an emotional connection with our colleagues, so that they in turn create an emotional connection with our guests. And this connection is as important

for our heart of house as our front of house colleagues. Each and every one of them takes great pride in creating an experience that guests will want to remember," says Ms Clark. "How do we achieve this? Our philosophy is actually quite simple. If we take really good care of our colleagues, they will take really good care of our guests, which results in guest loyalty and financial return to our owners. A great colleague experience is as important as a great guest experience."

passion for service

This connection starts with talent selection. "Great service can never be prescriptive or robotic – it requires people who have a ▶



Carolyn J Clark,
Senior Vice President, Talent
& Culture, North & Central
America, AccorHotels Canada

■ Carolyn Clark has held various senior positions with Fairmont Hotels & Resorts since 1974. In 2013, she was appointed Senior Vice-President, Human Resources, Americas for FRHI Hotels & Resorts and then took up her current position following the merger with AccorHotels.

■ Ms Clark was awarded the Educator of the Year at the Ontario Hospitality Institute Gold Awards. Additionally, she was granted an Honorary Degree in Hospitality Operations Management from the Center for Hospitality & Culinary Arts, George Brown College, Toronto.

■ Most recently, she was recognized with the 2015 Human Resources Award from the Hotel Association of Canada and inducted into its Hall of Fame.

natural passion for delivering exceptional service. The passion manifests itself in natural warmth, genuine kindness and the ability to anticipate the needs of our guests. And this passion is in people's DNA rather than being something that can be learned. So we've developed a highly-structured selection process to identify people with this passion," says Ms Clark. "The foundation for this process is the result of many years spent profiling our best people to identify the characteristics of a great guest service agent or a great room attendant. Through our online Talent Meter assessment and subsequent interviews we can identify the candidates who have the necessary passion and match the ideal profile. By applying this rigorous selection criteria we benefit from a better talent fit and lower staff turnover. Even when we face the recruitment pressure of opening a new hotel, our applicant-to-hire ratio is still very low," says Ms Clark.

feels like home

The other cornerstones of this connection are the working environment and care for staff. While a reputation for long hours and low pay deters a lot of people from working in hospitality, Fairmont is living proof that the reality is often very different. "We're running 24/7 and therefore colleagues often have to work late in the evening and early in the mornings. But for us hospitality provides an energetic and fun working environment. We provide competitive pay and benefits. This ranges from health and dental care to opportunities to unwind such as yoga classes and beach volley ball. Our colleagues also get special discounts at all of our hotels and resorts around the world, so they can enjoy the Fairmont experience for themselves. But I think what really sets us apart is the sense of community we want to create and sustain within our organization, which manifests itself as much in the small details of how we relate to each other as formal benefits such as healthcare.



What we're about is summed up in the words of a colleague who said: 'Working with Fairmont is like being part of a family, it's like coming home'," says Ms Clark.

Fairmont runs extensive career and leadership development programs as part of its commitment to enabling everyone to realize their full potential. One of the attractions for talent is the opportunity to work in different parts of the world. The underlying philosophy is that "our success as a company is their success as colleagues". Examples include the Summit Program, which works with people who are identified as aspiring leaders when they join the company through to high potential managers and candidates for possible future executive positions. "We identify people with high potential through our annual talent review. But they still have to apply to join the program rather than being

"our philosophy is actually quite simple. If we take really good care of our colleagues, they will take really good care of our guests..."

assigned as we recognize that leaders need the aspiration as well as ability to grow within their careers. As a result of such programs, we're able to promote two-thirds of senior positions internally on an annual basis. The remainder comes from other parts of the hospitality sector and further afield to ensure we have

access to new thinking and a broad range of experiences," says Ms Clark.

A true test of this commitment to colleagues came with its recent acquisition by the AccorHotels group. Any such acquisition is very demanding. Yet the Chairman and CEO of

AccorHotels still found time to send a personal message to Fairmont's internal social media platform. "Rather than being anxious, our colleagues are excited about the opportunities of working for a larger group, while still being able to sustain Fairmont's distinctive culture," says Ms Clark.

So what can other organizations learn from Fairmont's success? We all know that if you take care of your staff that they will take care of your customers. Fairmont puts this connection between employee and customer experience at the very center of its enterprise – everyone is valued and valuable, whatever they do. "The close correlation between colleague and guest satisfaction rates defines our business and its success, and we know that if we get the first right, the other will follow," says Ms Clark. ■

at the cutting edge of HR tech:

face-to-face with Ilonka Jankovich

of the Randstad Innovation Fund

Technology is transforming the way organizations evaluate the skills and people they need, and seek to engage and recruit them. As **Venture Partner of the Randstad Innovation Fund**, **Ilonka Jankovich** is not only at the forefront of identifying and investing in the startups that are pushing back the boundaries of HR tech, but also working closely with them on product development, pilot trialing and market application. We asked Ms Jankovich to give us her inside view on the most exciting developments ahead, their impact on HR and the wider business, and how organizations can make the most of the potential.

Standing Out: How is HR tech changing the way businesses attract, select, manage and develop talent?

