

Recruit the right people for the right jobs



Recruitment Process Outsourcing Using CareerHarmony System Improves Retention and Productivity for Global Printing Company's European Operations

The customer in this case study was a multinational company that provides document management products and services. In 1998 the company established a centralized European Customer Call Center in Dublin, which provides the single point of contact for all its European customers. In 2002, to meet the high recruitment volumes generated by the center, the company selected Manpower Ireland to provide a managed service solution, effectively outsourcing its recruitment function.

Challenges

The success of the center fueled a recurring demand for qualified multilingual staff, often at short notice. In order to meet this demand, as well as recruitment volumes of at least 500 per annum, Manpower Ireland was challenged with delivering a solution that would accomplish the following:

- Lower attrition levels
- Raise the percentage of productive employees
- Shorten time-to-hire
- Achieve consistency in hiring decisions
- Better coordinate recruitment across 12 European countries
- Reduce recruitment costs, especially of large numbers of ineffective first-round interviews

Solution

Manpower Ireland designed a solution that was transparent, innovative, and efficient; it uses state-of-the-art technology to source at a global level. Through its Master Vendor solution, Manpower is fully responsible for managing the company's overall recruitment process through an on-site project management team and dedicated delivery channel.

CareerHarmony Assessment Management System

In late 2005, the company's Master Vendor solution was enhanced with the implementation of Manpower's online assessment platform, called the CareerHarmony Assessment Management System.

By mid-2007, Manpower had processed more than 18,000 candidates using the CareerHarmony system.

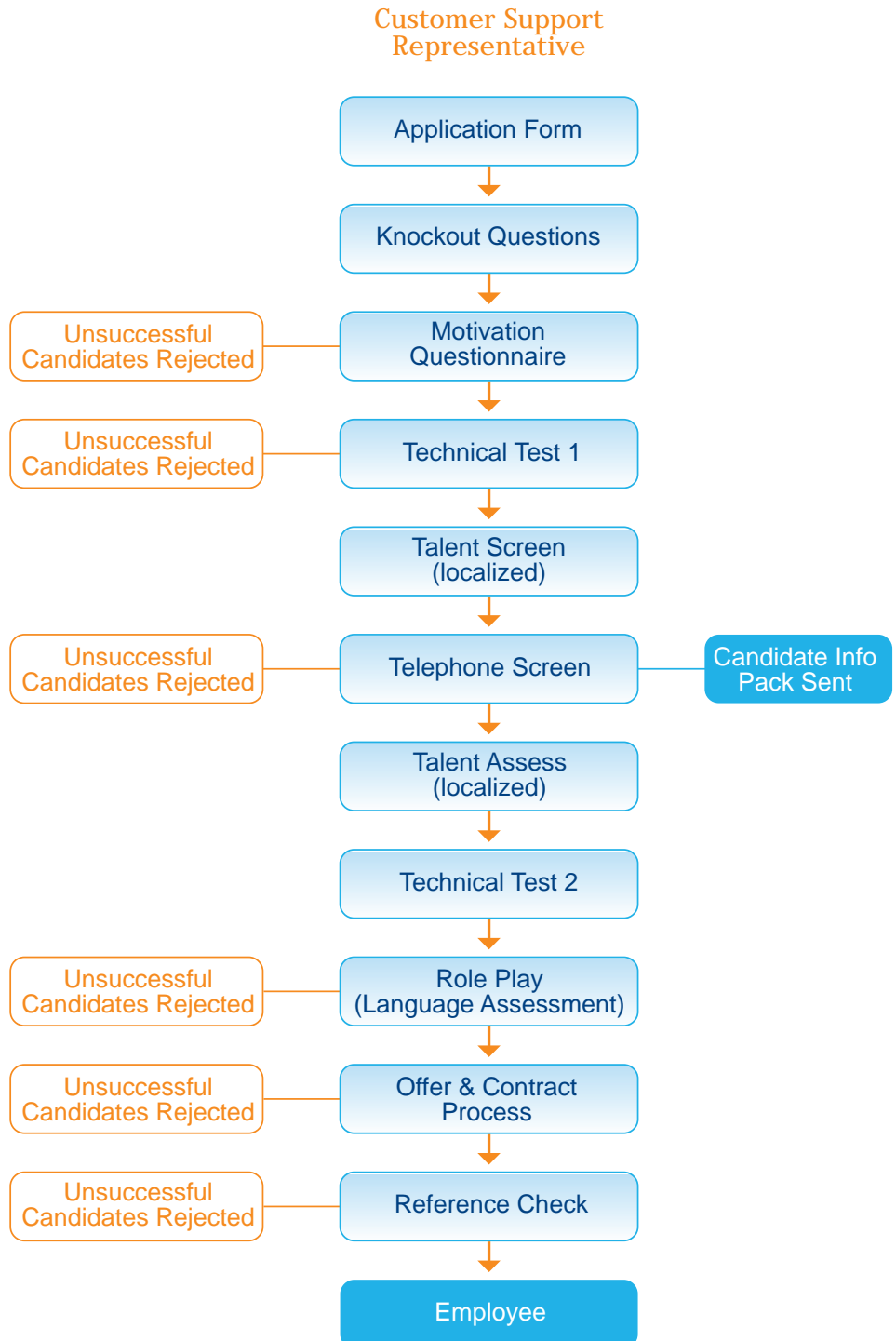
Key Advantages of the CareerHarmony System

- Web based, driving mass-market penetration and accessibility
- Easily accessible to candidates on the Internet, improving their overall experience
- Localized for 14 languages
- Complete automation from intake to screening and benchmarking
- Presents assessment results in a standard scale that is benchmarked against high performers
- Offers objective behavioral suitability profiles based on hard skill competencies and soft skill behavioral patterns
- Convenient database-management for producing full back-office reports and sophisticated tools for the selection process

The dramatic improvement in the recruitment process impacted wider business by lowering costs and boosting company performance.

The Candidate Assessment and Selection Process

The following flow chart illustrates an example of the candidate selection process using the CareerHarmony system. The project is for a customer support representative (CSR) position.



Results and Benefits

By channeling all its Call Center recruitment operations through the CareerHarmony solution for Manpower, the company increased not only the number of hires, but also employee retention and the rate of productive employees. The dramatic improvement in the recruitment process impacted wider business by lowering costs and boosting company performance. Results for the company included:

- Improved retention to 96% during the first three months
- Reduced overall costs of recruitment and hiring
- Increased conversion rate (from candidate referred by Manpower to company employee) from 33% to 90%; lower costs due to fewer interviews conducted
- Increased acceptance ratio (candidates accepting the job) from 80% to 98% due to improved candidate experience and suitability
- From 2004 to 2005, the total number of hires exceeded 500
- Reduced time to hire
- Reduced advertising spend due to accessibility of former applicants through database management tool
- 85% of employees hired on time in 2006
- More efficient use of personnel time; reduced number of ineffective interviews due to assessment

What does the customer say about Manpower?

"Thanks to Manpower, our retention rate increased to 96% during the first three months, and our conversion rate increased to 90%. We partner with Manpower because of their European network and their expertise in the recruitment of multilingual staff. We view Manpower as our strategic partners in relation to our recruitment requirements. They have consistently demonstrated an understanding of our business."



United Kingdom Tel: +44 800-404-8196
United States Tel: +1-866-3121435
Israel Tel: +972 (0)3-9246569
Germany Tel: 0-800-181-3543
The Netherlands Tel: 0-8000-225-382

sales@careerharmony.com
www.careerharmony.com
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