BUSINESS IN THE COMMUNITY

THE PRINCE'S RESPONSIBLE BUSINESS NETWORK

Measuring the effectiveness of your youth recruitment

A practical guide for employers on using data to perfect your early careers recruitment

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Foreword

At Ricoh, our ambition is to create engaged, high performing teams and employees who have the opportunity to capitalise on their potential. When I was invited to chair a working group of leading employers looking at how we measure the effectiveness of our youth recruitment, it seemed like the perfect opportunity to collaborate to improve how we all track how we recruit and develop young talent. Being a technology company, we are always looking for innovative ways to embrace the rapid pace of change within recruitment and update our approach to attracting and hiring young people. Like any company, we can only do this successfully if we are able to measure what's working well and identify practical steps we can take to improve our youth recruitment and learning offer. And this is exactly what this guide will help you to achieve.

Over the last year, the working group has met regularly to discuss our own approaches to measuring the effectiveness of youth recruitment. This guide has been put together to share these learnings and case studies from the group focusing on the aspects of our approaches to measurement that we have found particularly effective. We hope our guide will provide you with some practical steps to measure the effectiveness of your youth recruitment, regardless of the size of your company or how far advanced your current measurement system is.

We have taken a broad approach to measuring recruitment: from tracking the success of your pre-employment initiatives to measuring the long term performance of the young people that you've employed, this guide aims to provide an integrated set of measures which will help you to track the employment journey of all young people entering your business. When you are able to interpret, and analyse this longitudinal data, it is much easier to identify the strengths and weaknesses in your recruitment process, and to make any necessary adjustments as a result.

I would like to thank all of the members of the working group for all their time and effort over the past year. Their valuable contributions and examples of best practice have helped to steer the creation of this guide and it would not have been possible without them. Whilst not definitive, we hope that this guide acts as a good starting point for your business to improve how you measure and track the effectiveness of your youth recruitment. It is only through the effective nurturing of young talent that our businesses will be able to face the challenges of the future.

With best wishes,

Rebekah Wallis
Director of People and Corporate Responsibility, Ricoh UK

Introduction

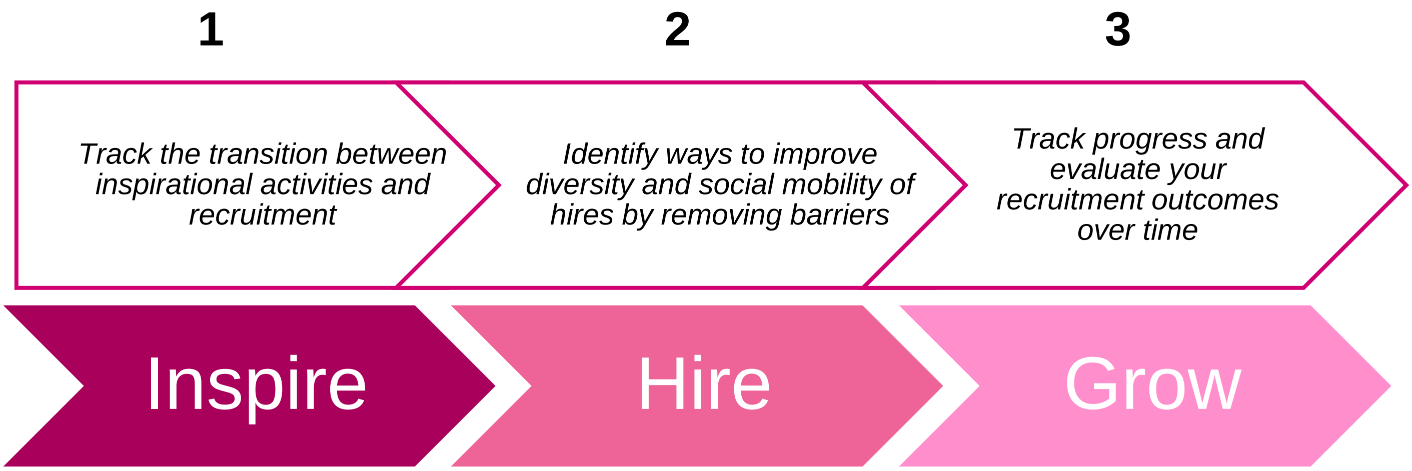
Your early careers programmes and entry level opportunities are the ideal pathways for attracting fresh young talent, increasing the diversity of your workforce and developing future leaders. But how do you know that your programmes and recruitment processes are working as effectively as they can to identify, prepare and bring the best young talent into your company?

