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PRESENTS

BEYOND **TALENT**

RECRUITMENT TRENDS IN 2022

AN INTERVIEW WITH CHRISTINA ZERVOS, GLOBAL HEAD OF TALENT ACQUISITION, TECHNICOLOR CREATIVE STUDIOS TALENT

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As life regains a semblance of normalcy, we look ahead to some of the talent acquisition and recruitment trends we're likely to see going forward. The pandemic has had a big impact on many facets of HR, and recruiting is no different. That is evident in the rise of such trends as remote interviewing and optimising the candidate experience.

We've caught up with Christina Zervos, Global Head of Talent Acquisition here at Technicolor Creative Studios to talk about the ongoing and emerging trends that should have a big impact on your job-seeking in the VFX/Animation industry in 2022.

Hey Christina, tell us about yourself, and what your team does at Technicolor Creative Studios?

Hi everyone! I'm Christina, and I joined Technicolor as a recruiter back in 2013 when MPC opened its studio in Montreal. Over the past 9 years, I've been fortunate enough to grow with the industry and move my way up through the company. Today, I'm the Global Head of Talent Acquisition for TCS, working with a team of 85 amazing people, and together, we are responsible for global hiring across visual effects, advertising, animation, games, and The Academy.

How have your team adapted to remote interviewing and hiring, and what tips can you give someone looking to work at TCS?

- Getting to know teams software – how to share screen and audio.
- Tidy or professional location, while the presence of children or pets at home can create a noisy and distracting environment for both interviewer and interviewee. If there is no such space, just mention that you are sharing the space and it may get noisy – we understand.

- Keep yourself on mute unless you are speaking.
- Unforeseen technical challenges.
- Looking into the camera.
- Good lighting.
- Good laptop position.
- Have your portfolio ready to share on screen.
- Remember to smile.

The pandemic highlighted the need for employee well-being. Has there been a shift in talent priorities?

- Health and well-being of employees
- Positive work-life balance
- Company culture
- Safe, inclusive environment, return to studios
- Quick and easy application process

Statistics show that businesses with a diverse workforce and inclusive workplace have better productivity and profitability. How is your team identifying and bringing a wider diversity of candidates into the talent pool?

As a team, we make sure to keep our recruitment process as standardized as possible across all TCS. We aim to remove room for bias by keeping as many variables consistent as possible and focus on evaluating the talent, skillset, and abilities of applicants who can contribute and make significant value-addition to TCS rather than race, gender, religion, ethnicity, or sexual

preference. By using objective assessments, we increase our predictive powers to make recruitment more equitable and effective rather than basing our decision on our "gut" feeling about their fit.

For example, with all entry-level Academy roles, we use validated tests as our reliable and objective way of assessing candidates. They provide concrete results, standardized across all applicants, and also remove barriers for artists from lower socioeconomic backgrounds who may not have had the luxury of expensive schooling and infrastructure, resulting in a quality demo reel. All test assessments have a standardized grading format that puts everyone on the same playing field.

Analytics will impact how you define their talent acquisition strategies and recruit talent. How is your team using predictive analytics?

The use of analytics across talent acquisition processes helps us deliver data-driven decision-making and insights to identify areas of strength and weakness, identify problems and blockages in the process, and fill vacant roles more quickly. We specifically use analytics to define these metrics:

- Source of hire.
- Time to fill.
- Time to hire.
- Age of job (how long a job has been open).
- Offer acceptance rate.
- Cost per hire.
- Quality of hire.
- Vacancy cost (how much it costs the organization while the position remains vacant).
- Diversity.

From this data, we can project and predict future trends, such as predicted time to fill, estimated future candidate performance, interview acceptance probability, and predicted tenure of a candidate. This means we can work faster in hiring the right candidate, job-match their transferrable skills, and make sure both the employee and business have what they need to succeed.

Interesting what you say about 'transferrable skills', how does TCS feel about artists moving from one discipline to another? How much choice does an employee have at TCS?

We're identifying career paths, we're here to craft your career — want to try something new? We'll help you —
- Discover Program, work anywhere in the world
- Explore all the studios, work on all of them at least once, all so unique
- Your skills are transferable, if there's a new position you'd like to apply for, our team are here to make it happen

Thank you, Christina! Some interesting insights there, before you go, can you give us your top tips for someone applying for a role at TCS right now?

- Be prepared — Know what position you're applying to and what kind of work the studio does — gear your application to match.
- Only put your best work forward — it's better to have a shorter reel with strong material than a longer reel with some mediocre projects mixed in as filler.
- Be endlessly curious — show interest & passion in your specialization and get familiar with other departments to understand the pipeline. Engage in learning — through online communities, classes and more, and always try to make new connections.

To view all open roles at Technicolor Creative Studios visit: https://tcstalent.com/jobs

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