Ms Jankovich: These are really exciting times. We're seeing an eruption in HR technology that's set to reshape every aspect of people management, from engaging with potential candidates to helping them renew their skills as they progress through their careers.

Within selection, for example, HR tech is opening the way to a richer and more accurate profile of

candidates. The data has been there for some time, but we're now seeing a big leap forward in the matching technology needed to make the most of it. The benefits include a much better fit between the candidate and the skills and personality traits the organization wants. In turn, candidates can match themselves up with companies whose mission and culture reflect their values and aspirations. These matching technologies are now ready to be applied. To aid them, we're beginning to see the emergence of profiling systems such as voice analysis, which can help to identify the interests ▶



Breaking new ground:
Some of the companies supported by the Randstad Innovation Fund

Crunchr makes it possible to gain new insights into your workforce by collecting structured and unstructured data. Areas of focus and insight include attrition, performance and diversity.

The **HackerRank** community has two million developers assessing and honing their IT skills by carrying out coding challenges. New challenges can be created to attract talent and assess skills.

Taking references takes a lot of time. By using **Checkster**, part of the process is automated and a lot of useful data is gathered to make the right hiring decision.

Ever talked to a robot instead of a recruiter? This will be enabled by **Wade&Wendy**. As a result, engaging with talent becomes scalable and you have more information for pre-screening.

How about finding out your personal traits by playing games and being matched to fitting jobs? This is made possible by **Pymetrics**, which uses neuroscience at the core of its technology.

Referrals are the number one source for recruiting. **RolePoint** makes it easy for employees to do that by suggesting candidates from their network. Referrals are tracked in a transparent and automated way so that referrers can keep tabs on their referrals.

Want to know about a job and talk with a recruiter by chat? **Brazen** provides scheduled branded chatting events, which make it possible to engage in a different way and collect data on the candidate.

Ilonka Jankovich, Venture Partner, Randstad Innovation Fund

■ Ms Jankovich jointly manages the Randstad Innovation Fund with Paul Jacquin. Since being established in 2013, the Fund has invested in 13 HR tech businesses.

■ Ms Jankovich began her career as an M&A lawyer at Clifford Chance before setting up her own law firm. She went on to found the legal recruitment firm, Legal FlexForce, based in The Netherlands, which she sold in 2001 to Monster and became responsible for integration of all the company's acquired recruitment businesses in The Netherlands.

■ Having moved with her family to Hungary in 2003, she established the recruitment business, ProfiPower, which went on to become the market leader and was sold to Randstad in 2010. She became the General Manager of Randstad's operations in Hungary, responsible for integrating the Hungarian businesses, before moving to her current position in the Randstad Innovation Fund.

■ In 2016, Ms Jankovich was selected in the top 100 global female staffing leaders and the top 100 corporate women in The Netherlands. In 2017, she became part of the top 100 Rising Stars in corporate venturing.

■ Her passions are traveling with her family and horse-riding.

and passions of a potential candidate. We're also seeing the first shoots of a new generation of augmented reality, which allows candidates to immerse themselves in the working environment, and interact as if they were there.

For me, one of the most pleasing developments is how the use of technology in screening and initial interviews is helping to strip out many of the unconscious biases that could otherwise impede the careers of so many talented people.

At work, technology helps people to collaborate from anywhere and at any time. Within today's more diffuse operations, that brings huge benefits in terms of efficiency. It also helps to integrate permanent, contingent and service provider personnel more closely and create greater cohesion and equality between people working in these different ways. Other key developments range from the real-time feedback that workers now want to access to the much broader and more customized learning and development that will enable people to remain relevant in a fast changing environment.

These are all huge gains and I believe that HR will be more dynamic and valued within the organization as a result.

What's the key to making the most of these technologies?

Ms Jankovich: There is a tendency to look for big savings and sweeping solutions to big problems as part of the business case and evaluations of return on investment. In selection, for example, people want to use technology to screen more people at less cost. But experience shows that it's better to start small by identifying a particular challenge or problem and then develop a specific solution for this. You can then broaden out the solution and capabilities from there. Examples might include how to engage with and attract more coders. It's also important to look at

how these technologies can enhance decision making and improve outcomes. For example, a better fit between candidate and company means that the recruit is likely to stay longer in the organization, and hence reduce re-hiring costs. It's important to have a baseline measurement of what you did before the technology was introduced, so return on investments evaluations are comprehensive and realistic.

What's also interesting is how many additional benefits become evident when the systems are up and running. For example, we've found that automated screening can help companies to improve the experience for candidates that aren't selected and help sustain engagement for the future. This includes advising on what they could do to make them more suitable for the post and encouraging them to apply when a similar opportunity comes up.

Humans and artificial intelligence are increasingly working side-by-side. How is this shaping the world of work? How can this 'collaboration' be optimized?

Ms Jankovich: It's important to be realistic about what robots can and cannot do. While some early studies talked about more than 40% of roles being automated, more recent research puts the number much lower. So it's important for each organization to carry out their own analysis to decide what tasks can be performed better by robots and which ones should be left to humans.

The most important benefit is not the automation itself, but freeing up people for higher value tasks. Through machine learning, people also have better information for decision making. For example, if the analysis tells us someone is likely to be looking for another job, this is the trigger to prepare to market the vacancy. The key to this hybrid human/machine way of working is ensuring that you trust the data and are confident in acting on it.



