

Case Study

Pathways to Work

Challenge

- High volumes
- Limited lead-time
- Low brand awareness in some areas
- Gaining access to a large pool of potential candidates

Solution

- Multiple attraction sources
- Design and build of recruitment microsite and online application form
- Response handling
- Telephone interviewing
- Psychometric Testing
- Credit checking
- Assessor provision
- Offer management

Results

- 100 % fulfillment
- 5000+ applications processed
- 250 placements in 8 months
- Reduced cost per hire by 42%
- Reduced time to hire by 35%
- Over 9/10 average candidate feedback score

Reed in Partnership is a leading supplier of Welfare to Work services to the UK Government. With over 800 employees operating in over 50 sites across the UK they have helped more than 85,000 people back into long-term employment since 1998.

Challenge

The UK Government launched the provider-led 'Pathways to Work' initiative in 2008, in order to help individuals with a disability or health condition improve their lives. Reed in Partnership were awarded PtW contracts across parts of London and also in Cambridge & Suffolk, which required the hiring of over 250 new Advisers to deliver this service. The scale of this recruitment coupled with a relatively short implementation period meant that Reed in Partnership needed a partner who could deliver process efficiencies and cost benefits to the business without compromising on the candidate experience. It was also essential to ensure that operational staff could focus their efforts on delivering an excellent service to clients rather than find themselves distracted by recruitment activity.

Solution

Given the scale of the recruitment requirement, it made financial sense to pursue an end-to-end RPO approach, as this would allow Reed in Partnership to take maximum advantage of economies of scale.

Attraction

Attraction of the right talent into the Adviser roles was fundamental to the success of the project and was achieved by developing an employee value proposition and attraction strategy centred around the individual. This saw the development of a dedicated recruitment website and attraction campaign using the strapline 'Is there something missing in your career?' Reed in Partnership were also able to benefit from access to reed.co.uk, the UK's largest candidate database, through the use of daily e-shots sent to candidates who registered overnight and who matched the key requirements for the role. Where necessary other third parties were used, including Reed's own extensive branch network. This proved especially effective in geographical areas where Reed in Partnership was not already a local employer.

On-demand Delivery

Working closely alongside Reed in Partnership's own occupational psychologists, Reed Consulting developed a selection process that would not only ensure that the right candidates could be identified, but

that they could be processed on a volume basis. By designing a bespoke candidate management system it was possible to cope with a high volume of applications without the candidate experience being negatively affected. This allowed, application screening, telephone interviewing, credit checking and psychometric testing to take place within on average 10 working days. With assessment centres being run more than once a week through the provision of external assessors, candidates could move through the entire recruitment process far quicker than previously. Essential when working towards a strict go-live date for the contract.

Communication

Reed in Partnership wanted to ensure that despite the large number of vacancies they could still deal with each candidate on an individual basis. This was achieved by communicating with candidates through a dedicated phonenumber and email address, as well as the online account they created when submitting an application. Personal feedback was also provided to candidates on request. The recruitment team also provided weekly

management information to stakeholders at Reed in partnership and managed the relationship with all third party providers, allowing the HR team at Reed in Partnership to focus on the induction and training of all new starters.

Results

The move to a purpose build volume recruitment approach has allowed Reed in Partnership to realise considerable efficiency gains in many parts of their recruitment. The process proved so successful that it has now been extended to cover other contracts across the UK and has been a unique selling point for Reed in Partnership as part of the bidding process for Flexible New Deal.

“ Reed In Partnership has received a first class service from Reed Consulting. They have proven themselves adaptable as our assessment process evolves and our hiring requirements change. In all they have delivered more than 250 hires to our exacting specifications, while cutting 42% from our recruitment expenditure and reducing our time to hire by 35%. The quality of hires is considerably improved on previous recruitment processes with lower initial rates of attrition and a more diverse set of hires than previously. Evaluations show that web-based attraction & selection materials when combined with professional outsourced assessment delivery, have positively enhanced our employer branding. ”

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