

Becoming an employer of choice: Developing Global Assessment Approach with BAT

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British American Tobacco

The logo features a stylized globe composed of colorful, wavy lines in shades of blue, green, and yellow. The text "IBM Smarter Workforce Summit" is written in white, and "LONDON" is written in large, bold, green letters below it.

IBM Smarter Workforce Summit
LONDON

BAT at a glance

200+
brands



200+
markets



Founded in
1902

Top **10** company
listed on the London
Stock Exchange

Market leader in
more than
60 countries

More than
57,000
employees

44 factories in
41 countries



13 years in the
Dow Jones
Sustainability Index

Where we started



1. Overreliance of agency sourcing
2. Global talent brand in embryonic stages.
Recruitment agencies owned our BAT story
3. Limited experience and success with direct recruitment and marketing
4. Limited pool of recruiters internally to manage candidates
5. Fragmented inconsistent approach to selecting the best talent
6. High cost of recruitment agencies

A close-up photograph of a red running track with white lane markings. The word "START" is painted in large, white, bold, sans-serif capital letters across the track.

START

Our biggest challenges

- **Negative perception** of tobacco industry ‘EMPLOYER OF CHOICE’
 - Awareness is ok, however attractiveness and consideration is ‘problematic’
 - Our key product is tobacco, which in some cases has moral implications
- We need to appeal to a **widely spread audience**
 - 180 markets (focus within the T20/T40 markets)
 - 9 different functions, with various roles within those (focus in Marketing, Finance and Operations)
 - Passive and active job seekers
- Talent Acquisition **knowledge is fragmented across the world affiliates**
- **Budgets** for size and scale of need, are **limited** (HR budgets, not marketing budgets!)
- Shift from “fill a vacancy” to “hire potential”
- Old technology



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Our Strategy



Authentic talent brand

Took ownership and developed the maturity of our talent brand. We are accelerated the telling of our story. Approached this globally and locally



Selecting the best

Defined, developed and deployed a 'best in class' framework to select the best talent into this organisation
Assessing culture fit, ability and leadership preferences



Dedicated recruiters

Sourced, educated and built on the capabilities of an in house recruiter team
Driving direct recruitment & proactive talent scouting

What have we done: Authentic Employer Brand

BUILD CAREERS SITE & SET UP DIGITAL PRESENCE

  START TO GENERATE AWARENESS  

 DEFINED OUR GLOBAL TALENT BRAND 
Consistent & Authentic

 universum

UNDERSTOOD OUR GLOBAL STORY
Universum, LinkedIn & Research



BUILT THE FOUNDATIONS FOR A TALENT BRAND

Our focus for 2015

Authentic Talent Brand: Accelerate and Empower



GO G-LOCAL
Empower our local markets to own and drive their talent brand whilst sharing global excellence

Alignment with global talent brand strategy

Activation of T20 local talent brand strategies



AUTHENTIC TALENT BRAND



Presence across all major digital channels

'Always on' comms plan

Globally led. Locally fed

INSIDE OUT MARKETING
Tell our internal global and local story to our external audiences

TALENT BRAND COMMUNITY
Educate, motivate, share, learn from and celebrate in our talent success

Meet our KPIs

- Education
- Thought leadership
- Content sharing
- Process improvements
- Competition
- Review and sharing
- Celebrate success

What have we done: Build a Direct Recruitment Model

An in-house Direct Recruitment Team in place



Continue reducing time to hire

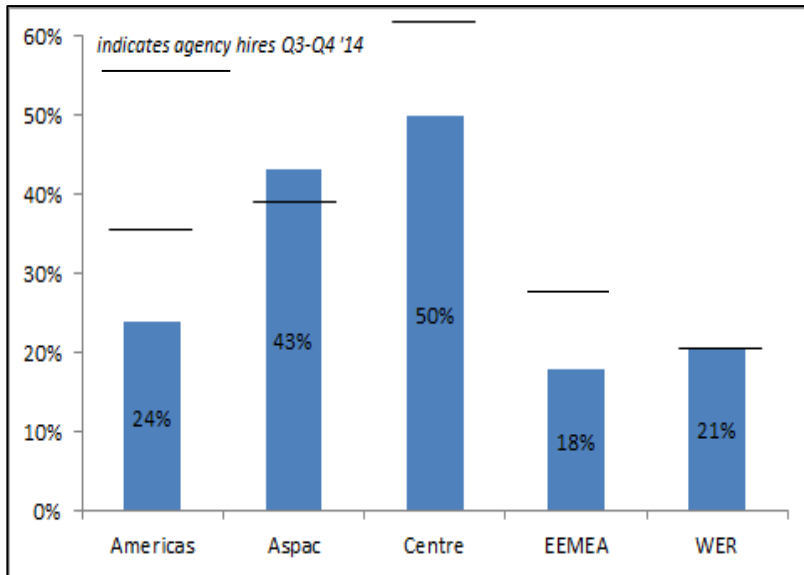
Increase quality of hires (Hi-PO conversion rates and Line managers feedback) through the consistent application of our new selection process