How do you select startups for the Innovation Fund and how do you support them?

Ms Jankovich: The Fund invests in startup and expansion enterprises covering areas ranging from predicting workforce needs to new forms of psychometric profiling. One of the ways we target companies is by carrying out deep dives in areas such as analytics or social aggregation. This allows us to fully gauge the market potential and get close to the innovations and innovators who can take this forward.

We seek to identify companies quite early in their development journey. The key selection criteria includes the strategic fit – how can we at Randstad harness this technology to make our processes more effective, and serve our clients better. We also look at the financial fit – how commercially viable is the idea. Also important is

the cultural fit – how well can we work together. We don't want to be just passive investors. We want to provide active support for the companies in our fund and eventually be their clients. This includes helping startups to trial minimum viable products and develop them for wider market rollout.

Having built up businesses from scratch myself, I know the challenges they face and we can build a rapport. My fellow Managing Partner, Paul Jacquin, has a venture capital background, which is invaluable in identifying and realizing the financial potential. Some startups won't succeed – if half do well that's good by the standards of a fast moving ecosystem.

A lot of companies are looking to work more closely with startups as they seek to create their own innovation

ecosystems. What's the key to making this work?

Ms Jankovich: Startups inevitably work in different ways to larger and more established enterprises. But these different businesses can still collaborate very well. It's important to be open and realistic about expectations. You should also ensure that the people leading the initiative from the corporate side really want to be part of the initiative. The best people are the ones who are tech-savvy and comfortable with a disruptive and data-driven way of working. Once the developments are in place, it's important to be patient and avoid trying to integrate them into legacy systems too quickly, if at all.

Automation is transforming organizations and how they work, but it can also create anxieties within the workforce. How can this be managed? How can automation/AI be optimized for the good of society?

Ms Jankovich: There'll be people who will feel left out because they don't have the right skills and lack the capabilities to acquire them. We need to find solutions for this group and this is where corporates and governments have a vital social role to play. The wealth created by machines could be invested in society to provide these people with new opportunities, a guaranteed basic income and meaning in their lives. For those who have a basic income and time, a new ecosystem could be created so that they can contribute to society. The need to take care of older people, children and the environment will always be there. In fact, social contact will even become more important with the rise of technology. A guaranteed minimum income would match the value to society with sufficient reward for the individual. Rather than seeing technology as a threat, we should be looking at it as a catalyst for ensuring everyone can benefit from this and everyone's contribution is valued. ■

The attributes Polish participants most want from an employer are **good pay and benefits, job security** and a **friendly working atmosphere**. The three most popular sectors are energy and heating, raw materials and fuel and automotive. KGHM is by far the most attractive company among Polish participants (66% putting it at number one). It scores well across the board, including being the first choice for graduates. It rates number one in its sector for a **stable financial position, strong leadership** and **high pay**.

KGHM: where your **life** depends on your **workmates**



Many companies say that knowledge and teamwork are their top priorities. But for a miner working hundreds of meters underground, knowledge and teamwork are life-saving essentials. "Cooperation, experience and trust between the miners below and engineers above ground play a crucial role in sustaining and improving the safety of our employees. Our key focus is ensuring that innovative work organization and professional management systems are implemented and enforced in all mines and metallurgical plants. In the field of safety, there is no compromise," says **Andrzej Zbróg, Executive Director, Strategic Management at global mining giant, KGHM**.

The need to look out for each other helps to create a special bond among KGHM's workforce, an attribute which is very much at the heart of the company's appeal to talent – Polish participants in the Randstad Employer Brand Research rate KGHM as the most attractive company. "While we pay our people well and offer stable long-term employment, it's the passion for mining and culture of work rooted in our company's values that really set us apart as an employer of choice," says Mr Zbróg.

So what's life like down a modern mine, and why does KGHM have such a strong appeal for people looking for a challenging and rewarding career?

Established in 1961 as the Polish State Mining and Metallurgical Combine, KGHM has grown into a world leader in the extraction and processing of valuable metals. The company operates mines and plants in the US, Canada and Chile, as well as Poland. The most significant element of KGHM's business is the extraction, smelting and refining of copper. In the copper production process, KGHM also obtains precious metals, like silver, gold, palladium and platinum. The company's workforce brings together 18,000

employees in Poland and 2,000 in its North and South American operations. They include miners, engineers, equipment designers and environmental scientists. "Our business comes down to two sets of resources – our people and what's under the ground. The simple fact is we can't extract the value from the mines we own without highly qualified employees. They remain the precious capital of KGHM even as technology advances," says Mr Zbróg. "People tend to have an image of mining and smelting that's rooted in the industrial past. Innovations ▶



Andrzej Zbróg,
Executive Director, Strategic
Management, KGHM

■ Andrzej Zbróg joined KGHM in 2016 as Executive Director, Human Resources before moving on to his current role. Prior to that, he was the owner and managing director of Go Global, a business advisor for small and medium size companies in Poland.

■ Previous positions include Business Development Director, Rovese Group and Finance and Operational Controller, MSG Group.

