

The Battle for Australia's Mining Talent

2023

The Candidate Experience of the
Recruitment Process

clarity.

COREIDATA



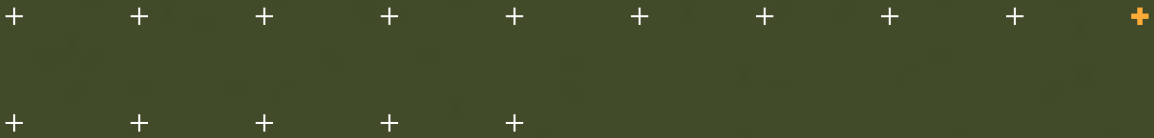
Employer branding, Employee Value Propositions (EVPs), reputation and recruitment advertising - are all inextricably linked, and have become increasingly important in attracting talent in a competitive labour market.

- + + + +
- + + +
- + + +

While we have seen an increase in employer branding and recruitment advertising to attract talent, what is lesser known is the nexus between candidate experience during the recruitment process and the effect this can have on reputation.

Highlighting an opportunity for mining companies to improve their recruitment processes and in turn enhance their reputation and ability to attract talent.





Our 2022/23 survey of job seekers in the mining industry provides insights into the candidate journey through every step of the recruitment process.

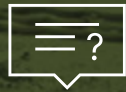
From the initial job search to the lived experience of the job and whether it marries with the employer's promise, we explore how people look for mining jobs, what attracts them to apply and how they rate the recruitment process.



Job Seeking



Applying for Jobs



The Interview Process



Offers and Onboarding

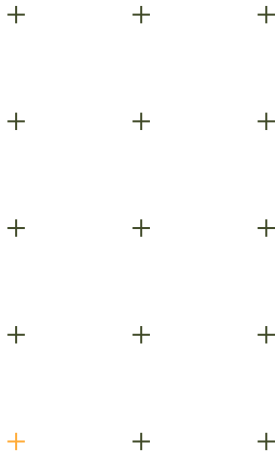


Retention



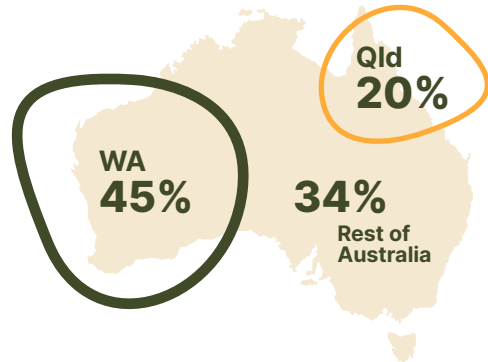
Who did we talk to?

We surveyed 548 people currently working in or looking for work in mining to gain an understanding of people's experiences around job seeking and employment in the industry.



76% had looked for a mining job in the last 12 months.

The survey had national reach



Four mining worker types were identified as below, giving us insights into different types of workers and the motivations and needs of each group.



<p>Green to industry</p> <p>Looking for my first job in the mining industry</p>	<p>In industry jobseekers</p> <p>Working in the mining industry but looking for a new/better role</p>
<p>Re-entrants to industry</p> <p>Looking to return to the mining industry</p>	<p>In industry loyalists</p> <p>Working in the mining industry and not looking for a new/better role</p>

Survey results and key insights.

The following provides an overview of the results as well as key insights based on these findings.

Additional analysis on different candidate cohorts can be conducted on the full data set.

Research Highlights

+ + + + + + +

60%

Of people working in mining are looking for a **new/better role**



More than half of job seekers have multiple applications in with different companies at the same time.

Second only to “salary not meeting expectations”, **timely notification of a successful interview is the next highest factor contributing to hesitation in accepting an offer.**

32%

almost a third of those in the mining industry stated that their employer had not lived up to the promise of **professional training and development.**

Effective leaders, rewards, bonuses and training/career progression are all linked to retention.

BUT Are also the areas where company performance **is not well rated** by employees.