30% Continue reducing agency usage (Target at 30% for 2015)

Continue reduction in cost to hire

Evaluation of further shared services approach for direct recruitment

Agency usage



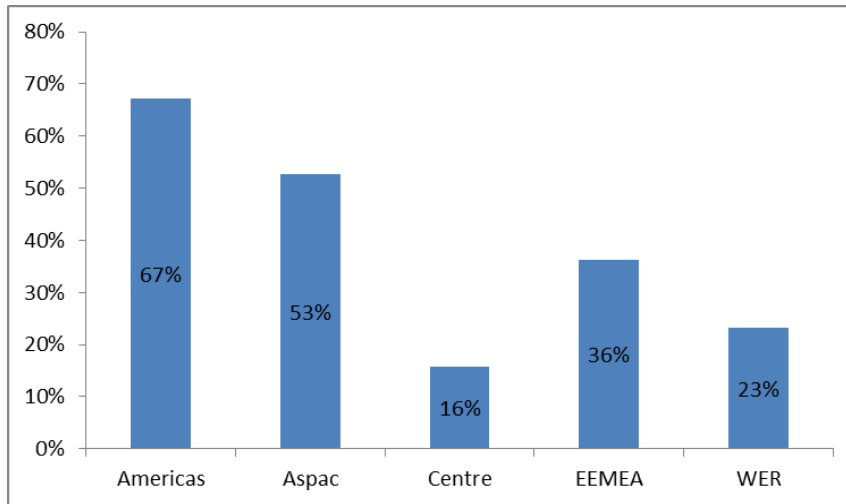
Agency Usage by Region	Agency Hires	%Agency
Americas	6	24%
Aspac	32	43%
Centre	9	50%
EEMEA	5	18%
WER	6	21%
Total Q1 2015	58	33%
Total Q3-Q4 '14	126	35%

Agency Usage By Market (T20)	Region	Agency Hires	Total Jobs Coded	%Agency
Russia	EEMEA	2	2	100%
South Korea	ASPAC	2	2	100%
Brazil	Americas	2	2	100%
Indonesia	ASPAC	9	13	69%
UK	Centre	11	23	48%
South Africa	EEMEA	2	5	40%
Australia	ASPAC	2	6	33%
Vietnam	ASPAC	2	6	33%
Malaysia	ASPAC	5	18	28%
Bangladesh	ASPAC	1	6	17%
Turkey	EEMEA	0	4	0%
Pakistan	ASPAC	0	2	0%
Germany	WE	0	2	0%
Switzerland	WE	0	5	0%
Romania	WE	0	3	0%
Mexico	Americas	0	1	0%
Ukraine	EEMEA	0	0	N/A
Japan	ASPAC	0	0	N/A
Italy	WE	0	0	N/A
Canada	Americas	0	0	N/A

Candidates left hanging

1 Dec 2014 – 21 Feb 2015*

Candidates receiving no communications 5 weeks after their last communication**



Region	Number of Candidates affected	% of affected candidates (Q1 2015)	% of affected candidates (Q3-Q4 2014)
Americas	2962	67%	40%
Aspac	4643	53%	49%
Centre	146	16%	1%
EEMEA	4169	36%	26%
WER	3165	23%	23%
Total	15085	38%	29%