■ Mr Zbróg holds master's degrees in international law and accounting.

have changed all this and are crucially important to how we operate. As we strive to become more productive and cost-efficient, more and more of the extraction is carried out by machines operated by highly-trained technicians, who work and move around in air-conditioned cabins rather than having pickaxes in their hands. We're also seeing the impact of the robotics revolution; machines that would once have been the stuff of science fiction, become an everyday part of the way we operate. KGHM is at the cutting edge of these developments, both through our own research and development, and our collaborations with global partners."

As the sector changes, it's vital to keep skills up to date. "We're very proud of the fact that people work 25 years for KGHM and sometimes even longer. But with that comes the challenge of ensuring they're keeping pace with developments in a sector that's evolving faster than ever before. Through our development centers, we're working to evaluate and update the competencies and technical skills of everyone from the mine-face to the management board to make sure they have all the capabilities they need," says Mr Zbróg. The high-tech nature of the business means that talent demands are shifting. Therefore, it's encouraging that KGHM is first choice for Polish people with degrees taking part in the Randstad Employer Brand Research, reflecting its success in communicating the changes and opportunities within the business. And while the company is more attractive to men than women, it still has one of the best scores among female participants in the survey.

battling nature

Even with all this modernization and development, there will always be a risk where you're battling against what Mr Zbróg describes as the "raw power of nature". The dangers were brought into sharp focus last year when an earthquake triggered a cave-in at KGHM's Rudna mining complex in south-western Poland. The loss of eight miners was the greatest tragedy

in the company's 55-year history and felt deeply and personally by everyone within the close-knit communities that make up KGHM's workforce. "Safety is in our DNA – it has to be. Clearly, when you're underground, you can't eliminate the hazards altogether. But we have to do everything in our power to reduce the risks to the lowest level possible through educational programs and constantly strengthening the safeguards," says Mr Zbróg. Technology is helping in areas such as ultra-fast communications. Employees also undergo rigorous training, which includes full scale reconstruction of accidents so they can learn what went wrong, how to prevent it, and how to respond if not. A key part of the training also looks at how to sustain vigilance. "Routine is the enemy. There is always a risk that employees stop paying enough attention to what could go wrong because nothing has happened so far – it's like looking at the warnings on a cigarette packet, after a while people don't notice them even though the danger is still very much there. If people become less conscious of the risks, safety precautions might not be followed thoroughly enough or they may forget to keep looking out for the small but significant changes that could signal danger ahead. Above all, we need to listen to our employees and involve them in developing ways to strengthen safety," says Mr Zbróg.

pride and passion

This sense of being in it together helps to create a team spirit that is among the hallmarks of the company's culture. "Potential recruits are obviously attracted by the pay, training and job security. But people also appreciate the sense of community within our business. There is a pride in and passion for what we do, which is passed from one generation to the next – we have grandparents, parents and children from many of the same families working with us. And that attachment extends to the families of our employees and the communities in which we operate. We also have very clear safety expectations and a code of ethics that's followed wherever people work or what position they hold. The result is a sense of community, which is the essence of our employer brand. People also like the fact that we contribute so much to the economy, locally, nationally and worldwide. Here in Poland, there is a particular pride in working for a world-renowned



national champion," says Mr Zbróg.

Mr Zbróg sees KGHM's close working partnership with trade unions as an important part of this 'community' and corporate governance as well. Unusually for a global company of this size, three of the nine members of its supervisory board are trade union representatives. Mr Zbróg himself works closely with trade union representatives, not only in the field of pay, benefits and other aspects of HR policy, but also other areas including productivity.

"Many of the trade union officials we work with have been involved with the company for decades and we can thus benefit from their knowledge and experience. We also know that when we have an agreed plan, this will have their support, which provides a useful basis for moving forward during a time of technological and strategic change," Mr Zbróg added.

building ties worldwide

Part of the talent management and wider strategic challenge of a company that's becoming increasingly global is how to marry the strong and well-established culture and identity within the Polish operations with expectations and ways of working in other parts of the world. Mr Zbróg sees communication and talent exchange as crucial in bringing the cultures together. For example, all the leaders from the different territories in his HR team come together for a weekly video conference. The company also encourages employees from Poland to go to North and South America and vice-versa to help strengthen ties and develop international experience. One of Mr Zbróg's close colleagues has come over from the company's Chilean operation, and his input has helped to provide valuable insights into the way colleagues in Chile think and work, for example. "I believe the key to encouraging mobility and making it work is providing opportunities

to develop new and more valuable skills and experiences, which will help to take both the company and the individual's career forward," says Mr Zbróg.

