



# Senior engagement key to employer branding

By Craig Donaldson

SHRINKING TALENT pools, increased mobility of workers, an ageing workforce and a desire on the part of younger generations to work for companies that are honest in their dealings with employees are driving an increase in employer branding.

Brett Minchington, managing director of Collective Learning Australia, said HR professionals need to engage senior executives in the benefits of developing a strong employer brand and its impact on the ability of the firm to attract, engage and retain talent.

"In essence, HR needs to develop a business case that is written in the language that will engage the hearts of mind of those at the top," he said.

"To develop a culture that is supportive of the employer brand concept and is reflected in the actions of leaders at all levels of the organisation, firms should measure employee engagement and/or satisfaction and commitment on a consistent basis and link the results to financial performance."

Speaking at a recent Select Australasia event in Sydney, Minchington also said employer branding should not be the sole responsibility of HR, even though research shows that, globally, the strategy is generally driven by the HR department.

"Ideally HR should work closely with the marketing and internal communications department to ensure that there is consistency in the development and communication of the employer brand internally and externally," he said.

"Without the support of the MD or CEO, it is unlikely employer brand efforts will achieve the financial and operational outcomes being experienced by firms that integrate employer brand efforts into their overall business strategy."

He also noted that the biggest criticism by owners and senior management of employer brand activities has been the lack of measurable outcomes for their investment.

"In simple terms, what doesn't get measured doesn't get managed. There are a number of human capital measures to determine the ROI of your employer brand program," he said.