Market	% of candidates affected	Number of candidates affected
Pakistan	92%	2,168
Bangladesh	90%	1,736
Mexico	80%	568
Canada	50%	901
South Africa	50%	393
Brazil	48%	48
Russia	47%	181
Italy	41%	193
Romania	40%	1,857
Malaysia	24%	342
South Korea	14%	31
Germany	10%	90
Vietnam	8%	10
Indonesia	6%	67
Switzerland	5%	68
Australia	2%	23
Ukraine	1%	8
Turkey	0.44%	1
GCC	0%	0
Japan	0%	0

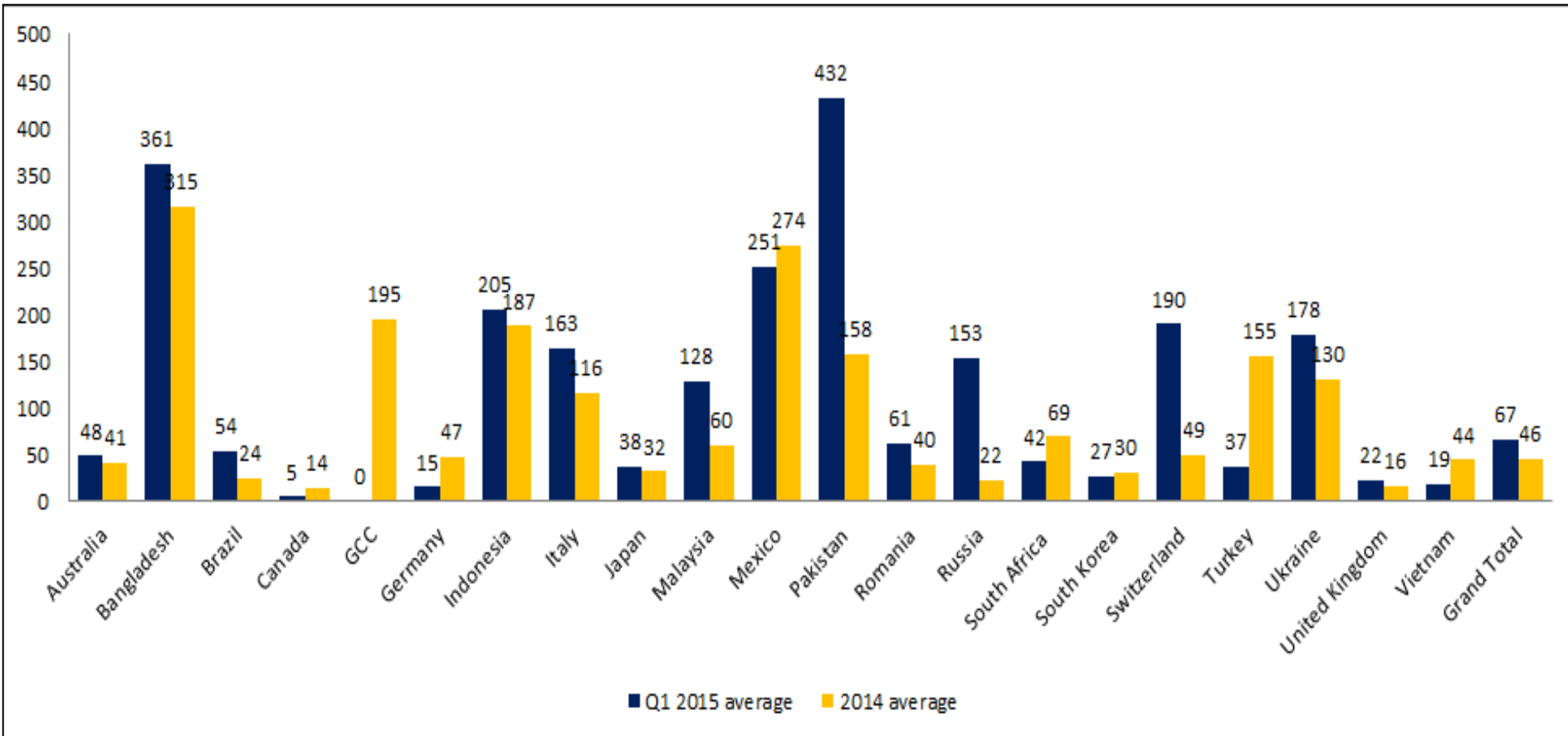
* Data as at 1st April 2015

** Includes Non-Management candidates, Excludes internal candidates

Application per role through Corporate E- recruitment



Average applications per role advertised for each T20 Market (Plus UK)
 MT to G37 roles, period Q1 2015 and 2014