So what can other companies learn from KGHM? As with many of the companies featured in this year's edition of Standing Out, this is an organization that combines cutting edge innovation with good pay, financial strength and longstanding cultural traditions. For a son or daughter following a parent into the business, the work isn't as physically grueling and the working environment isn't as cramped and dirty as the parent would have experienced at the beginning of their career. But this is still highly challenging and potentially dangerous work, which demands knowledge, rigor and bravery to carry it out effectively. KGHM's employees take great pride in these attributes. They also inspire an admiration that draws potential recruits to the company. ■

Employer
Brand
Research
2017

Dassault Aviation,
France

Dassault Aviation is the most attractive company to work for in France. Aeronautics is the most attractive sector. Dassault is number one for people with a master's degree or higher. Its top attractions are **interesting work, financial health, salary and benefits and career opportunities.**



"employees should ideally spend their full career with us. It's the only way to capitalize on such high-level expertise"

Dassault Aviation:

looking
further, aiming
higher

Dassault Aviation has a distinguished record of innovation in aircraft design and manufacturing dating back to the company's founding by aeronautical pioneer, Marcel Dassault, nearly a century ago. The ability to sustain an exceptional pipeline of engineering talent enables Dassault to rival the product development capabilities of competitors many times its size. "In the world of industry, nothing is more complex to design and build than a combat aircraft. Skills represent the main stake," says **Eric Trappier, Chairman & CEO of Dassault Aviation**. Yet, with engineers in short supply worldwide, and aeronautic specialists especially scarce, how does Dassault sustain this prized talent pipeline?

Aviation caught the imagination of French people right from the outset, providing an opportunity to reach for the skies physically and scientifically. And this fascination with aviation and desire to make a career within the industry are as strong today as they ever were – aerospace consistently ranks as the sector in which French people taking part in the annual Randstad Employer Brand Research would most want to work. "As the legacy of Clément Ader, Louis Blériot, Marcel Dassault, Antoine de St-Exupéry, Jacqueline Auriol and many others exemplifies, planes have always inspired French people," says Mr Trappier. "Today, one of the great appeals of aerospace is that it is a sector in which people still play a major role, be it in design offices or workshops. Digital tools are increasingly important in our operations, but they are still tools designed to assist our

engineers and workers, while leaving room for individuals to express and expand their knowledge." Dassault has been at the forefront of the French aviation story from the very beginning. The company's founder, Marcel Dassault, designed the propeller used by the French Air Force in the First World War. The company went on to develop the legendary Mirage, the first European fighter to operate at twice the speed of sound. Successors include the Rafale, a range of jets designed for an age in which agility and versatility are as important as speed. Many of the systems developed for military aircraft have been adapted for use in Dassault's civil range such as the Falcon, one of the most advanced business jets in the world.

designing for tomorrow

So what are the developments on the horizon? "In the defense area, stealth and uninhabited

aircraft are at the forefront of our long-term plans – the combat drone concepts we're working on today will be the defining features of the aircraft in service in 20 or 30 years' time. On the business jet side, the main objectives are improving comfort and reducing the environmental footprint in areas such as fuel consumption and noise. Many of these developments are being pursued within the framework of European cooperation," says Mr Trappier.

To support its design and engineering capabilities, Dassault Aviation was one of the earliest pioneers of computer-aided design and it continues to break new ground in this area. The Rafale was the first aircraft to use digital modeling, for example. More recently, the Falcon introduced the virtual development platform to the aviation ►



© Dassault Aviation - X. Béjot

Eric Trappier,
Chairman and Chief Executive
Officer, Dassault Aviation

■ Eric Trappier has been Chairman and CEO of Dassault Aviation since 2013. Prior to that, he served as Executive Vice-President, International Directorate, during which he was instrumental in concluding a number of prominent sales agreements, including those with India, Egypt and the United Arab Emirates.

■ Following military service and graduation from Paris' 'Sud Telecom' school for engineers, Mr Trappier joined Dassault Aviation in 1984 as a system engineer at the design office. In 1987, he was assigned to military exports' technical support. In 1991, he was put in charge of military sales for Asia.

■ He became Vice-President military aircraft sales for the Middle East and Africa in 2000, and took over the worldwide military exports position a year later.

■ Mr Trappier is Officer of the French Légion d'Honneur and Knight of the Ordre National du Mérite.