A group of employers have come together to discuss their approach to measuring the effectiveness of their youth recruitment activities and share their top tips for creating a measurement system that helps them to answer all these questions and take action to perfect their recruitment process. These employers are:

Ricoh (Group Chair), Barclays, Centrica, CIPD, The City & Guilds Group, Costain, PwC & Unipart.

They have looked at how their measurement systems support their early careers activities across the areas of Business in the Community's Youth Employment Framework, which covers the areas of Inspire, Hire and Grow. This resulting guide is aimed at employers of all sizes and at all stages of the measurement journey.

This guide helps employers to look at effectiveness across these 3 stages:



The group's key recommendations are:

- Look at the conversion rate of young people who have participated in your inspirational careers activities who then apply for your jobs to identify any stages of your recruitment process participants could be better prepared for during your inspirational activities
- Include questions about applicants' socio-economic background during your recruitment and compare the data for successful and unsuccessful candidates to spot potential barriers to young people from different backgrounds
- Review your cohort's progress on a regular basis to identify any additional support they might need, and evaluate your cohort's overall performance and retention data to determine the success of your recruitment
- Create an integrated measurement system that allows you to track young people's progression through all your activities to Inspire, Hire and Grow young employees.

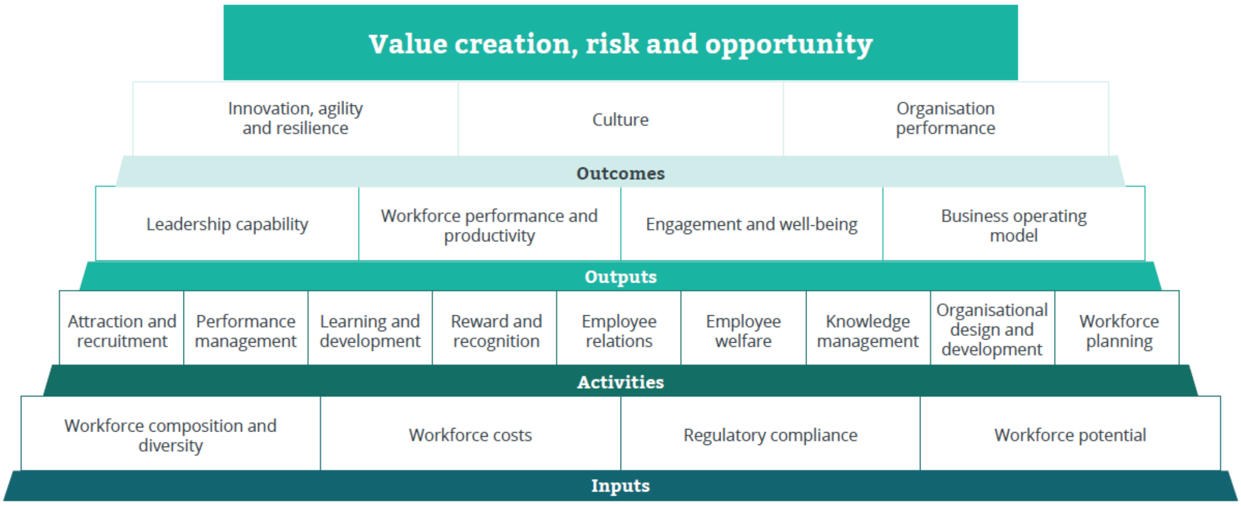
Valuing your Talent

This guide has been designed taking into account the excellent resources already available through CIPD's *Valuing your Talent* project.

In a CIPD survey of HR professionals, less than 4% of respondents stated that they were able to conduct predictive analytics. The majority of respondents stated that they have a basic process in place, but no defined HR analytics roles. Most respondents stated that they were in the early stages of analytics development (CIPD, 2017).

