

# Case Study

## London Borough of Richmond Upon Thames



## Implementing Engage in the London Borough of Richmond Upon Thames

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### Summary

Between April 2009 and February 2010 London Borough of Richmond upon Thames undertook a detailed review of existing recruitment processes, and implemented a much improved recruitment model. The transformation was underpinned by the development of a tailored version of 'Engage Premier' from PeopleSolutions.

### Brief

A detailed business process mapping exercise examined the typical end-to-end recruitment process, from the perspectives of a recruiting line manager, a Recruitment Adviser (HR), a successful applicant, and applicants who are rejected at different stages in the selection process. The exercise concluded that, while the existing online recruitment system provided a satisfactory candidate experience at the initial application stage, the use of fragmented, poorly integrated, paper based and electronic administrative tools to support all other recruitment related tasks was resulting in an unnecessarily lengthy, labour intensive and error-prone process. This undermined the effectiveness of the service from all perspectives, and, most notably, prevented the Recruitment Team from fulfilling one of its primary objectives i.e. offering 'value-adding' consultative advice and support to help recruiting line managers attract, select and retain the best candidates in a cost and time efficient way.

An integrated solution was required, which incorporated the following key features:

- Functionality to support complete automation of recruitment administration within a single web-based portal, driven by a user friendly, intuitive 'dashboard' accessible by Recruitment Team and recruiting line manager.
- "Once only" data capture from multiple users, then used to generate all correspondence, and outputs to other HR systems.
- Feed to post vacancies on Richmond website, intranet and other key third party websites. User friendly, corporate branded vacancy display and job-search format, compliant with Public Accessibility Standard 78 2006.
- Ability to tailor application process to vacancy requirements.
- Provision for the incorporation of all recruitment activity, including 'internal only' vacancies and secondment opportunities.
- Accurate, comprehensive reporting and MI suite (for day-to-day workload management, function key performance indicators, equal opportunities monitoring, media channel effectiveness analysis)
- Permanent retention of vacancy information (including document upload) to act as long term audit trail and reference.
- Secure data storage and robust disaster contingency arrangements.

## Supplier Evaluation

Peoplesolutions 'Engage Premier' system was evaluated against an initial long list of five systems, and a shortlist of two. Both shortlisted suppliers provided proposals which met the broad specification outlined above. Both were based on modular systems which could be configured to fulfil those requirements which were more specific to the local authority recruitment process, or to Richmond's particular needs.

Peopesolutions were selected because their proposed project model offered a single point of contact with full responsibility for planning, implementation and post launch support, and a more flexible approach to developing a tailored solution. It also offered a significant financial saving.

A costing model was agreed, which covered a significant element of project management and system development time, and involved working closely with Richmond's Project Manager to agree the detailed specification for these tailored functions, trialling them in a test and live system environment, and reviewing where necessary.

## Implementation Process

PeopleSolutions were formally appointed as suppliers in late July 2009. The live 'back end' admin system was made available for recruiting line managers to submit vacancy details on 11<sup>th</sup> October, and a full switchover to the new jobs site for external and internal candidates took place on 20<sup>th</sup> October. This first phase completed the automation of the recruitment process up to offer stage. Further development work then took place, with the addition of features to generate post offer correspondence and manage pre-employment checks in January 2010. Ongoing minor modifications to the system continue to take place as needs evolve and the system is trialled in a live environment.

Some additional specialist development work has been commissioned to incorporate functions outside of the originally agreed specification.

## Results

- Projected cost savings against the previous model of approx £370k over five years.
- Streamlining of administrative processes has released Recruitment Team's capability to offer a much enhanced recruitment advisory service, providing detailed advice on attraction strategy, selection process and recruitment best practice.
- Initial results from Managers HR survey (Jan 2010) showed a marked improvement in satisfaction levels with Recruitment function.
- Dramatic reduction in the rate of candidate problems reported while completing application form
- Enhanced MI and reporting capability, allowing more detailed analysis of recruitment problem areas, and wider workforce planning issues.

February 2010