

HIRING TALENT



OR SELECTING PRIVILEGE?

IS THERE REALLY A WAR FOR TALENT?

With so many students graduating each year, is there really a 'War for Talent' in graduate recruitment? Research from the UK shows the existence of a 'class ceiling'; the more affluent you are, the more likely you are to secure a top job, move into a senior role and get paid more than your less affluent work mates. But in a society like Australia, does this same bias exist? Are employers really looking for graduates from all walks of life, or does the way they recruit and select unintentionally screen-out some of the best?

ABOUT

This research looks at the way graduate employers define 'talent' and how hidden in the definition are subtle preferences for privilege. Using the theoretical framework of field theory (Pierre Bourdieu), this research explores capital and the type of capital that is valued in the graduate recruitment industry. It seeks to explore talent constructs and unintentional bias that focuses on social background.

METHOD

To do this, hiring managers from within the top 100 graduate employers were interviewed to find out about their recruitment strategy and how they spot their ideal candidate. In addition to interviews, recruitment materials (websites and print) were searched for clues about what employers were looking for and the methods they use to screen applicants.

FINDINGS

Employers want to find the best students they can, however, despite receiving thousands of applications, they often struggle to find the students they want. Their selection processes often target students from particular universities, or preference students based on the types of club or society they belong to, the type of sport they play or the number of internships they have done. There is evidence employers could increase the diversity of their applicants by exploring untapped talent pools and this is important - not only for organisations who want to hire graduates, but also for students who want to be hired.