CIPD established the Valuing your Talent project in order to address the clear need for more guidance and support on measuring human capital. Developed from an original piece of research by Dr Anthony Hesketh of Lancaster University, Valuing your Talent has explored through extensive case studies with senior business leaders how HR data measurement is practiced by large organisations.

Central to the Valuing your Talent resources is a new library of human capital terms, which includes definitions and indicative metrics. The framework, which is interactive and accessible to all at www.valuingyourtalent.com, is designed to encourage debate as to the best measures for understanding the workforce, and to create a more effective dialogue as to the nature of metrics used to describe organisations.



Valuing your Talent Framework (Houghton and Spence, 2015)

The Valuing your Talent resources have been used as a starting point for this guide, which focuses in on the most relevant aspects relating to youth recruitment. Measures of youth recruitment and retention can be found in a number of categories in the Valuing your Talent Framework, especially Attraction and Recruitment, Engagement and Wellbeing, and Learning and Development.

Getting started

Tips from the group on creating an integrated measurement system

The key characteristic of a good measurement system is having **a way to track a young person throughout their employment journey** with your company, from their application and progress during recruitment and their on-going performance as an employee. For example, **Centrica have recently implemented Workday** which brings together their applicant tracking system and HR management systems to enable them to look at data for every employee from their initial application to when they leave the company. Even if you have several different systems to track each of these activities, ensure that you give employees one unique reference number to help track their progression through each stage.

In order to support this integrated approach, the group feel that it is very important for **HR and CSR teams to work closely** to discuss what different pieces of information they need from a system and why, and who will need which levels of access to different pieces of data. A reasonable timeframe for implementing a new measurement system could be around **6 to 9 months** to allow for initial consultation, design, implementation and training. It's very important to ensure that HR and other staff are trained to use the system to a level that will allow them to use the data proactively to improve the aspects of your early careers programme that their function covers, rather than just view a snapshot of data. Different face-to-face and digital staff training methods will suit different organisations - for example, **City & Guilds** have created a training video for staff on how to use their measurement system, which has been very successful.

Recruitment and workforce metrics can be recorded and analysed very effectively **both manually and through a range of bespoke systems**. The question to ask yourself before purchasing a system is: does the time it takes me to collect and analyse this data outweigh the benefit I get from having this information? If so, you might want to consider exploring the many systems available on the market. If you choose to work with a developer to design a bespoke system, on-going adaptations to your system can be expensive, so there is a checklist at the end of this guide of some of the key considerations to have in mind from the start.

Some headline recruitment metrics on resourcing effectiveness

The group agree that these are the 4 most important headline metrics to look at to get both a good snapshot of how effective your youth recruitment process is overall, as well using them as headline metrics to compare the data for different groups of young people across your recruitment activities:

1. **Number of applications:** By tracking the number of applications, you will be able to measure the popularity and visibility of your programmes to the education leaver market each year, and look at a breakdown of your applicant cohort by diversity and social mobility data.

2. **Conversion rate:** By looking at success rates at each stage of your recruitment process, you will be able to see if any groups of young people are more or less likely to be successful compared to the overall average to spot any potential barriers in your recruitment. You will also be able to check whether you are attracting a manageable number of good quality candidates who are successful at each stage, or whether you could shortlist fewer at an earlier stage to use fewer resources at the face-to-face stage.

3. **Cost of hire:** From looking across the costing for every stage of your recruitment process from the success rates of your paid search compared to your non-paid search, to the amount you spend on your assessment centres, you can check how cost effective your youth recruitment is compared to your recruitment overall, and whether you go on to retain your investment through a young employee progressing within your organisation.

4. **Referral source:** Many systems automatically capture data on how applicants reach your application, e.g. directly through your website, or the National Apprenticeship Service or via social media. You can also ask candidates where they first heard about a vacancy e.g. though a careers fair, through an advert or through a partner organisation to check which channels work best for promoting vacancies to different groups of young people, and which sources produce the most successful candidates.

Diversity metrics

Try to collect **a consistent set of diversity data** through your equalities monitoring across all of your early careers activities to help identify potential barriers in your processes. However, make sure you make it clear that applicants can provide this information voluntarily and this information **does not form part of your recruitment process** and will not be seen by hiring managers. Make sure you password protect this data and restrict access on a need-to-know basis. If in doubt, check the government's guidance on preventing discrimination for advice on collecting diversity data alongside a recruitment process.

