



# Case Study

Project RPO to deliver  
operational readiness



## BACKGROUND

The client is a global mining and metals company operating across Africa, Canada, South America, Europe and Australia, producing copper, gold, nickel and sulphuric acid. In 2010, the company purchased a de-commissioned brownfields mining operation in the southwest of Western Australia.

The company required a workforce of 400 and a project team of 40 to re-commission the operation. Approximately half would be residential and half fly in fly out (FIFO) from Perth. The operation was to be fully staffed by June 2011: Failure to staff the operation was seen as a major risk.

## THE CLIENT CHALLENGE

A significant number of positions required detailed technical knowledge including high pressure acid leaching (HPAL), autoclaves and engineering specialists with experience in scaling issues. These positions were identified as likely to be filled with candidates from outside Australia.

Around the same time, four HPAL plants were being commissioned globally. Australia was also making a rapid economic recovery with almost 100% employment in Western Australia. Competition for scarce resources was extremely strong and the client lacked a recognisable employment brand in Australia.

## HARRIER'S SOLUTION

Harrier was appointed by the client to deliver the operational and project workforce with a 12 month manning schedule. Harrier designed a project RPO that would meet the company's goals and a dedicated Harrier project team was deployed to operate as the client's recruitment team.

## OUTCOMES DELIVERED

Six weeks after the contract was signed, the following was achieved:

- A suitable recruitment office sourced and logistically established
- The recruitment team was deployed and in place to meet the manning schedule
- A best-of-breed/fit-for purpose international applicant tracking system (ATS) was evaluated, selected and implemented
- A complementary interface was established to feed into the corporate HR ERP system providing consistency and real time metrics aligned to the corporate HR strategy
- Harrier designed and deployed the employer value proposition to support the establishment of the client's brand,
- The branding and advertising campaigns successfully promoted the benefits of living in and around the region, communicating opportunities, including residential, FIFO and drive in drive out (DIDO) roles
- Appropriate onboarding procedures were agreed, with suppliers contracted to provide psychometric assessments, health and safety training, testing and medicals
- A full suite of metrics was designed and reported on throughout the project, demonstrating reduction in time to hire, cost per hire and improvement in candidate and client experience.

KEY METRICS		TARGET	ACTUAL
Time to fill	Experienced hire	90 days	46 days
	Bulk hire	60 days	39 days
Cost per hire		\$5,000	\$3,826
Roles to be completed		385	396
Client satisfaction		>80%	85.8%

Table 1: Target vs. Actual Metrics