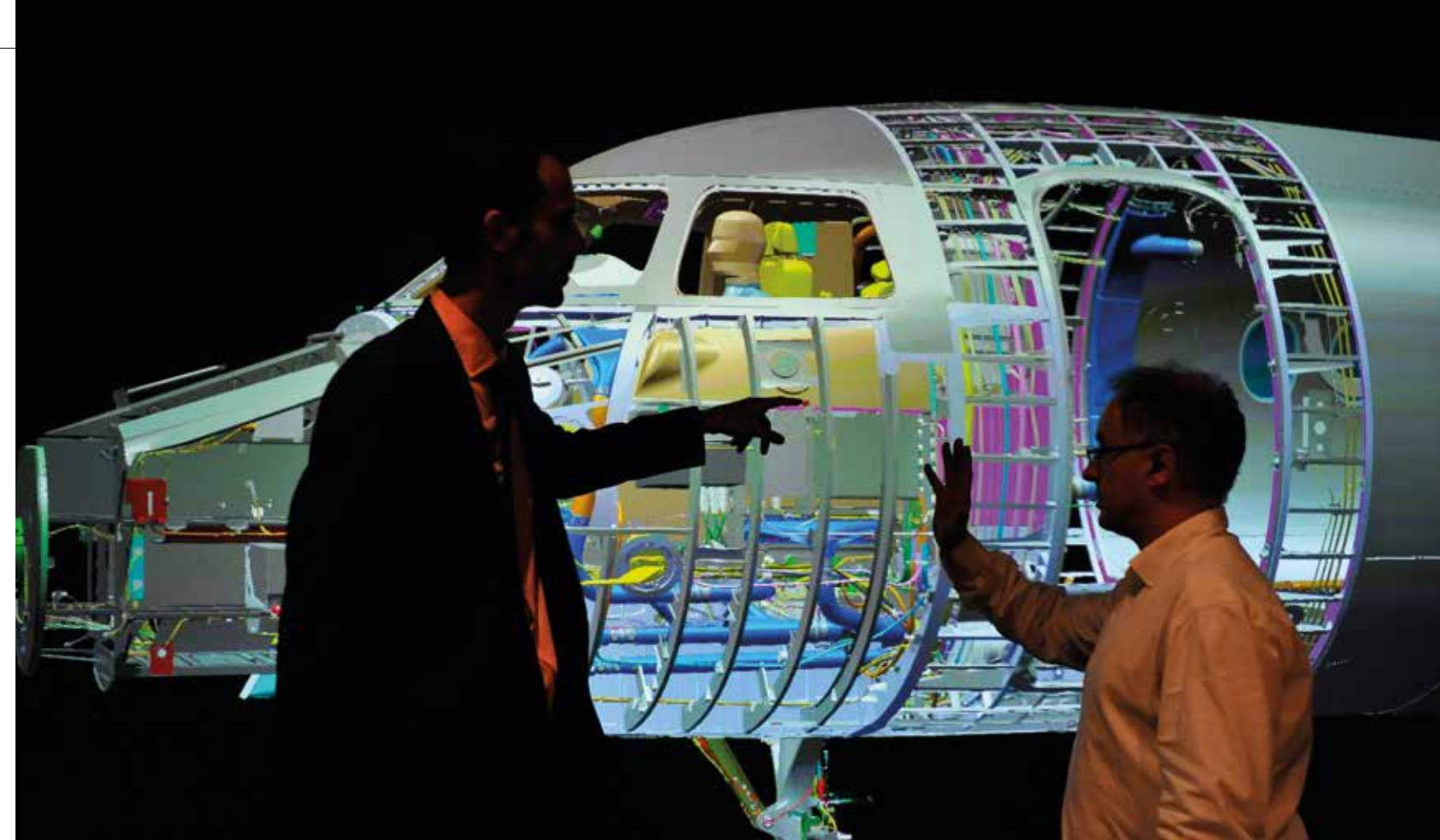
industry, allowing partners and suppliers from around the world to design a new product – concurrently and in real time – without physically leaving their workplace.

passing on the passion

It clearly takes quite a special group of people to sustain innovation on so many fronts. So what kind of talent is Dassault looking for and how does it select them?

“The attributes of the talent we have and want to attract have remained the same throughout our history. First and foremost is a passion for aviation. We also want people who can thrive within a highly competitive marketplace and are always looking to go higher, faster and further – we sometimes refer to this as our ‘commando spirit’,” says Mr Trappier. “In addition to technical skills, our selection process is geared to picking out people with this passion and motivation. We have a recruitment platform and we use digital tools such as social networks and offline video interviews to shortlist candidates. However, applicant-manager interviews remain the key step in the process.”

The sense of continuity is also very evident in the way Dassault seeks to develop talent. “We hire graduates who we then train in our methods. We teach them our skills, we give them the means to innovate, and then we give them responsibilities and a framework so that they, in turn, can pass on their knowledge to younger generations. The clear aim of this cycle is that employees should ideally spend their full career with us. It’s the only way to capitalize on such high-level expertise. Very few employees leave the company before they retire,” says Mr Trappier. The new generations coming into the engineering field are readier to switch than their forbears and retention is therefore a challenge. To encourage staff to stay and sustain a return on what is a very high investment in skills development, Dassault offers



© Dassault Aviation - E. Franceschi

what Mr Trappier describes as “more benefits than other firms in terms of pay, leave, works council, career development and training.” He also believes that the company’s traditions and values inspire a loyalty and passion that bind people to the company and want to make their future in it. “Dassault has remained in family ownership since its foundation and our staff values the stability and continuity that comes with this. They also value our human scale and family spirit. With only 8,000 employees in France, we have the ability to develop products that can rival those of firms ten to twenty times larger,” says Mr Trappier.

broadening the talent pool

It’s certainly a winning formula – Dassault is the company that French people in the Randstad

Employer Brand Research would most want to work for. But the shortage of people with science, technology, engineering and mathematics (STEM) is a challenge for all engineering businesses, which can sometimes feel like they’re fishing in a shrinking pool.

Yet, Mr Trappier is confident that Dassault can sustain the pipeline of talent. “We are fortunate in France in that engineering training is a specific feature of our higher education system. Students attend a two-year foundation course before going on to engineering school, which gives them a solid scientific grounding and makes them better equipped for the training ahead. Our company works closely with our partners

in the engineering schools by contributing to tuition and running hands-on projects. From what our employees tell us, this involvement gives students a better idea of what an aeronautical engineer actually does,” says Mr Trappier.

