

Synopsis of latest RPO project

The Situation

A small telecom company specializing in rural telephone systems was aggressively wanting to grow. Their growth strategy was to acquire small-town telephone systems which they had done across 17 states. They operated effectively with an energetic but austere small-business culture and 975 employees. What loomed in front of them was an opportunity of relatively enormous proportions. They committed to acquiring the telephone lines across New Hampshire, Maine, and Vermont. This included 3000 employees, real estate and equipment, but none of the operating systems which were proprietary to the seller, and none of the non-technical support teams like Finance, Billing, Customer Service, Regulatory, HR, Sales, Marketing, or Public Relations.

The Human Resources team of six professionals with a modest admin team and an under utilized HRIS system had to manage the HR function, two primary national unions and several splinter locals across 17 States. A daunting feat for even the best HR teams! Now they were faced with integrating an operation three times their size 1200 miles away that would require a dozen VPs, new functions, new business processes, and 900 additional people. An RPO was the perfect solution.

The Approach

WorldConcert was hired to create, implement, and manage the staffing solution. The first phase of operation was providing guidance and sourcing for hiring the VPs to build the overall business design. The second phase was recruiting the HR team to assist the VPs with building their teams. The third phase was installing an applicant tracking system, an onboarding system, a team of seven highly experienced recruiters, and sufficient infrastructure to initiate position definition, sourcing through job search engines, job fairs, print ads, networking, and integrating the use of off-shore recruiting support to speed candidate sourcing.

WorldConcert's proposed design of embedding seven functionally-experienced recruiters and three recruiting-experienced administrative people was exactly the right approach. Functional assignments were made on the basis of the number of hires required. For example, Customer Service functions needed 150+ employees and required 2 full-time recruiters where as Human Resources, Legal, Strategic Supply, Security, and Regulatory functions needed 20 employees and were assigned to one recruiter who also supported Customer Service sourcing. Hiring functionally experienced recruiters netted a much faster ramp-up because they brought an established network, experience with skill-specific job fairs, knowledge of appropriate language for job postings, knowledge of job-specific advertising and appropriate ad markets, and an obvious deep understanding of candidate criteria needed for successful targeted candidate sourcing.

The Results

WorldConcert hired over 950 people for this initiative. We were able to meet every deadline and come in below budget. The client had big initiatives to meet by hiring over 200 people in one month to meet regulatory commitments. WorldConcert successfully filled the positions for the client and met the goals. Overall, we were able to save the client \$3 million in recruitment fees by coming in under budget. Our team was able to reduce the use of external vendors from 90%

to less than 10%. We were able to reduce their hiring cycle by 3 weeks. We were also able to maintain a high quality of candidates submitted with every one in four candidates being hired. We designed a process that focused on the candidate experience. Even though we processed close to 30,000 candidates, we made sure that all candidates received follow up from the organization.