For young people who have little or no experience of the working world, this could be the first time they've been asked to share their personal information, and they often worry that the information they provide will limit the range of opportunities they will be able to access. The group have found that if you provide applicants with clear information about why this information is important to help you design an accessible recruitment process rather than affecting their individual application, they are more willing to share this data. **The City & Guilds** group found that promoting *why* diversity is important to their organisation through their marketing materials helped to increase the number of applicants who were happy to share their equalities and diversity data.

As a minimum, the group feel that it is important to be able to look at headline data for cohorts by **age**, **gender**, **ethnicity** and **whether a young person has a disability**. These metrics are important to look at alongside the social mobility metrics discussed in Section 2 below, and the two can be used together to get a good overall picture of how accessible your recruitment process is and spot any potential barriers.

Support for evaluating and benchmarking your diversity data: BITC's Diversity and Wellbeing survey

The Business in the Community Diversity Benchmark measures age, gender and race workplace diversity. The benchmark is a management tool to help organisations evaluate their performance, including peer comparisons, and inform evidence-based decision-making around workplace diversity. Participants benefit from: bespoke feedback and recommendations that support with practical steps for improving performance; identification of strengths and weaknesses by peer comparison; and a confidential score and banding (Platinum, Gold, Silver or Bronze) that reflect performance.

Several members of the group currently use the survey and find it very useful for helping them to rate their performance as an organisation at creating an inclusive and accessible workforce and identify which policies and practices are most effective at supporting this performance.

Section 1: Tracking recruitment candidates who have completed a work inspiration activity with your company

Why this is useful:

- Firstly, you will be able to see how many candidates who have participated in your work inspiration programmes become your employees, which will help to demonstrate the business as well as social benefits of your programmes. If your programmes are designed to address a particular skills gap, you will be able to track their impact in the longer term as employees progress in your business.

- Secondly, you will be able to see whether candidates who have participated in your programmes are more likely to be successful at each stage of your recruitment process. If not, you can identify ways you can better prepare participants for each of these particular stages during your programmes.

Key metrics:

The group agree that these are the metrics that can help you to track the transition of candidates between your work inspiration activities and your workforce:

Metric
• Whether a young person has completed a work inspiration activity with your business *You can include options in your application form for all the different activities you offer e.g. work experience, classroom sessions, enterprise tasks*
Comparison
For candidates who have and haven't completed a work inspiration activity with you, some useful metrics to compare are: • Number of applicants • Conversion rate at each stage of your recruitment process

How you can track this:

As it can be hard to track data yourself on the individuals who have completed your work inspiration activities when they were under 16, the simplest way to gather this information is to include a question in your application form asking if a young person has completed an activity with you. Alternatively, if an applicant has completed a programme like a Sector Based Work Academy that link straight into your recruitment process, it's easy to track the success rates of that cohort.

Barclays hold an interview with all work experience participants at the end of their placement, and they then become part of their talent pool. They are currently in the process of developing a system that will be able to track a young person's transition from work experience or an internship into employment, which will allow them to spot and mark high potential early on to ensure that these young people can be supported and encouraged to apply for the roles where they will flourish.

How you can use this data to improve your work experience programme:

If you see that candidates who have completed a work inspiration activity with your organisation are no less likely to be successful at each stage of your recruitment process, you can see if there are elements of targeted training you can add to your work inspiration programme to better prepare them for your recruitment process.

Case study: How the City & Guilds Group use data to identify ways to improve their work experience programmes

The City & Guilds Group evaluate the effectiveness of their work experience programme in a number of ways to ensure it is helping young people - preparing them for future roles at the Group and inspiring them to apply. As result of this evaluation, they have recently adapted their programme to increase the number of young people moving into employment with them after completing their placement.

Firstly, work experience trainees are asked to complete an evaluation form and a write a blog at the end of their placements to help them to reflect on the skills and experience they have gained. Work experience mentors are also encouraged to complete evaluations which provide feedback on their trainee's performance, as well as feedback on the programme itself and how well supported they felt throughout.