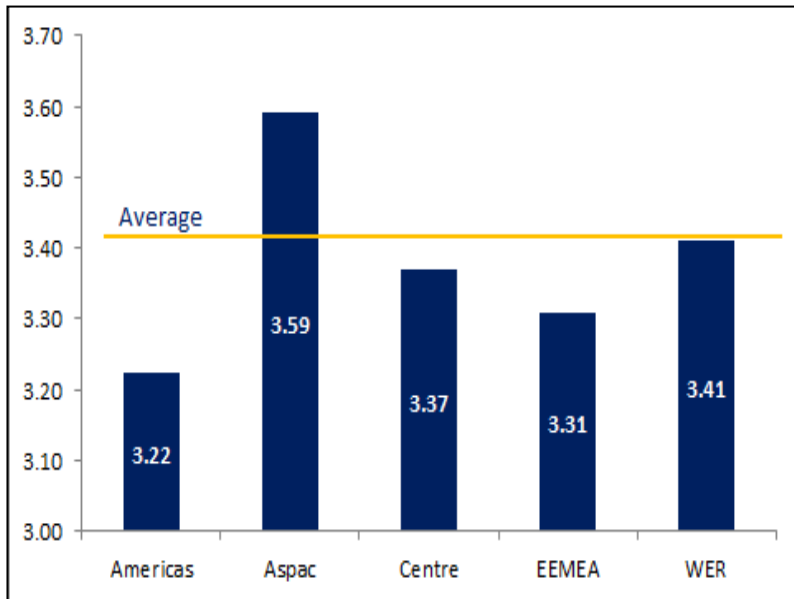


Quality of Hire

- Automated Line Manager survey, 6 months post hire*

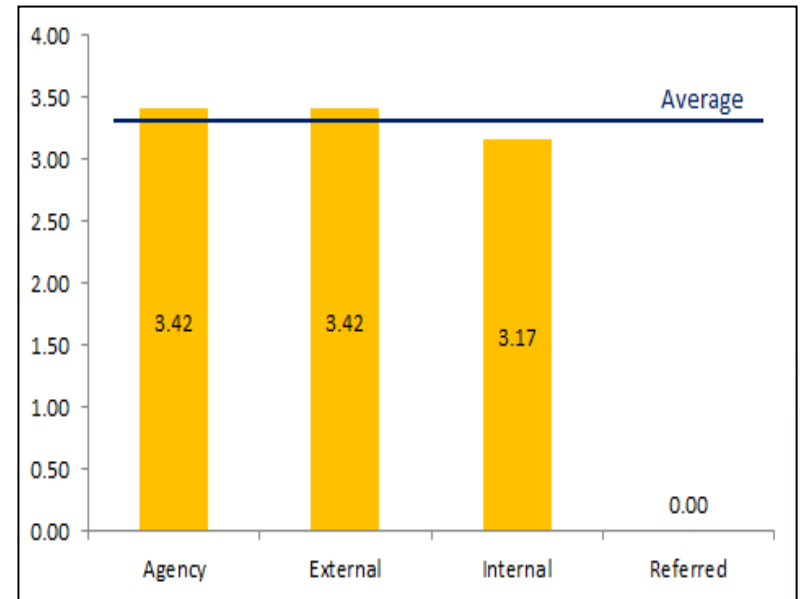


Overall Quality of Hire by region



Scale:
 1 – Strongly disagree
 2 – Disagree
 3 – Agree
 4 – Strongly agree

Overall Quality of Hire by hiring channel



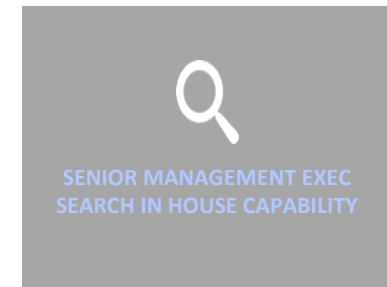
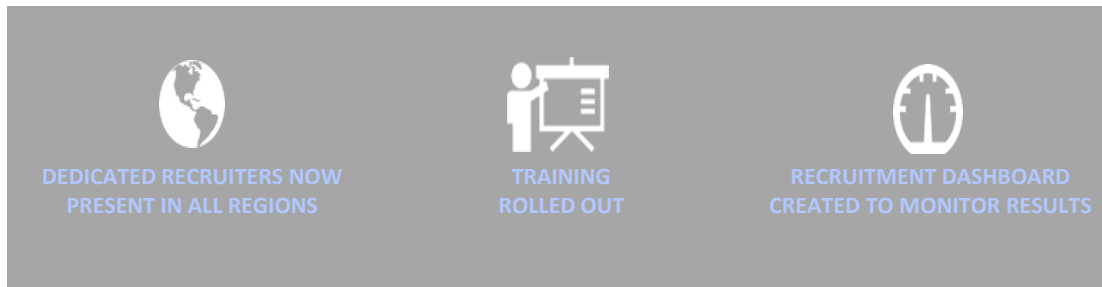
	Total Hires Surveyed	Overall Survey	Meets role requirements	Candidate fits BAT	Candidate Performs	Likely to stay	Displays high potential	Good hiring decision
Americas	3	3.22	3.67	3.33	3.00	2.67	3.33	3.33
Aspac	11	3.59	3.82	3.64	3.27	3.73	3.45	3.64
Centre	14	3.37	3.50	3.36	3.50	3.29	3.14	3.43
EEMEA	7	3.31	3.29	3.43	3.29	3.29	3.14	3.43
WER	24	3.41	3.54	3.50	3.38	3.42	3.00	3.63
Total / Avge	59	3.41	3.56	3.47	3.36	3.39	3.15	3.54

	Total Hires Surveyed	Overall Survey	Meets role requirements	Candidate fits BAT	Candidate Performs	Likely to stay	Displays high potential	Good hiring decision
Agency	4	3.42	3.75	3.25	3.50	3.50	3.00	3.50
External	54	3.42	3.56	3.50	3.33	3.39	3.17	3.56
Internal	1	3.17	3.00	3.00	4.00	3.00	3.00	3.00
Referred	NA	NA	NA	NA	NA	NA	NA	NA
Total / Avge	59	3.41	3.56	3.47	3.36	3.39	3.15	3.54

