

## Case Study

# Permanent Recruitment Process Re-Engineering

## The customer

A major player in the international telecommunications market with an existing RPO relationship

## The challenge

- Despite the presence of an RPO there was a lack of visibility and control of the total recruitment demand
- No business confidence in the process resulting in minimal management buy-in
- Low quality and quantity of candidates
- Time to hire > 60 days with some vacancies unfulfilled for over 6 months
- Poor 'on-boarding process' – issues from start through induction resulting in retention and performance issues
- No relevant management information to measure & report performance

## What we did

- Mapped out the end-to-end recruitment process to identify the gaps
- Pull together a management system to track:
  - number of open vacancies
  - amount of time vacancies were opened for (with RAG status)
  - Candidate pipeline and tracking
  - Process metrics at each stage
  - Candidate retention and performance
- Built a fit-for-purpose supplier channel and re-aligned to RPO provider to deliver against roles falling into their competency
- Implemented a weekly induction programme

## What we achieved

- Full control of the recruitment process, with clear accountabilities defined between recruitment, the business and suppliers
- Clear and concise management reporting feeding into the Exec
- Reduced time to hire to >28 days for low level roles and >40 days for senior roles (excluding Exec)
- Increased quality and retention of candidates