From the feedback provided by work experience mentors, the City & Guilds Group identified key areas for development in the work experience programme to be implemented over the next year. One of the key areas identified was linked to the length of the placements – the concern was that it wasn't giving participants enough time to gain a substantial level of skills and experience. Based on this feedback they reviewed and updated their approach and have developed a new six week paid internship which gives young people a longer period of time to gain the experience and develop the skills they need to apply for a role at the City & Guilds Group.

In order to increase the conversion rate of young people who have completed placements who then move into employment at the City & Guilds Group, they now send alerts to all of the trainees who have completed placements about new entry level positions and apprenticeships that they feel the young person would be suitable for.

What other experiences can employers track in their recruitment process?

As well as the experience gained through work experience, young people often develop a wide range of transferable skills and experience though volunteering and social action. **Centrica**, **Costain** and **Ricoh** all include a question in their application forms about what experiences of volunteering and social action participants have gained, enabling them to draw out these additional skills and demonstrate their value during the recruitment process. However, they have also found that some candidates who go on to become heavily involved in employee social action did not have the opportunity to get involved in volunteering and social action outside work, so it's important to remember that not all candidates have access to these kinds of activities. Giving equal weight to candidates' attitudes and behaviour alongside their experiences of social action and volunteering in the recruitment process is very important to identifying potential.

Something else to consider: The group thought that it could be useful to record young people's aspirations at the point of recruitment to integrate this into their personal development. For example, if a school leaver expresses an interest in going to university in the future, you can help them explore opportunities within your organisation that help them to pursue this opportunity whilst also retaining and progressing them as your employee.

Issue 2: Measuring socio-economic diversity and identifying and removing barriers to social mobility in your recruitment process

Why this is useful:

- Firstly, you will be able to see whether candidates from certain backgrounds are less likely to apply for your roles or be successful during your recruitment process.
- Then, you will be able to identify the stages of your process where they are most likely to be unsuccessful, and you can either develop additional support to help them better prepare for this type of assessment, or redesign this part of the process to remove any specific barriers. You can also adapt your outreach work to ensure you are attracting young candidates from a wider range of backgrounds.
- Finally, you will be able to demonstrate that you are supporting diversity and social mobility through your recruitment process, and evaluate the positive impact this has on your business in the long term.

Key metrics:

Up until now, there has not been a consensus around which metrics to use to measure socio-economic diversity. However, the Civil Service is working in partnership with a group of other leading employers in the development of a set of new standardised metrics to measure social mobility in their organisations. This work is highly timely and will be greatly welcomed by employers - while businesses will be free to adopt these metrics themselves on a voluntary basis, there is already a high level of interest and appetite by employers to do more to tap into a wider, more diverse talent pool and promote social mobility, something the group feel strongly about.

Although these standard metrics are not available yet, you might find it useful to read The Civil Service Diversity and Inclusion Strategy to find out more about their approach and read about 12 of the metrics they have been considering (the final list of metrics will be refined from this list). However, as a starting point, there are a number of metrics that group members are already using to help them track socio-economic diversity.

Metrics
• Whether a young person was eligible for free school meals • Whether their parent or guardian completed a degree The group also thought that it would be useful to ask whether young candidates are carers or care leavers in order to spot potential barriers, and to support any future schemes to help these groups.
Comparison
For candidates from each of these backgrounds, some useful metrics to compare with the cohort as a whole are: • Number of applicants • Conversion rate at each stage of your recruitment process • Referral source – which channels and partners are supporting you to recruit young people from these different backgrounds?

How you can track this:

PwC currently ask these two questions as well as what type of school a young person attended and whether their household received income support when they were a child. They have found that young people are willing to provide this information as part of the initial application process as long as they are told why this information is important.

The group agree that a great way to communicate the positive nature of supporting social mobility through recruitment and challenge myths about the process is to use social media and other marketing channels to share information about the importance of social mobility to your organisation, and the practical and inclusive ways you are supporting it through your recruitment.

Case study – PwC's recruitment metrics dashboard

PwC have created a recruitment metric dashboard that allows them to see at a glance all the key data on their recruitment process, including information on diversity and social mobility. All of the data is gathered by the applicant tracking system at the initial stage of the recruitment process. This data is then compiled by the Recruitment teams and then sent round to stakeholders in the business.