Dassault is also active in encouraging young people to consider a career in aerospace. “We work closely with the French aerospace industries association on a range of initiatives including a website on training and jobs in the sector and the Careers Plane at the Paris Air Show. Our aim is to communicate our passion for aviation. We also support many vocational training courses in the regions,” says Mr Trappier.

Further priorities include reaching out to people who may not have considered a career in aviation. “We are broadening the scope of schools and universities we target for recruitment through the development of proof-of-concept projects. We are also working upstream to facilitate access to vocational training and higher education for people with disabilities or from backgrounds under-represented among our staff. As part of this, we’re a founding partner of the Elles Bougent Association, which promotes engineering and technical jobs to girls in high school. To do that, about a hundred members of our female staff are sponsors of the association and go out to showcase what they do in their work to the students,” says Mr Trappier.

bucking the trend

So what can other engineering businesses learn from Dassault as they look to attract and retain key talent? This is an exciting and inspiring place to work – the planes we’ll see in 2050 are already being designed on the company’s virtual development platforms. Yet as Mr Trappier emphasizes, this is a company that prizes its human scale and sense of continuity and tradition. It offers opportunities to be at the cutting edge of design and technology, while still being in a business where people not machines are paramount. It also offers, indeed promotes, a job for life. While we hear so much about millennials staying for a few years and moving on, this is not the case here. Dassault believes that the attributes needed to manage development cycles of ten or even 20 years are passion, loyalty and perseverance. The desire to pass knowledge from generation to generation is also an intrinsic part of the company’s culture. ■

New Zealand Department of Conservation:

putting down roots

The New Zealand Department of Conservation (DOC) is chief custodian of the country's natural, marine and historic heritage, a mission that **Director-General Lou Sanson** describes as being "at the heart of the nation's identity" and in which "conservation is as much spiritual as scientific". It is this powerful sense of mission that has helped to make DOC New Zealand's most attractive employer – nearly half of the NZ participants in the 2017 Randstad Employer Brand Research said they would like to work there. Yet, like so many public service organizations worldwide, DOC has to meet ever-higher demands while working within tight budgetary constraints. We asked Lou Sanson to explain how DOC squares the difficult circle of serving communities, protecting the heritage they cherish, and sustaining inspiration and motivation within its 2,000-strong workforce, while still living within the tough realities of public service funding.

Writing at the end of the 19th Century, the English poet, Rudyard Kipling, described New Zealand as the "Last, loneliest, loveliest, exquisite, apart". The line evokes a unique and what was then still largely untouched environment. The country's geographic isolation has allowed a beautiful and unusual array of plant and bird life to flourish. They include the iconic kiwi, the flightless bird

that has become the national symbol and affectionate nickname for New Zealanders. This was also a land that had no natural predators and in which human settlement was less than a thousand years old. For the indigenous Maori people, who were among the earliest settlers, the land is literally sacred. They see it as the essence of life, a physical connection with ancestral spirits, and a precious gift to be handed down to future generations. ▶



Employer
Brand
Research
2017

DOC,
New Zealand

For the third year running, the Department of Conservation (DOC) was the organization most Randstad Employer Brand Research participants in New Zealand would like to work for. DOC was rated in the top 25% of all employers in the country for **interesting work**, **pleasant work atmosphere** and **good work-life balance** (which is also the most important factor for New Zealanders to stay with their employer).



Lou Sanson,
Director-General Department of
Conservation, New Zealand

■ Lou Sanson has been Director-General of DOC since 2013. Prior to taking up the post, he was the Chief Executive of Antarctica New Zealand, responsible for developing, managing, and executing New Zealand's activities in Antarctica and the Southern Ocean.

■ Previous roles have included Conservator in charge of Fiordland National Park. He also led the establishment of Rakiura National Park and some of the world's largest island eradication projects.

■ A keen outdoor person, Mr Sanson enjoys natural history, hiking, ski-touring, diving and photography.

New Zealand's increasingly multicultural population have come to share this deep connection with nature and recognize its importance as a unifying force within the culture of the country – for example new citizens can plant a native tree to symbolize their readiness to put down roots in the country.

From the tropical forests of the North Island, to the rugged mountain landscapes in the southern South Island, (and backdrop for the Lord of the Rings movies), New Zealand is an exquisitely beautiful country. Yet, mass settlement has inevitably taken its toll. The damage includes the introduction of alien pests and predators, especially rats, stoats and possums, which constantly threaten the country's native plant and bird life.

being part of something big

DOC is responsible for safeguarding this fragile environment. Its wide-ranging remit includes more than a dozen national parks, some of them World Heritage Sites, which cover a third of the country's land mass. DOC also looks after marine reserves and some 12,000 archaeological and historical sites dating from the earliest Maori settlement through to the arrival of Europeans in the 19th Century. It's thus a uniquely integrated model of conservation. It's also a highly ambitious one, as DOC doesn't just want to preserve what's there, but get on the front foot by restoring as much of the native ecosystem as possible and eliminating the threats to endangered native species. "Our long-term goals include being predator-free by 2050, and we want to be a least half way there by 2025. And this has really captured the imagination of the public, our employees, our volunteers and potential recruits," says Mr Sanson.