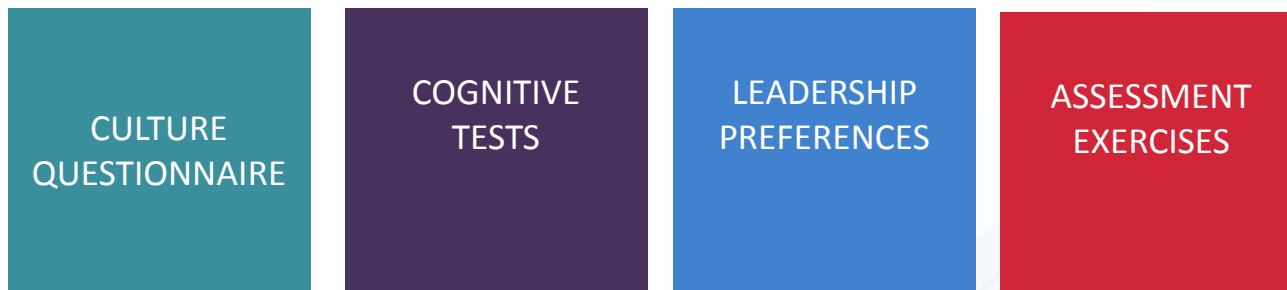
*Data gathered through Jan – Mar 2015

What have we done: Selecting the best

An in-house recruiter team in place



Implementation of a toolkit to 'select the best' talent



Sel & Assessmnt tools: Culture Match Assessment



British American Tobacco Culture Match Questionnaire Report

Introduction

This report is based on your responses to the BAT Culture Match questionnaire. This questionnaire asked you to respond to a series of value statements and say which were most like you and least like you in a work context. Your responses were then compared to BAT's organisational values to assess the degree of alignment.

BAT's Organisational Values

The organisational values were established through a comprehensive programme of research with existing employees and subject matter experts from across BAT. They have been designed to align to our four guiding principles:

Enterprising Spirit

We have the confidence to passionately pursue growth and new opportunities whilst accepting the considered entrepreneurial risk that comes with it. We are bold and strive to overcome challenges. This is the cornerstone of our success.