Job Seeking



The opportunity to earn more is the key motivation for job seeking, especially for those Green to the Industry

60%

Of people working in mining are looking for a **new/better role**

26

Number of mining job ads read
(Increases to 31 job ads for those already working in the industry)

1 in 5

In Industry Jobseekers are looking for a new role **due to being unhappy with their current employer**

12

Number of mining jobs applied for in the last 12 months

- +
- +
- +
- +
- +
- +
- +
- +

Companies are performing relatively well in providing information in their job ads about what they are looking for in a person, but not as well in outlining the EVP, or the **“Why work for us” or “What we offer”**.

There is significant room for improvement here.

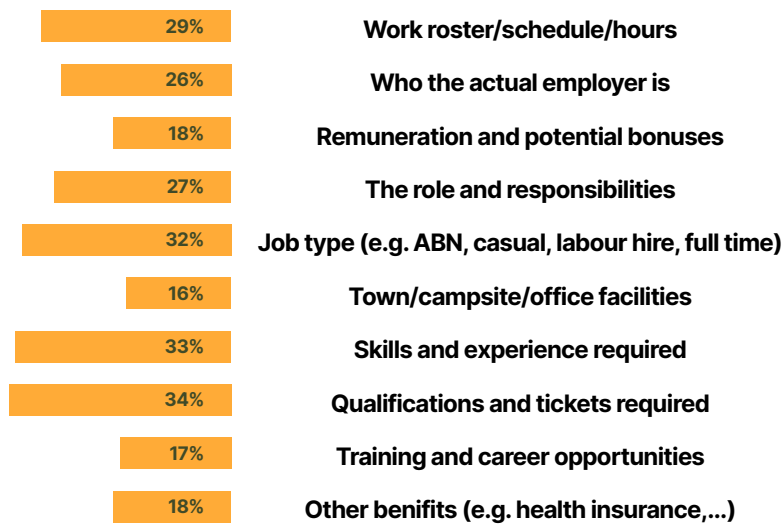


How good are mining job ads at providing complete and detailed information on the following:

PERFORMANCE

How good are mining job ads at providing complete and detailed information on the following:

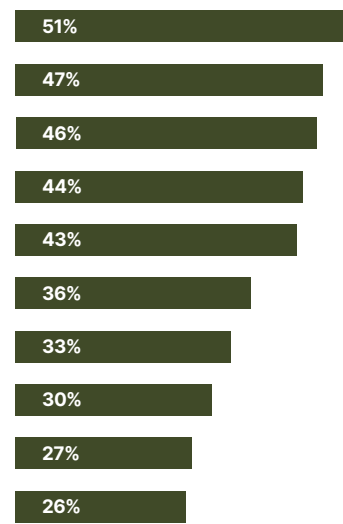
% of mining job seekers who rated ads as Good (8-10)



IMPORTANCE

Would hesitate to apply for a job if the ad was missing complete and detailed information on:

% of mining job seekers



Where people look for or hear about mining jobs

Job seekers are primarily finding jobs online via:

Seek

71%

mining company websites

46%

social media

34%



How well are you communicating your EVP and does it matter?

Mining job seekers are very active – reading multiple job ads and applying for multiple roles, often at the same time. This means they are becoming very familiar with “what’s on offer” in the industry and what constitutes an effective value proposition from employers.

Our research shows that companies perform relatively well detailing what they are looking for in a person (their skills, qualifications and experience), but not as well in outlining “Why work for us” or “What we offer”. For many, this can be a deterrent for applying as they are unable to compare with their current role and employer.

The majority of job seekers (58%) will look at a company’s website to learn more about the company before deciding to apply, presenting an excellent opportunity to bring your EVP to life on your website, from a well-articulated proposition, through to

images and video that show what it’s like to work for your company.

While “What we offer” can be a long bulleted list including EAPs, leave entitlements, incentive schemes, training and professional development and attractive compensation, it doesn’t provide insight into the culture, opportunities or experience of working with that company.

Job ads that create a sense of opportunity and excitement are more likely to pique the interest of a potential candidate and encourage them to investigate further. This investigation will likely include your website where you can really showcase what working with your company involves.

The hardest part of the EVP to capture and include in the list of bullet points is the leadership, camaraderie, way of working and workplace culture. Importantly, these are often the reasons why people leave their job and/or employer and can be the motivation for seeking a new role in the first place. Any indication of what working at your company will be like is therefore invaluable.



