

Case Study

A recruitment campaign to source international oil and gas talent



BACKGROUND

Our client is one of the largest Australian-owned oil and gas exploration and production (E&P) companies. The company was embarking on a period of growth and change with ambitious plans for a mature asset as well as seeking to commercialise new liquefied natural gas (LNG) major capital projects.

The ability to find the right talent at the right time would be key to achieving growth targets and drive business performance and success.

THE CLIENT CHALLENGE

At the time, the oil and gas recruitment market was driven by candidate demands with escalating costs of living and salaries. The candidates being sought were highly specialised oil and gas technical professionals. It was not unusual for candidates to be approached about multiple opportunities within the industry during a recruitment process.

Our client was at the forefront of E&P development in Australia, and was expanding their north-west coast operations. This was in conjunction with plans to progress other major capital project opportunities. Due to the small number of operating oil and gas facilities in Australia it was clear that much of the specialist talent required for these projects would not be found locally. The workforce plan indicated that around 550 permanent and fixed term hires a year would be required over a period of two years.

The client had limited experience in managing volume project resourcing or, indeed, hiring specialist talent from international markets, some of which would be embedded in the remote north west of Australia, while others would be required to fly in fly out (FIFO).

Business units were faced with an ambitious workforce plan with no strategy on how and where to source the talent required. Furthermore, due to project commitments, the recruitment of operations labour resources were both time and cost critical.

HARRIER'S SOLUTION

Due to volume and timing requirements, it was clear that a traditional recruitment model would not deliver the required results. During the discovery phase, Harrier set about consulting with the organisation to review the current recruitment strategy and put into place a campaign recruitment team for the duration of the construction phase of two projects.



Figure 1: Harrier's Methodology

Historically, recruitment was managed on a transactional basis: Recruiters typically managed each position individually using either local press/internet advertising supplemented with a heavy usage of local recruitment agencies. This approach was not relevant to the campaign hiring requirements due to the scarcity of specialist candidates and associated sourcing costs.

Harrier reviewed the client's workforce plan to put into place an appropriately structure delivery model that would achieve the end to end process from requisition to onboarding— see Figure 1. Naturally, this supported the achievement of resources on time and in a cost effective manner.

A key component of our strategy was to provide critical knowledge and insight to our client of the global oil and gas market. This provided valuable benchmarking of global communities for key professional and technical skills, their availability to mobilise and appropriate remuneration schemes.



HARRIER'S SOLUTION CONTINUED

Harrier's identification of high calibre overseas talent pools led to a recommendation to review the client's employment brand. In conjunction with the client's marketing department we designed a new international and local career site, employee collateral and advertising templates. The company was awarded for their efforts in this area - being formally acknowledged as the most recognisable local recruitment brand by the business press.

As part of the recruitment campaign, industry events were targeted in locations such as Australia, UK, Canada, Middle East and South East Asia. This created a talent pool of over 5000 candidates which were used for the current and subsequent recruitment campaigns, driving further cost reductions and efficiency. Alliances were formed with professional associations and agencies were managed as partners not suppliers.

Harrier developed and delivered reporting and management information throughout the campaign to assist the recruitment team in measuring key deliverables, informing future strategies and communicating to the client on campaign progress.

OUTCOMES DELIVERED

- 750 local and international candidates were placed in a tight labour market using multiple sourcing channels
- Development and implementation of a repeatable project management methodology for delivering recruitment projects including:
- A niche subsea campaign that had 50 candidates sourced, screened and placed within a 12 week period.
- A campaign to recruit 60 hard to fill operations staff, delivered on time and on budget
- 100% Hiring Manager satisfaction
- 87% candidate satisfaction
- Reduced time to hire in a candidate driven market
- Recruitment agency costs reduced by 26% with increased quality of hire
- 44% improvement in process efficiency
- 34% reduction in cost per hire

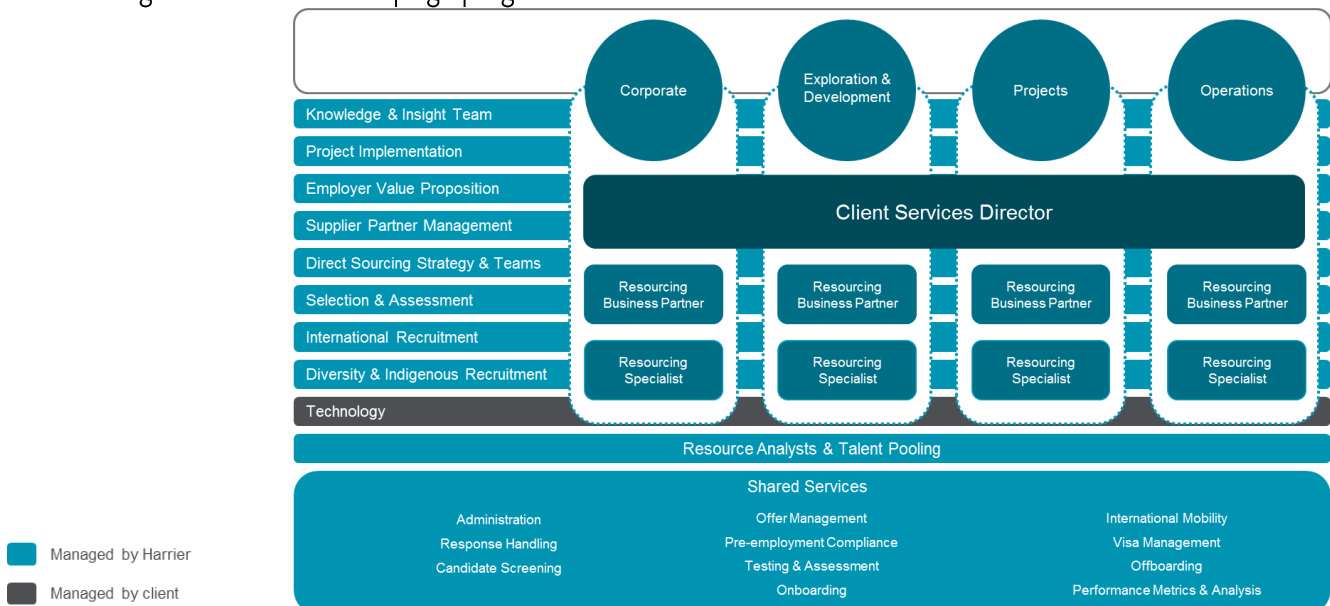


Figure 2: Harrier's Solution