This in addition to the newly formed Social Mobility Team who advise stakeholders around the business on how to maximise the social mobility of their processes. As well as circulating their performance internally, PwC also release their performance against certain metrics in their Annual Report.

This allows constant improvements to be made to their recruitment and hiring processes. For example, they have recently combined their school leavers' recruitment programme and their community school volunteering programme in order to have a bigger impact. They have also targeted schools with a high percentage of students on Free School Meals.

Social Mobility Employer Index

Launched in 2016, the Index is a joint initiative between the Social Mobility Foundation and the Social Mobility Commission, in partnership with the City of London Corporation. It ranks Britain's employers for the first time on the actions they are taking to ensure they are open to accessing and progressing talent from all backgrounds and it showcases progress towards improving social mobility.

The aim of the Index is to encourage firms to share their initiatives and progress in becoming more inclusive employers and to reveal which sectors and companies are taking the issue of social mobility most seriously. The final rankings are decided by a panel of experts and all participating firms receive a report with recommendations for areas for improvement.

In 2016, nearly 100 employers from 17 sectors, who collectively employ just under one million people, submitted entries about their practices and procedures in areas such as work with young people, recruitment, selection and progression. Grant Thornton was ranked as the highest scoring employer.

Submissions for the 2017 Index will open in November 2017. To find out more about the Index and register for updates about submissions, please visit the Social Mobility Foundation website.

How you can use this data to identify and address any barriers:

By looking at your candidates' conversion rates at each stage of your recruitment process, you will be able to see where a particular group of young people might be less successful and take action to better support this group. For example, if you see that care leavers are less likely to pass your initial application stage, you could consider running a special pre-application programme to help them prepare to apply for your roles.

Case study – How Centrica use data to spot and address barriers to people from different backgrounds in the their recruitment process

Centrica reviews their recruitment data regularly to ensure that young people from particular backgrounds are not at a disadvantage. For example, they found that only 20% of candidates who had completed their Movement To Work programme to support young unemployed people were passing their online test. To mitigate this, they worked with their partners who were delivering the employability element of the programme to incorporate training on how to prepare for online tests including practice sessions. The training was designed to be applicable to ability tests in general rather the specific test for the particular role, and as result the pass rate has risen to 80%. Sometimes, providing additional support and training to prepare for a recruitment process can be more effective than changing the process itself.

Another group facing barriers are ex-forces personnel. Centrica work closely with the Careers Transition Partnership (CTP), the MoD's official provider of Armed Forces Resettlement to engage and hire great talent. The most popular stream is a technical apprenticeship, where there is a minimum educational requirement. Application conversion rates at first screening, which includes screening for this requirement, were tracking below average for this group which prompted the Centrica team to look at the data in more detail.

Rather than removing the requirement, Centrica added a step to their process whereby any ex-forces applicant that stated they do not meet the educational requirement was contacted to discuss their qualification attainment whilst serving, to determine whether this was actually the case. The result was that this additional step brought the conversion at first screening to an average rate and played a part in significantly increasing the number of hires from this group.

Top tip: Use data to spot things that don't seem quite right, invest time in integrating the detail as the time invested here will pay dividends later.

Post-application surveys

Another good source of data to gather more qualitative information about your recruitment process and identify potential barriers different groups of young people is to hold a post-recruitment survey with all applicants to find out how they found the experience. **PwC** and **Hilton** both hold these types of survey and ask a range of questions about what aspects of the process candidates found difficult, how well-supported they felt throughout and how the experience rates compared to other companies' recruitment.

Co-designing your processes with young people

Another great way to identify and address any potential barriers in your recruitment process is to involve young people at an early stage to help test out your processes and suggest ways they can be improved.

Case study – How Unipart perfect their recruitment process using a mock assessment centre

Unipart run mock assessment centres for their early careers programmes. These were designed as a result of repeated poor performance of young people, especially graduates, at assessment days despite having all the right skills and qualifications for the job. It was felt that the poor performance in these cases were down to lack of confidence rather than ability.