Market profile and presence is important as people are actively going to seek you out as an employer

1 in 4

Mining job seekers **will seek jobs with a specific company**

When you've searched for jobs in the last 12 months, which is most true for you?

% of people who have looked for a mining job in the last 12 months

74%



I choose what job I want to do, and then look for companies advertising the role

26%



I choose what company I want to work for, and then look at what jobs they have available



Are you an employer of choice?

All companies would like to be in the enviable position of having people seek you out as an employer. While the majority of people start with job type and then look for companies offering those roles (74%), one in four job seekers choose what company they would like to work for, then look for what jobs they have available.

While this may be a product of the increase in employer branding and recruitment advertising as companies compete to attract talent, it does highlight the importance of having a presence in the industry as an employer with a unique proposition that differentiates you from your competitors and is appealing to prospective employees.

In short, it's important to be seen and be known. Be seen in that you are visible in the places where mining job seekers will see you. Be known, in that you are consistently presenting yourself, and building your reputation over time as an employer of choice.



Applying for Jobs



More than half of job seekers have multiple applications in with different companies at the same time

Timeliness across the recruitment process is therefore vital in filling roles with the best people. Not only can delays impact the candidate experience and your company's reputation, a slow response increases the risk of missing out on talent as they may be offered a position with another company while waiting to hear from you.

57%

Rated mining companies as poor on timely updates on application

29%

Never heard back about a job application

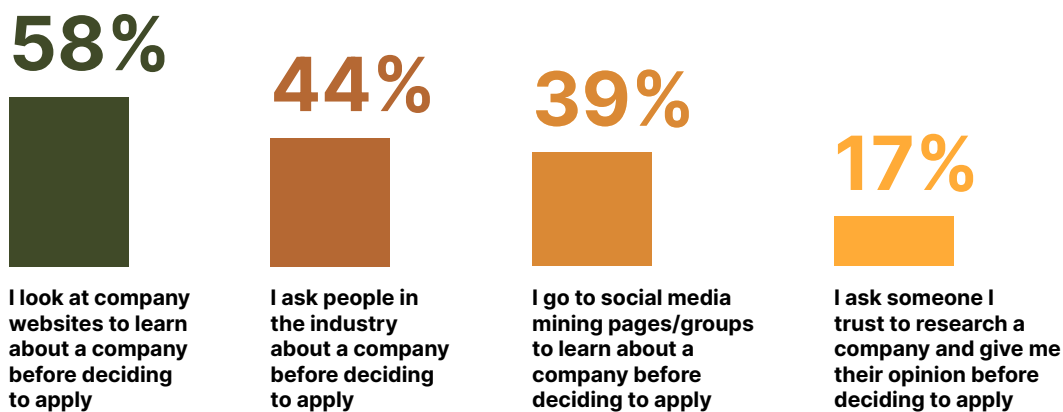
1 in 4

Waited three weeks or more before hearing back

Based on the majority of prospects who visit a company's website before deciding to apply,

a visible and well articulated EVP is important

Word of mouth is an important part of deciding whether to apply, which is why a streamlined recruitment process is key and can play a role in building/enhancing reputation.



+ + + + +

Where is your Careers Page sending people?

With 46% of mining job seekers looking for jobs on company websites (see page 7) and 58% looking at a company's website before deciding whether to apply, it's important to have a Careers Page that brings your employee value proposition to life and seamlessly allows them to navigate across all site pages to gain the full experience of the company's vision, values, strategic direction and value proposition.

It is particularly effective to demonstrate "how we work" on your Careers page to demonstrate who people will be working with and what they can expect. A series of videos showing people at work can bring the work values and culture to life. A message from the CEO can also impart the vision of the leaders and where they want to take the company, providing a sense of excitement and purpose, as well as linking their particular role to business strategy.

Going "off page" – many Careers Pages are now taking candidates off the company website and onto that of a recruitment software platform/provider. If this is the case, it's important that the navigation takes people seamlessly back to the "Work with us" pages where the story and experience can be clearly articulated.