Freedom Through Responsibility

We always strive to do the right thing, exercising our responsibility to society and other stakeholders. We are free to take decisions and act in the best interest of consumers.



Open Minded

We are forward looking and anticipate consumer needs, working with innovative, high quality products. We listen to and genuinely consider other perspectives and changing social expectations. We are open to new ways of doing things.

Strength From Diversity

We respect and celebrate each other working together. We harness diverse cultures, viewpoints, brands, markets and our business. We value what makes us different.



Our research shows that when an individual's personal values align with BAT's values they are more likely to be committed, feel pride in where they work and be satisfied in their job. Consequently, we look for individuals whose values are similar to ours because we know these people are more likely to expend discretionary effort on behalf of the organisation and to feel engaged by working here.

Results

78th Percentile

Your results are expressed as a percentile between 1 and 99. This indicates how your responses to the questionnaire compare to a broad sample of BAT employees.

Well Aligned (60 to 99) - You are likely to find that BAT's values fit well with your personal values and, as a result, find working here engaging and motivating.

Moderately Aligned (30 to 60) - You are likely to find that BAT's values fit moderately well with your personal values, and as a result feel generally motivated and engaged.

Poorly Aligned (1 to 30) - You are likely to find that BAT's values are less aligned with your personal values. It is therefore likely that you would often have to operate against your personal values and therefore feel demotivated and disengaged.

- 16 questions: 10 – 15 minutes to complete
- Link emailed to candidate and available in 13 languages
- Aligned to BAT Guiding Principles
- Report will only be shared with candidates upon request
- Applicant's achieving below 30% will be screened-out

Selection & Assessment tools: Cognitive tests – Numerical & Verbal Reasoning



Verbal Reasoning (VRT)

- Analyse and critically evaluate verbal information
- Understand complex arguments or positions in written communication
 - Draw appropriate inferences from complex written information
- Identify the most appropriate options in terms of meaning, spelling and grammar

Numerical Reasoning (NRT)

- Evaluate numerical information critically
- Understand patterns and trends in the data presented
- Carry out simple computational analysis in order to come to the correct conclusions

Computer Adaptive tests adapt to the candidate's level thereby significantly reducing time to complete

Cut off score at 30th percentile based on a general population norm

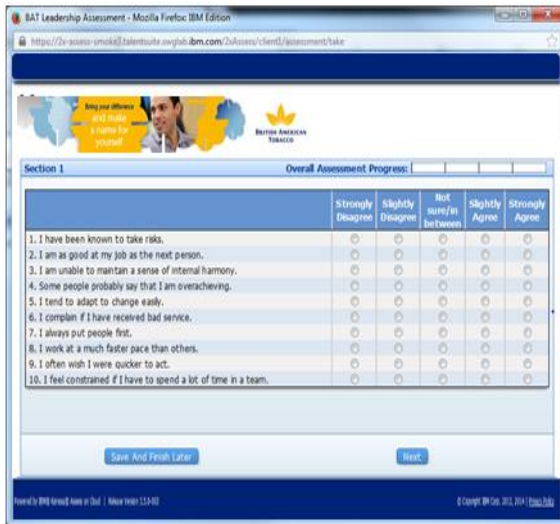
- Test adapts to candidate's ability, typically 10 – 15 questions: 15 minutes to complete
- Questions randomised, drawn from a larger question bank
- Link emailed to candidate and available in 13 languages
- Order of tests can be determined by recruiter
- Report will only be shared with candidates upon request
- Applicant's achieving below 30% will be screened-out

Sel & Assessmnt tools: Leadership Preference Questionnaire

- used to inform interviewer of potential strengths and gaps



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- 190 Questions: 20–25 minutes to complete
- Link emailed to candidate and available in 13 languages
- Aligned to BAT Leadership Capabilities
- Used to inform interview
- BAT Interview Guide used to probe areas of gap
- Report will only be shared with candidates upon request

