

NEW CAREERS WEBSITE

Purpose of Report

1. The purpose of this report is to provide Staffing Policy Committee with:
 - a. Details of the performance of the new careers website which launched 11 May 2015.
 - b. An outline of the improvements that will be made as a result of the analysis of the performance.
 - c. Details of initiatives being taken to ensure that Wiltshire Council continues to be an employer of choice.

Background

2. The planning for a new careers website started in August 2014. The vision for the new website was to fully incorporate and communicate the council's recently developed Employer Value Proposition or brand and feature advanced search functionality to showcase the council as an innovative, modern workplace and to improve the candidate experience.
3. Penna, the council's recruitment marketing agency were tasked to come up with some initial designs which were presented to an internal stakeholder group in December 2014. The careers website was launched on the 11 May 2015 and a demonstration of the new website was given to the Staffing Policy Committee in advance of the 'go-live' date on the 6 May 2015.
4. Alongside the development of the website, the use of social media as a promotion and attraction tool to drive traffic to the careers webpages and specific job adverts has been increased. This is in line with national research indicating the increased use of social media, particularly by 18 – 34 year olds as a way of sourcing and applying for job vacancies¹
5. Initially, social media sites were developed in September 2014 to promote a number of vacancies within children's and adult's social care as part of the social work campaign; this has now expanded to include other 'hard to recruit to jobs' (e.g. Procurement, Planning, Housing) and the posting of the career films, staff blogs and other relevant information about the council, particularly emphasising our employer brand.
6. In September 2015 the council upgraded its Glassdoor² account (see appendix 2). Glassdoor is a jobs, recruiting and employer review website. Our account page includes content from the careers website, live social media feeds and current job listings and this provides a further avenue, in addition to Facebook, Twitter and LinkedIn (our main social networking sites) for potential candidates to comment, review and explore the working environment at Wiltshire council.

¹ <http://www.hrmmagazine.co.uk/article-details/getting-social-media-recruitment-right>

² https://www.glassdoor.co.uk/Overview/Working-at-Wiltshire-Council-EI_IE582103.11,28.htm

7. To ensure that the new careers website meets the vision as described above, a set of key performance indicators (KPI's) have been developed (Appendix 1). KPI reporting is available for Quarter 1 and Quarter 2 of this financial year (15/16). Analysis of these KPI's with contextual information will provide the intelligence needed to monitor the overall effectiveness of the website and to make improvements where necessary.
8. In particular, the KPI's will help the council:
 - understand the customer journey
 - understand conversion rates - clicks through from job adverts to 'apply'
 - monitor the effectiveness and reach of targeted recruitment campaigns (e.g. for social care, Procurement/Commissioning), particularly through paid advertising and social media
9. It has to be noted that Q1 data (1 April - 30 June 2015) is not complete as the website was launched part way through this quarter in May. However, Q2 data (1 July – 30 September 2015) gives us the first full set of baseline data. This will be used going forward to monitor changes and take improvement actions.
10. Benchmarking data is being sought from other local authorities through the southern counties HR data benchmarking group and will be available for the next progress report

Main Considerations for the council

KPI summary analysis:

11. 107,225 sessions³ to the careers website were recorded during Q2 and of these, 63% were returning visitors.
12. The 'bounce rate'⁴ for the website has been consistently low at 19.5% and 23.0% respectively for Q1 and Q2; this is the percentage of visitors to the website that only view one page before leaving the website
13. The number of applications made and the percentage submitted (conversion rate) remained similar over both Q1 and Q2. However, given that Q2 is traditionally a 'quieter' month where fewer applications would be expected to be made (due to summer holiday breaks), the performance for Q2 is encouraging.
14. The majority of the visits to the website are made by people who:
 - Live locally (Trowbridge, Bath, Bristol) – although just over 10% are from those who live in London
 - Find the website by doing a Google search or by typing in jobs.wiltshire.gov.uk directly
 - Use a desktop (PC) to access the careers website, although about 40% of visitors use a mobile or tablet device to view
15. Many people (1,682 in Q2) also viewed website pages via social media channels with Facebook being by far the most popular channel (Facebook remains the UK default social networking site with over a third of the UK population being active users)

³ A 'session' is a group of interactions that take place on the website within a given time frame. A single session can contain multiple page views

⁴ The 'bounce rate' is the percentage of visits to the website where people only look at one page before exiting

16. An analysis of the time spent on each page shows that most visitors to the website want to find job vacancies as soon as possible and do not spend long on the content pages to find out what it is like to work at Wiltshire Council.
17. Visits to the careers website drop dramatically at weekends, with the peak days generally being Tuesdays. This is thought to be because jobs for schools were historically always advertised on a Tuesday and although this is no longer the case this continues to be the general pattern.
18. Average peak viewing time is between 12 and 3pm, with a further slight peak between 6 and 8pm
19. The majority of candidates who complete the candidate satisfaction survey (on submission of application) answer positively to the question, "Did you find the careers website easy to navigate?" Appendix 3 gives more detail

Understanding the peak in website views – 22nd September 2015 (Q2):

20. The highest number of sessions received on the website in one day since the launch of the site was on Tuesday the 22nd of September with 3,467 sessions. 36% of sessions came from indeed.co.uk (Indeed is a job aggregator site which will often appear top of a search when looking for job vacancies online)
21. Whilst it's difficult to pinpoint the exact origin for this significant increase in views, there does seem to be a strong correlation with the marketing campaign for the Head of Strategic Procurement, Head of Community Commissioning and Associate Director/Head of Specialist Commissioning vacancies.
22. This saw the design of a 'sidewinder' (see image below) and job listings via the Guardian online (starting in the afternoon of the 21 September). A sidewinder is a piece of advertising which appears online, often to the side of a page and folds out when clicked upon, like a 3-fold leaflet. The sidewinder which was purchased for this campaign included live links to the three vacancies and a film which showcased the modern working environment found in the three hubs.