The mock exercise not only gives young people and the assessors themselves a chance to practise for the real assessment in a supportive, controlled environment, but it also gives them a chance to identify additional steps they can take to make their assessments even more accessible to all young people.

For example, during the mock assessment it was found that many young people were struggling with the psychometric tests, and specifically the numerical reasoning. This has allowed them to provide additional support to young people to help them get through this stage of the recruitment process. Since introducing the mock assessment centres, Unipart have enjoyed a marked improvement in their graduate recruitment process.

Top tip: Run events which allow young people to get used to your recruitment processes in a safe environment. This is great for talent spotting as well as improving employee engagement.

Issue 3: Evaluating and supporting talent in the long term

Why this is useful:

- Firstly, by comparing your cohort's early and mid-term performance data to your recruitment data, you will be able to evaluate whether your recruitment process is currently helping you to attract and identify candidates who are well-suited to your roles.
- Secondly, you will be able to look across your recruitment channels to identify which are helping you to identify the best performing candidates, and which groups of candidates might require additional support after starting.
- Finally, by monitoring progress and identifying young employees at risk of leaving your programmes, you will be able to maximise retention and your recruitment investment.

Key metrics:

The group agree that these metrics can help you to track the transition of candidates between your work inspiration activities and your workforce:

Metrics (★ essential and • useful)
★ Personal Development Plan (PDP) score ★ Attrition rate for apprenticeship and graduate schemes • Time to be trained • 3 – 5 year retention • Salary grade progressed to after completion
Comparison
You can compare the above performance metrics to these recruitment metrics: • Referral source – which channels and partners are helping you to identify the best employees? • Cost of hire – and how much is lost through young employees leaving?

Something else to consider: The group also thought it could be useful to track whether employees who have non-traditional working practices such as flexible working are more likely to leave the organisation, and if so, how employees who work in different ways can be better supported.

How you can track this:

There are several indicators of a young employee's performance which you can take into account to measure their progress from a new starter, often with absolutely no previous experience, to a fully trained member of staff. Elements that can contribute to their PDP score are whether they have met key milestones around training, whether they are meeting targets around particular tasks and whether they are able to work independently to their manager's satisfaction.

Case Study: How Barclays track both the ‘what’ and the ‘how’ of their young employees’ performance

Barclays take both a quantitative and qualitative approach to measuring their young employees’ performance to hone in on the ways of working that are enabling them to perform well, as well as practical steps they could take to address areas of less effective performance. As a minimum, a formal review is conducted every 6 months for apprentices, 12 months for all other colleagues.

The ‘what’ are the objectives set for the year which are consistent for everyone performing the same role. Although apprentice objectives mirror the standard objectives for the job role they are performing, the expectations are reduced to allow them to develop in the role, both from a performance perspective, but also as a person.

The ‘how’ focusses on the way they have achieved the objective and are aligned to The Barclays behaviours to enable a consistent performance as well as giving the opportunity to continuously improve. By discussing the ‘how’, they enable all colleagues to identify behaviours or practices that work well as well as those that can be improved and support them in the change to a more positive and productive way of working.

Where performance is falling short of expectations, Barclays uses the standard practice of Performance Improvement or Support Plans to provide structure and a support mechanism with measurable and proven actions to enable the young person in reaching their objectives. The employee will have a supportive network around them which would include their Line Manager, Apprenticeship coach, Programme Manager, mentors, buddies and colleagues.

Some of the group including **Ricoh** and **The City & Guilds Group** also track the additional experience their young employees are gaining through social action and volunteering, which helps them to develop a more holistic picture of young employees’ performance and potential, as well as demonstrating the wider value to the organisation of the additional skills and experience young people are developing. **Centrica** also encourage volunteering and provide employees with 2 days a year to volunteer, and have a volunteering portal where employees can search for volunteering opportunities and log their hours.

Maximising retention

Case study: How Costain maximise the retention of their apprentices

Costain have a regular, structured approach to tracking individual apprentices’ progress to maximise retention and identify any additional support needed as early as possible. For example, Apprentice A was employed by Costain in 2014 as a Level 3 Civil Engineering apprentice. Throughout their apprenticeship, they were given regular supervision by their line manager and the apprenticeships manager to check their progress against their agreed learning outcomes.