LEADS THE BUSINESS	
Acts commercially and is consumer centric	
Initiative: Being willing to take action on self-identified job responsibilities and challenges. Refers to the degree to which one takes action and seeks out challenges without waiting to be told. It refers to the tendency to be proactive and act versus doing only what one is told to do.	
Preferring to react to the initiatives and promptings of others	Liking to take action and proactively embark on ambitious challenges
Risk orientation: Seeking out activities that require risks and/or thrills. The degree to which one is willing to accept risk and its consequences.	
Preferring activities and decisions that minimize the potential for adverse consequences	Preferring activities and decisions that involve elements of risk
Thinks strategically and prioritizes	
Vision: Has a long-term perspective of the future state of things and how to get there.	
Preferring to think about the immediate and how things are now	Preferring to think about the longer term future and what could be
Analytical: The extent to which people prefer making decisions based on data and facts; a preference for solving problems in a logical, systematic fashion.	
Preferring the use of diverse data sources and methods to logically and objectively analyse information to identify problems and opportunities	Showing disinterest in delving deeply into information and studying it logically
Drive own results	
Achievement orientation: Being motivated by accomplishment of goals and advancement based upon one's performance.	
Viewing work primarily as a means to other ends	Regarding work achievement as a central focus of one's life
Dependability: Being reliable, responsible, dependable and fulfilling obligations. The extent to which one can be counted on to deliver on all promises, to fulfil commitments and be accountable for results (good and bad). Refers to the tendency to see things through to completion and behave responsibly.	
Having a tendency to be forgetful and to let some obligations slip	Being dependable and reliable in the fulfillment of obligations, commitments and actions
Leads change and innovates	
Adaptability: Being open to change (positive or negative) and to considerable variety in the workplace. The extent to which one is comfortable with change and willing to modify behaviour accordingly versus being rigid and preferring things stay the same.	
Liking things to remain constant and predictable	Preferring change in society, work practices, values and
Persistence: Continual, hardened effort to reach goals in the face of obstacles. Remains committed to a task until completion. Continues to make strong efforts toward objectives even after goals are seemingly out of reach or out of direct control.	
Having a tendency to leave tasks unfinished especially if obstacles to completion are experienced	Maintaining a high level of commitment and resolve often in the face of tough opposition or significant obstacles

LEADS PEOPLE	
Ambitious, courageous and resilient	
Integrity: Being honest and avoiding unethical behaviour. The degree to which one is honest in all dealings with others and avoids any hint of ethical compromise. Refers to the tendency to behave in an honest fashion and always tell the truth.	
Believing that morality is relative and situational and that the ends justify the means	Being truthful, honest and accountable, adhering to high ethical standards of behavior, and not compromising on matters of principle
Stress tolerance: An individual's ability to draw from personal and professional resources in order to reduce the degree to which stress is experienced.	
Having a tendency to be uneasy, worried, and upset a lot of the time	Being generally free from anxiety, worry, anger and fear
Self-confidence: The degree to which a person trusts their own judgment and abilities and believes in their own effectiveness. It refers to a person's level of self-assurance, which is not necessarily linked to their level of outgoingness. It looks at how a person reacts to criticism—do they accept it or does it make them feel undermined and subsequently reduce their effectiveness?	
Having continual or persistent doubts about own judgment, abilities and chances of future success	Trusting and believing in own judgment, abilities, effectiveness and capacity to succeed
Learns quickly and is agile	
Vision: Has a long-term perspective of the future state of things and how to get there.	
Preferring to think about the immediate and how things are now	Preferring to think about the longer term future and what could be
Decisiveness: Being willing to make decisions in the absence of complete information. Remains committed to a decision amidst controversy and doubt. Demonstrates the courage of his/her convictions, even when things at first are not going well. Avoids deferring decisions upwards.	
Preferring to delay or avoid decision making in the face of uncertainty	Preferring to make decisions quickly in the face of difficulty, conflict, or ambiguity
Collaborates and influences	
Concern for Others: Develops trusting relationships with others. Is always approachable and makes time to address others' personal and professional needs. Exercises empathy and compassion when dealing with the needs and problems of others.	
Having a tendency to be insensitive and indifferent to other people's concerns and needs	Being sensitive to other people's needs, feelings, and concerns and being willing to spend own time to help others in need
Influence: Being able to win other individuals over or to gain their support for an action or cause. Convincing others to adopt a preferred course of action.	
Preferring to avoid the use of influence, persuasion and advocacy	Preferring to convince others to change their ideas and opinions or adopt a preferred course of action
Assertiveness: Able to express their own needs and agendas clearly to others.	
A preference for keeping own needs, viewpoint or position to oneself	Forcefully expressing and promoting own needs, viewpoint and position to others
Develops leaders and teams	
Energy: The ability to work vigorously toward a goal or objective and to work wholeheartedly with constant determination.	
Showing a tendency to only display energy in reaction to external events and for a short length of time	Having an internal drive to be active and employ a high and sustained level of energy
Team Orientation: Actively cooperates with colleagues and maintains a team oriented attitude. Is supportive of others at all levels in the organisation and willingly helps others as needed. Remains tolerant of others and open to their ideas, even when in disagreement.	
Preferring to work independently towards goals	Preferring to work cooperatively toward goals
Emotional control: Maintaining composure, keeping emotions under control even in very difficult situations, controlling anger and avoiding aggressive behaviour. Refers to the ability to avoid being hostile, temperamental, high-strung, irritable or touchy. The degree to which one can control emotions at work.	
Having difficulty controlling the outward expression of own feelings and emotional states as they occur	Maintaining composure and keeping emotions in check in difficult, stressful or confrontational situations