LIVE · WORK · LEAD

Lead a new approach to procurement and commissioning

Head of Strategic Procurement
Lead a new strategic approach to procurement, implementing robust category management and overseeing contract management to ensure our £350m of spend improves outcomes for the people of Wiltshire.

Head of Specialist Commissioning
Break new ground as you commission around £110m health and care services for the most vulnerable adults and older people in Wiltshire for the Council and Wiltshire CCG.

Head of Commissioning – Community Services
Develop a strategic approach that embraces partnership working to ensure we deliver adult care and housing services that reflect the needs of Wiltshire's communities.

Lead a new approach to procurement and commissioning

Wiltshire Council
Where everybody matters

- 23. The 'sidewinder' was the first to be purchased as part of a recruitment campaign. Campaign management information from Penna (the advertising agency) suggests that this type of advertising attracted a healthy number of 'clicks' directed at our website. Based on the data analysis, this type of paid advertising is worth considering for future recruitment campaigns as a way of directing potential candidates to the website and to a specific job vacancy.
- 24. This type of campaign analysis – matching the website data with campaign management data (this is collected from paid advertising if purchased and social media insights) will be built into improvements in our recruitment marketing going forward

Next steps – improvement actions:

- 25. It is imperative that we use this performance data to drive forward continued improvements to the website and to understand the most effective ways of driving candidates to our job adverts. This means that the:
 - content remains relevant and engaging
 - conversion rates remain at an expected rate with room for improvement
 - the candidate journey (e.g. navigating the website, finding the right information, in the right format and applying) is as easy a process as possible
 - performance data is matched with other insight data to provide the context and understanding – particularly to measure the impact and effectiveness of specific recruitment campaigns
- 26. We will also need a better understanding around the characteristics of visitors (e.g. male/female, age ranges) to the website; currently demographic data is limited and we are exploring how to acquire a full set of data broken down by age and gender at a minimum
- 27. The following actions are planned during Q3 as a result of the analysis and from improvement work already identified and these will be taken forward by the HR Resourcing Manager:

Analysis	Action
Peak viewing times and days	Integrate into social media posting and social recruiting. This includes exploring paid for advertising via social media especially for jobs which have a poor recruitment history
The time spent on different pages	Review page content for relevance and duplication
	Develop contextual links ⁵ on targeted job adverts to provide further information and content relevant to the job being advertised. This will maximise the amount of information on the search and apply pages and improve the interaction and engagement with targeted information
Improve conversion rates	Integrate CV application functionality into the apply stage of the careers website for non-

⁵ Contextual links is any relevant content, appropriate to the job being advertised that takes a candidate to another page on the website or external to the website. It is usually displayed as a discrete panel to the side of the webpage being viewed. Examples of a contextual link would be a careers film on YouTube, a staff blog etc

	safeguarding roles
Deeper analysis and correlations between different insight data in relation to recruitment campaigns	Align datasets (website analytics with campaign management insight data) to understand the impact and cost effectiveness of campaigns
Demographic data	Explore with Penna how we can receive a full breakdown of visitors to the website by gender and age as a minimum
Customer/candidate satisfaction with the website	Explore ways of collecting improved customer satisfaction data (qualitative) to understand behaviours, expectations and satisfaction with website content and functionality

Environmental Impact of the Proposal

28. None

Equalities Impact of the Proposal

29. The careers website was designed with full involvement from a range of stakeholders, including the council's staff disability forum, consultation with an individual member of staff with a sight loss and with full professional input around web accessibility standards from Penna and from the council's communication team. Feedback influenced the design of the website, particularly colours used, contrast and text (e.g. the 'accessibility' button allowing users to increase the colour contrast and increase the size of the text). Images and films made ensured that they both covered the topic of equality and diversity and that there was good representation from diverse groups (e.g. black and minority ethnic, disabled staff)

Risk Assessment

30. If the website is not monitored for its efficiency and performance, there is a risk to the organisation in terms of attracting quality candidates with the right skills and experience to create a strong and diverse workforce. This would ultimately impact on service delivery and the delivery of the Business Plan

Financial Implications

31. There is an annual licence cost for Talentlink, the e-recruitment system that provides search and apply functionality, recruitment administrative process and applicant tracking system and additional advanced search functionality was been purchased as part of the development of the new careers website. The annual licence cost is now £20.7k.

32. There are annual subscription costs for jobs boards and some social media. Most are free but the annual cost of subscribing to Glassdoor is £4.8k, and includes unlimited job listings. However the increased use of social media will deliver efficiencies in the current annual expenditure on recruitment advertising (£126k per annum based on 2014/15 and excluding social work recruitment campaign).

Recommendation

33. It is recommended that Staffing Policy Committee:

- a. note the contents of this report, and
- b. are provided with a further update on the performance of the website in 6 months

[Type text]

Barry Pirie
Associate Director – People and Business

Report Author: Jane Graham – Strategic HR Manager (Resourcing)