They then progressed onto an HND in Construction and the Built Environment and Level 5 NVQ and received more frequent supervisions due to the increased complexity of their learning outcomes. Costain track all apprentices’ progress in a Learning Management System (LMS), and track feedback from both apprenticeship advisors and college tutors. Where apprentices are employed indirectly through another partner, Costain ask to receive a copy of the apprentices’ LMS records to track their progress too.

Apprenticeship advisors also track apprentices’ attendance records, and where attendance falls below 85%, advisors will investigate to mitigate a further drop in attendance. Advisors also meet apprentices and line managers on site every few months to discuss progress - as well as helping them to develop a rapport with both apprentices and managers, this also enables advisors to start identifying opportunities for progression at an early stage.

Several members of the group have designed integrated progression pathways to progress their young employees and maximise their investment in their early careers programmes to train highly skilled employees and develop the next generation of leaders within their organisation. **Unipart** guarantee a job to all apprentices and graduates who successfully complete their training, and **Barclays** have a clear progression pathway through each of the levels of their apprenticeship programme, so they track employees' progression across each of these pathways to monitor their effectiveness.

How Ricoh track the progression of their apprentices

Ricoh evaluates their learning and development offer on an on-going basis in order to identify ways to improve their outcomes and maximise their apprenticeship completion rates, which are above the national average at around 70% - 80%. This starts with the individual – apprentices have regular meetings with their buddy or mentor and their line manager, who in turn liaise with their training provider to track progress. If an apprentice needs extra support, their manager will then identify additional opportunities for them to gain more hands on experience. Ricoh also regularly evaluates their training providers' learning outcomes to ensure that they are well-aligned to the skills needed within the business.

Once an apprentice has completed their training and moved into a regular role, Ricoh then establish a personalised progression plan to help develop a career in whichever area of the business they are most interested in. They also have a set pay progression structure which helps young employees to progress after completing their training, and this also supports retention. Employees' objectives are aligned to relevant key criteria points that are tracked through Ricoh's 'Power to Perform' system, so managers are easily able to track how employees are progressing within their set plans.

Top tip: Set a regular timeframe for evaluating your processes, not just on an ad hoc basis – this enables you to respond to issues quickly and effectively.

The government also publishes a range of data relating to apprenticeships in England which is useful for giving employers an idea about how well their scheme is performing compared to the national average. The most recent completion rate published is 72.5%. Other data they publish includes a breakdown of starts by standard, level, age, race and gender, which are also useful for benchmarking your own programmes. The data can be found here: www.gov.uk/government/statistical-data-sets/fe-data-library-apprenticeships.

Maximising retention

Several members of the group also use exit interviews as a way of gathering information on why employees are choosing to leave, and what steps an employer could take to improve retention. This information can be useful for identifying and addressing barriers to young people such as a lack of progression opportunities.

Measuring effectiveness checklist

Getting started	
✓	Discuss who in the organisation needs access to which types of data
✓	Have a unique reference number for candidates who become your employees you can track across each of your HR systems
✓	Use a consistent set of diversity metrics around age, gender, ethnicity and disability
✓	Include information on why you are asking for diversity data
Application stage	
✓	Include a question on previous work experience with your company
✓	Include questions on social-economic diversity (and information on why you are asking for it) in your equalities monitoring form
✓	Conduct a post-application experience survey with all candidates
Tracking progress	
✓	Check employees’ performance using PDP scores
✓	Conduct regular monitoring to check employees’ progress
✓	Hold exit interviews to gather feedback on why employees choose to leave
Recruitment evaluation	
✓	**Inspire:** Check if there are stages in your recruitment process that you could better prepare applicants for during your work inspiration activities
✓	**Hire:** Compare your data for young candidates from different backgrounds to identify and address potential barriers in your application process
✓	**Grow:** Evaluate your cohort’s overall performance and your retention data to identify additional ways to support young employees and maximise retention

With thanks to

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Stephanie Rounds, City & Guilds Group
Jake Russell, City & Guilds Group
Kate Awdry, PwC
Hollie Crompton, PwC
Louise Farrar, PwC
Deborah Astles, Unipart