The Interview Process



3

Number of mining job interviews attended in last 12 months

Increases to 4 for those already working in mining industry

35%

(Over a third)

of job seekers rate mining companies as poor for:

- Timely updates after interviews
- Timely offer of an interview after they applied

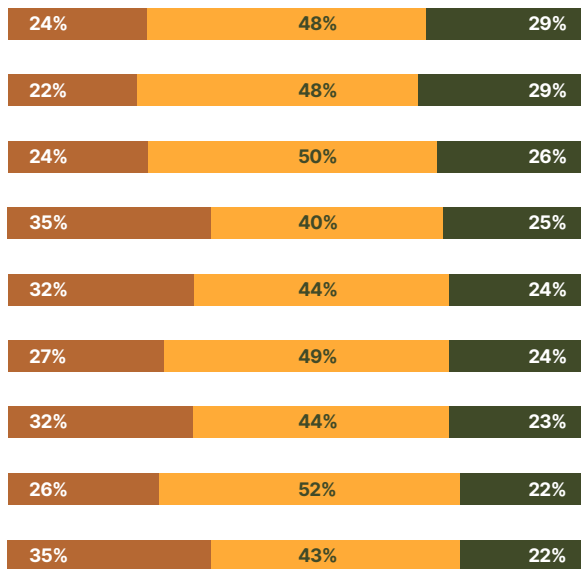
Candidates who have interviewed for roles in the last 12 months are largely ambivalent about their experiences.

Less than half think any employers have a really good process.

Timeliness continues to be an issue during the interview process

Based on the interviews you did in the last 12 months, , in general, how good are mining companies at providing interview processes that include:

POOR (0-4) OK (5-7) GOOD (8-10)



% of people who have attended an interview for a mining role in last 12 months

Fair & reasonable assessments (time & cost-wise) (e.g. medicals)

Options to attend that consider your availability & location (i.e. after hours, virtual)

Respect for your time as an applicant

Timely updates after interviews

Clear information on what interviews involve

Clear, detailed information on the interview process

Choice of format that you prefer (virtual, in-person, phone, etc.)

Support if you have questions about interviews

Timely offer of interview after you apply

+ + + + +

How your recruitment process can raise your reputation

The recruitment process provides you with an opportunity to position your company as an employer of choice, providing insight into who you are, what you stand for and why you are an excellent place to work. Even if they don't end up working for, people are left with an impression of you from every touchpoint they have with your business - job ads and interviews are no exception.

Word of mouth is an important part of deciding whether to apply for a job, with 44% of people asking others in the industry about a company before deciding whether to apply for a job. The experience a candidate has

throughout the recruitment process is likely to stay with them and determine the opinions they form of that company, regardless of whether they get the job. If it was a smooth, professional and timely experience, they are likely to come away with a much more positive impression and share this with others.



Offers and Onboarding



Onboarding and induction

**Only
1 in 3**

could name an employer with a good process, based on their experiences in the past 12 months.