rooted in the community

DOC's emphasis on community partnership reflects the 'whanaungatanga' or kinship that's so important within Maori and wider New

Zealand culture. "There's no us and them – we rely on our community partners for their physical support as volunteers, working in areas such as tree planting and pest eradication. We also rely on their local knowledge and priorities to guide what we do," says Mr Sanson. "And working closely with the Maori people is central to this community partnership. We recognize the huge responsibility that comes with protecting ancestral heritage sites and ecosystems that are at the heart of spiritual as well as physical lives. We co-manage the conservation, making decisions together and working together. One of our key aims is to convey the stories surrounding each of these sites and what they mean, which can help to inspire visitors and our people within DOC, as well as helping to keep these stories alive for future generations."

projecting the brand

Pay is moderate by both public service and private sector standards. Yet, the opportunity to work in such beautiful surroundings, work closely with communities and make a difference in so many important areas means that DOC has no shortage of willing recruits – "for many years we've been getting more than enough applicants for every post," says Mr Sanson.

The rangers working in the national parks make up the bulk of the workforce. Their uniforms, along with the Maori-inspired shield emblems prominently displayed, are visible symbols of the organization's culture and brand. "The rangers are the public face of our organization. They do a great job in projecting our brand to both visitors and potential recruits. As well as engaging directly with the public, we also encourage our rangers to share on social media, the photos they take while at work," says Mr Sanson.

DOC also employs a variety of highly qualified specialists in areas such as mapping, engineering and marine biology. "We still require a lot of

people with scientific and technical capabilities, but the importance of partnership means that we're also looking for people with excellent engagement, advocacy and digital skills," says Mr Sanson.

"As our rangers work with so many volunteers, they're the eyes and ears of our recruitment program, picking out people who would make good full-time employees, and encouraging them to apply. At the same time, we recognize that we can't just rely on personal recommendations. In particular, we're determined to reach out to the sections of the population that are less well represented in our workforce, and aren't as well acquainted with our work as others. Auckland is one of the most diverse cities in the world, for example, but our local workforce doesn't yet reflect this. We're going into schools, talking to community leaders and engaging on social media to ensure that we're getting more applications and recruiting more people from these underrepresented communities," says Mr Sanson.

DOC also works closely with leading corporations such as Air New Zealand and dairy giant, Fonterra. "Our commercial partners can not only increase investment in conservation, but also communicate the conservation story to new and broader audiences. We also recognize that we can learn from each other, and provide mutual support. Fonterra works closely with us on water management projects, for example. And as part of our partnership with Air New Zealand, the DOC 'story' is projected on every flight, helping us to engage with potential visitors from around the world. In turn, we have a program that enables Air New Zealand staff to experience staying on a Maori marae (meeting grounds), which helps them to learn more about the Maori culture and way of life," says Mr Sanson. "The association with brands such as Air New Zealand and Fonterra has done a lot to change perceptions of our respective brands – they

demonstrate their support for sustainability, while our association with them helps to enhance our reputation within government and the business community."

empowering leaders and staff

All these ambitious plans have to be delivered within what is a tight government budget. DOC has faced a freeze on numbers in recent years, though it can hire people to make up for those who have left to take up opportunities elsewhere. While fully accepting the financial realities under which DOC operates, Mr Sanson believes many of the approaches to savings and restructuring within public service organizations are ultimately unsustainable. "When I came into the post, DOC was coming through a difficult period of restructuring. As is so often the case in the public sector worldwide, the response to financial difficulties had been a 'big bang' structural overhaul. But while we lost a lot of good people, and morale within the organization was dipping as a result of this restructuring, the savings were actually quite short-lived," he said. "A better approach is to look for cultural rather than structural solutions. In our case, this includes maximizing community feedback to make sure that the resources at our disposal are directed where they can make the most impact. And our commercial partners have provided invaluable advice and support in areas ranging from process efficiency to staff relations. Ultimately, sustainable long-term change comes from empowering leaders and staff on the

ground, and respecting their knowledge – the more we listen to staff, the more efficiency improves. We also encourage leaders to develop the compelling 'stories' that are needed to bring our people behind change, and help win support from our community and business partners."

Mr Sanson sees DOC's strong showing in the Randstad Employer Brand Research as a testament to the turnaround of morale within the organization, and the work it is doing to engage with stakeholders outside it. "The Randstad Award was a boost," he says.

hearts and hands

So what can other environmental agencies, public service organizations more broadly, and those in business learn from DOC? DOC has an employer brand that millions of New Zealanders can relate to personally as visitors and volunteers. And, it projects this brand well. Clearly this is an organization that does wonderful work in beautiful surroundings – a dream job in many ways, though wading through mud on countless cold wet days requires a lot of grit and motivation. But this is also an organization that's pragmatic in pursuing its mission. It knows that it has to make every cent count, as without this it wouldn't be able to make a difference. It also knows it needs to empower its employees and maximize support from business and the community to deliver on its goals. In the words of Mr Sanson, "DOC is an organization that engages hearts as well as hands, and that's a hugely powerful combination." ■

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