



# Case Study

Recruitment process review and benchmarking  
to establish optimal operating model



## BACKGROUND

The client, a large not for profit community services organisation is a leader in its field. With a workforce of over 1300, consisting of professional and semi-skilled labour, they operate in a multi-site environment.

## THE CLIENT CHALLENGE

The client had received feedback from its internal customers that their recruitment process was reactive and no longer fit for purpose. The existing recruitment process was not automated and relied heavily on e-mail and spreadsheets. In addition, there was a backlog of open roles and time to hire, whilst it was not formally measured, was perceived as too high.

The client had made a decision to implement a new applicant tracking system (ATS) and was working with an IT consultant to source a suitable system. The client was seeking specialist advice on what their future state recruitment process could look like with appropriate industry benchmarks, as well as assistance on process design for a new ATS implementation.

## HARRIER'S SOLUTION

The client engaged Harrier to review its existing recruitment process and to provide specialist support in turning around the recruitment function and implementing a new optimal operating model. As a result of the review, Harrier implemented a series of deliverables over a three month period which subsequently saw a rapid improvement in recruitment service delivery and outcomes. Harrier also recommended a longer term strategic plan that would reduce the client's recruitment spend considerably.

Harrier continues to work with the client on how it can sustain recruitment delivery in the long term and maintain its current focus on reducing cost per hire through the review of its agency engagement process.

## OUTCOMES DELIVERED

Harrier delivered the following:

- Partnered with the recruitment team and key stakeholders to map the future state recruitment process that would be used to select a new ATS
- Consulted with the client to develop the functional requirements that would be used to select and rate a potential recruitment system
- Achieved a reduction in the time to hire from over 12 weeks to around five
- Enabled a reduction in the number of open roles by 60% within two months of commencing the review
- Implementation of a new recruitment process that saw recruitment activity being managed in a proactive way
- Introduction of recruitment metrics and a customer feedback loop to ensure ongoing services delivery.