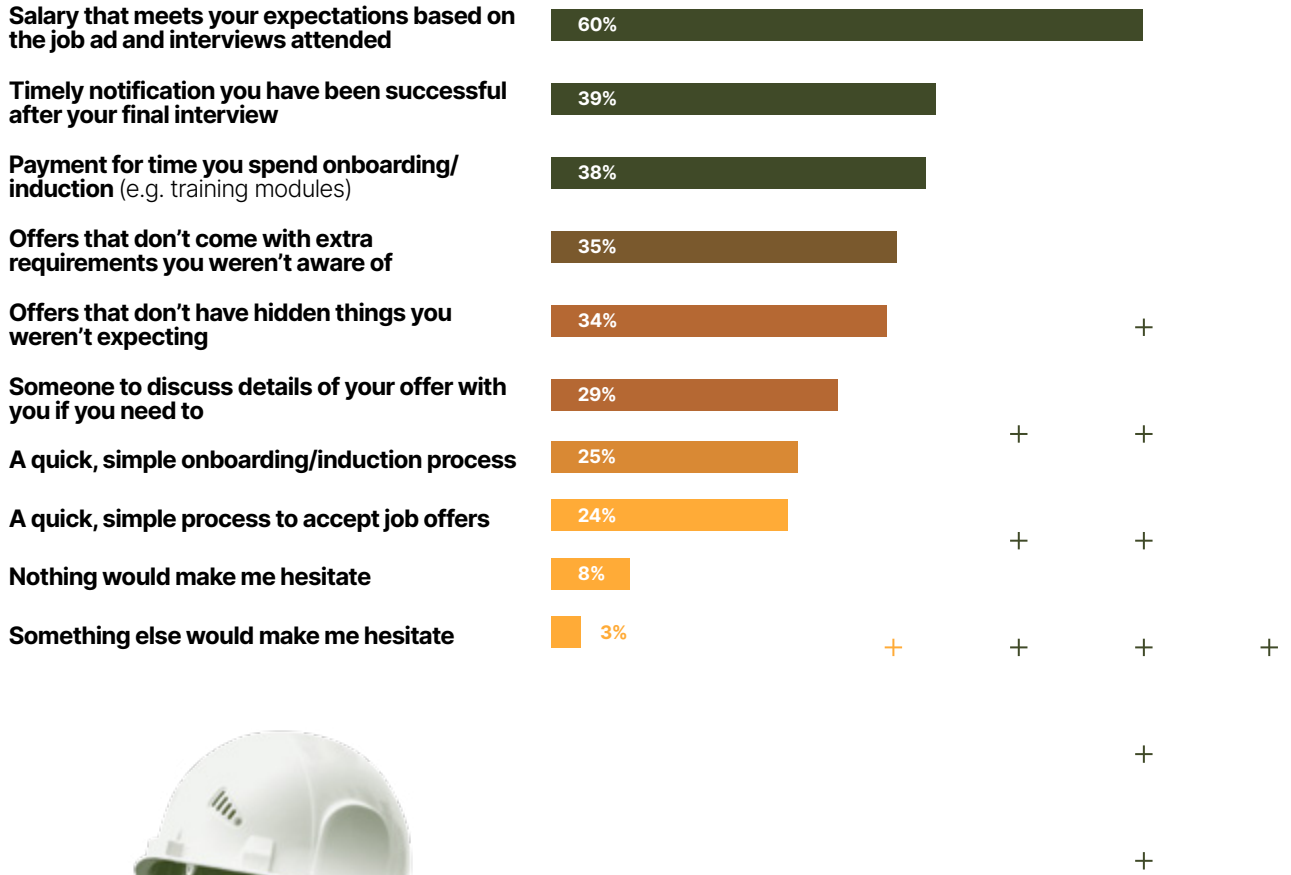
Second only to “salary not meeting expectations”, timely notification of a successful interview is the next highest factor contributing to hesitation in accepting an offer

