

Case Study

Enterprise RPO in a
tight labour market



Harrier
HUMAN CAPITAL

BACKGROUND

The organisation is a global leader in the oil and gas industry and is currently undertaking two of the largest natural gas projects in Australian history, with a combined value of approximately \$70 billion.

Harrier was commissioned in 2006 to manage the client's recruitment function for its Australian operations, to support its ambitious growth plans for the region and to help source an anticipated workforce of up to 16,500 at the peak of construction.

THE CLIENT CHALLENGE

The client entered the market with little to no local brand awareness and without a compelling employee value proposition. Due to the sheer size of their capital works projects, it was essential to grow their workforce from 600 to 3000 in five years. This was in an environment defined by escalating labour costs, acute skills shortages and significant mobilisation challenges.

Harrier was charged with developing a delivery model that would source the right people capability to facilitate the design, execution, construction interface and ultimately operation of the production facilities of these two mega liquefied natural gas (LNG) projects and their support functions.

HARRIER'S SOLUTION

Harrier's flexible and scalable delivery model has evolved with the needs of the client's organisation, including the inclusion of campaign specific recruitment teams. The current organisation structure is illustrated below.

OUTCOMES DELIVERED

Since 2006 Harrier has delivered:

- 20,000+ applicants with 3,000+ placements in five years
- 16% reduction in time to hire
- 52% reduction in cost per hire
- Maintaining cost per hire within agreed parameters
- All recruitment projects delivered on time and 10% below budget expectations
- Achieved 90%+ stakeholder satisfaction in external surveys
- 15 graduate and vacation campaigns
- Two operational readiness programs to deliver the workforce for first gas on two greenfield projects
- Reduced the client's 100% agency usage to a pure direct hire model for permanent recruitment

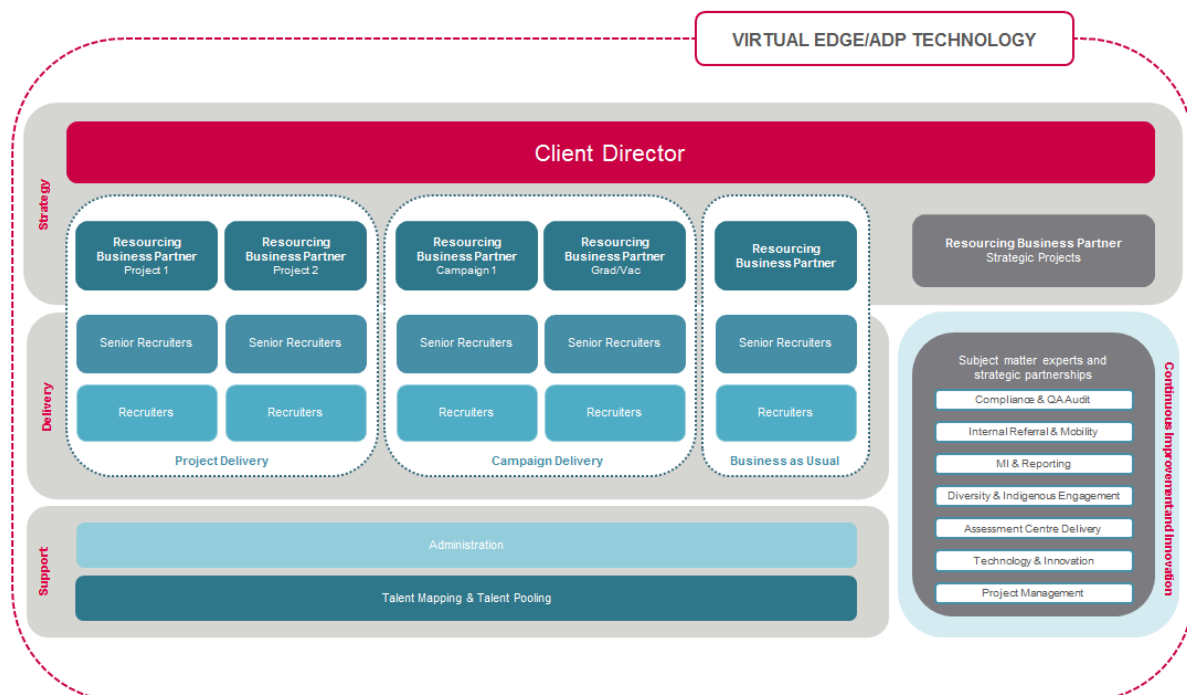


Figure 1: Harrier's Solution