How our assessments will be applied



		Engagement		Ability		Potential	
		Fit with the candidate's aspirations?	Fit with BAT's culture?	Basic qualifications / capabilities for role?	Required functional experience?	Leadership capabilities at the necessary level?	Grade at which we will use?*
NEW	Job Specific Questions			X	X		NM – G37
	Culture Match	X	X				NM – G37
	Cognitive Tests			X			NM – G36 Pilot at G37
	Telephone Interview	X		X	X		NM – G37
NEW	Leadership Preferences					X	G35 – G37 G34 - Optional
	Face to Face Interview	X	X		X	X	NM – G37
NEW	Assessment Exercises (Eng)					X	MT Other - Optional

Legacy of Leaders: **Talent Tools** Languages: English (UK), German, Spanish, French, Hungarian, Polish, Portuguese, Romanian, Turkish, Korean, Chinese (Simplified), Chinese (Traditional) and Russian.

local employment legislation

Typical journey will automatically identify the top 25% of candidates

Automatic processing to identify top 25%

Recruiter led processing to generate interview shortlist



Candidates Apply through Jobs@BAT
(Average applications per job is 60)



Top 25% of candidates processed
via Recruiter

60

Job Specific Questions

42

Culture Match

29

Numerical Reasoning

21

Verbal Reasoning

Number of Candidates

15

Automatic Processing
30% screened at each stage

Generation of shortlist and informing the
interview

CV Screen

Phone Interview

Leadership Preferences (G35-37)

Interview

Finalise Offer

Our achievements in 2014



65% direct recruitment of managers (35% 2013) 30% agency usage reduction in 2014.

£2 million cost savings. Reduced cost to hire with direct recruitment framework

Reduced time to hire by **2.5 weeks** since 2013
Average time to hire is now 7.5 weeks

Improved quality of candidates

'EMPLOYER OF CHOICE'



TOP EMPLOYER

Top Employer Certification in: Europe, Belgium, Denmark, France, Germany, Greece, Italy, Netherlands, Romania, Spain, Switzerland, United Kingdom
BAT



TOP EMPLOYER

Top FMCG Employer in Spain & 3rd Best Employer Overall
BAT Iberia



NEW FACES NEW VOICES

Ranked top for board Diversity of Nairobi Securities Exchange companies (NSE) & 2015 Overall Best NSE Listed Company Award
BAT Kenya



RFL INSPIRING WOMEN AWARDS

Most Female Friendly Organisation
BAT Bangladesh



HAY GROUP

Top 10 Best Companies for Leaders
BAT Russia



FEDERAL GOVERNMENT OF NIGERIA

Top 100 Businesses Award
BAT Nigeria



CHARTERED INSTITUTE OF PERSONNEL MANAGEMENT

Best HR Practices (Manufacturing Category)
BAT Nigeria



BDJOBS.COM

Best Employer Award (FMCG Category)
BAT Bangladesh



EMPLOYER BRAND AWARDS 2015

Malaysia Best Employer Brand Award
BAT Malaysia



2015 ASIA RECRUITMENT AWARDS

Gold award for Best Candidate Experience & Best Recruitment Evaluation Technique
BAT Bangladesh

Must do #8

Legacy of Leaders

We are BAT

Investing as much time and effort on our people as our brands to create a legacy of leaders



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