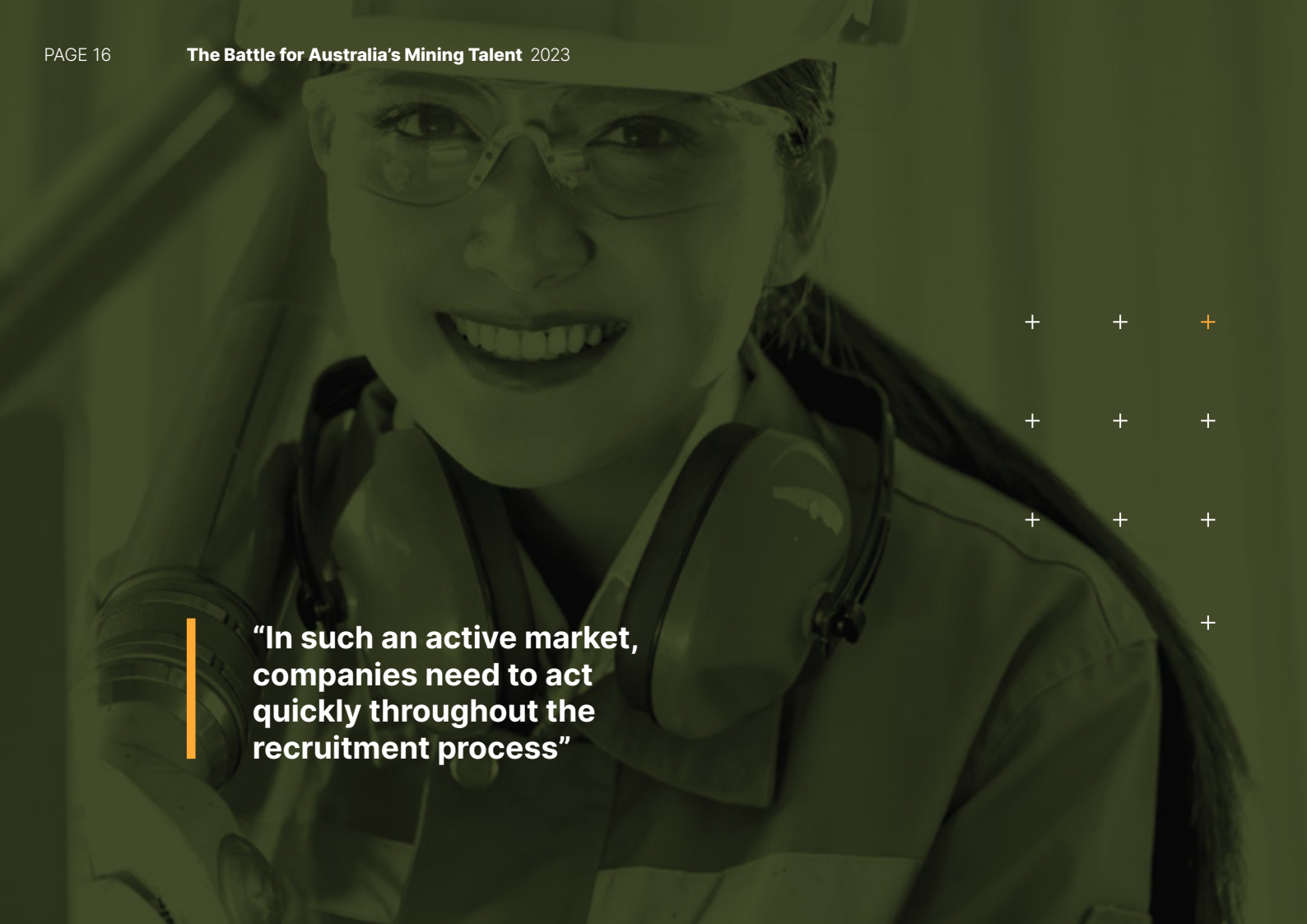
**Only
1 in 5**
mining companies

Are rated as Good for providing a quick, simple onboarding/induction process – another opportunity to build company reputation in the industry

Would you hesitate to accept an offer, or commence employment with a mining company that didn't provide:

% of people who have attended an interview for a mining role in last 12 months





“In such an active market, companies need to act quickly throughout the recruitment process”

Time is of the essence in mining recruitment

Timeliness is an important issue across multiple stages of the recruitment process and in a tight labour market, this could result in you losing top candidates to other companies.

A review of social media and online employer reviews for resource companies, exposes some frustration among job applicants with the fact that they haven't heard back about applications or the time taken has been too long. It does not make a good first impression on someone who has chosen to engage with you as a potential employer.

On average, mining job seekers applied for 12 jobs in the last 12 months, with over half (54%) having had multiple applications in with different companies at the same time. In such an active market, companies need to act quickly throughout the recruitment process.

Response times across all stages of the recruitment process were rated as Poor by a significant number of candidates in the research. In fact, 39% of mining job seekers indicated that they would hesitate to accept an offer or commence employment with a mining company that didn't provide timely notification that they had been successful after their final interview.

Applying for jobs

57%

rated mining companies as poor on timely updates on the status of applications

29%

never heard back about an application

1 in 4

waited 3+ weeks before hearing back

The Interview Process

35%

(Over a third)

of job seekers rate mining companies as poor for:

Timely updates after interviews, and

Timely offer of an interview after applying.

Offers and Onboarding

Second only to "salary not meeting expectations", **timely notification of a successful interview is the next highest factor contributing to hesitation in accepting an offer**

+ + + +
+



Retention



The on-the-job experience is often not meeting the expectations of employees.



32%
(Almost a third)

of those in the mining industry **stated that their employer had not lived up to the promise of professional training and development**

Thinking about your experience with your current employer, did they live up to the promise/s made to you when you were employed, about:



% of people working in the mining industry

Promising and delivering an authentic employee experience



The key to retention is developing and delivering an employee experience that accurately reflects what it means to work with you and why people should choose to work with you.

It is vital that your employee value proposition (EVP) is authentic in that it accurately depicts the culture and the way in which a company works. If not, you will overpromise and fail to meet a new employee's expectations when they start work.

How do you develop an authentic EVP?

It all comes down to understanding both your current workforce, and the kind of worker you want to attract and retain moving forward. Creating and maintaining an EVP that is attractive and valued by employees comes at a cost.

Done right, the ROI can be measured, through impact on reputation, candidate quality, retention and even reduced downtime at work.

Employee and broader candidate market research provides uncensored, first-hand feedback. With an understanding of where you are positioned, what to centre you EVP around, and how to adapt it over time to ensure it remains competitive and a good investment.

Our research shows that recognition and reward for good work and effective leadership are two key retention factors where companies are currently underperforming. Do you know how your employees rate you in these areas and how this impacts their perception of you as an employer?

What will keep employees in their job and where are employers underperforming?

Effective leaders, rewards, bonuses and training/career progression are all important factors likely to encourage people to stay but are also those areas where company performance is not well rated by employees.

+ + + + + +

PERFORMANCE

How good is your current employer at providing:

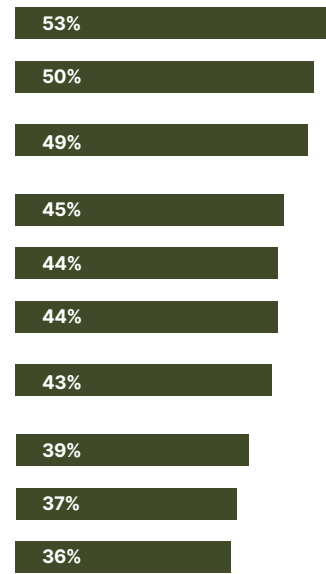
% Of people working in the mining industry who rated employer as good (8-10)



IMPORTANCE

Are or would consider looking for employment elsewhere if current employer didn't provide:

% Of people working in the mining industry





Why people leave

Unsurprisingly, remuneration and the opportunity to earn more is the main motivation for people looking for a job in mining and the top reason why people would consider looking for employment elsewhere.

While salary is important, it's not the only consideration for workers in the industry. In our previous research the quality of managers, supervisors and leaders were a key driver of employment decisions. This remains true. Poorly trained, ineffectual leaders will cause half of mining workers to consider looking elsewhere. Being valued, and recognised by their employer when they step up also holds considerable sway.*

According to current workers, employers are least likely to live up to professional development promises made during recruitment. Those already looking for a new role are even more likely to feel they have been let down in this area. Clearly, investment in upskilling and developing existing workers is a strategy with potential to reduce churn-related costs.

Following compensation, effective leadership, rewards, bonuses and training/career progression are all rated highly as important factors companies need to provide to retain talent. However, these are also areas where many companies are currently not performing well, as rated by existing employees.

This flags two key issues. Firstly, it shows that mining companies should be investing in these areas to improve or support their value proposition in attracting prospective employees.

Secondly, it shows that companies underperforming in these areas are running the risk of losing people to a poor work experience (or one that at a minimum does not meet their expectations) as well as the longer-term reputational risk this can have.

We also know word of mouth is important in the mining industry and those with a negative experience are likely to tell others.

* WA's Battle for Mining Talent: Research into the decision making of workers and their partners 2020.

The Battle for Australia's Mining Talent 2023

The Candidate Experience of the
Recruitment Process

clarity.

**Want to chat about
your employer brand
or your employee value
proposition?**

claritycommunications.com.au
+61 8 9380 0700

COREIDATA

**Keen to learn more
about the data or
discuss additional
insights from the
research?**

coredata.com.au
+61 8 6500 3216



**Need help with
talent and
recruitment?**

<https://therh.com.au/>
+61 499 841 722