

Most effective recruitment strategy

Winner

Thermo Fisher Scientific

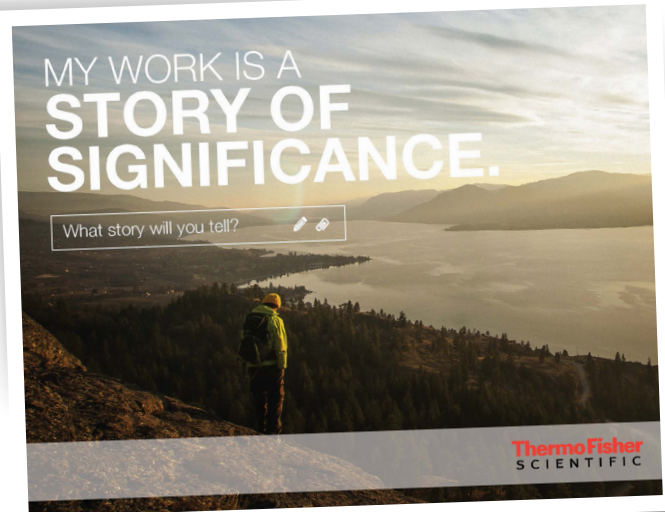
An overreliance on recruitment agencies (equating to \$25 million per annum) was just one issue biotechnology product development company Thermo Fisher Scientific faced two years ago. Others included: 18 divisions and 600-plus disparate entities being involved, some with internal recruiters, others relying on over-stretched HR teams; seven different applicant tracking systems; vastly dissimilar interview procedures ranging from an informal chat to psychometrics; and low employee satisfaction scores around internal promotion.

The overarching challenge was Thermo Fisher Scientific's ambition to increase its 58,000-strong workforce to 75,000 by 2020. In the words of the business's entry to this award, 'big numbers and big talent need big, robust systems to support them.'

First step in this two-year transformation of talent acquisition was establishing a new internal talent acquisition (TA) team. The business created the distinct roles of talent sourcer and talent consultant, and also appointed four skill ambassadors.

Key to the team's objective of activating an employer brand globally and locally – to inspire interest in Thermo Fisher Scientific among potential talent, whether looking for work or not – has been unifying talent sourcing with existing employer branding and university relations teams.

Similarly important has been humanising its recruitment platform through incorporating personal employee narratives, and utilising employee photography to build authenticity and visibility.



recommended sourcing channels for each stage of the attraction process; broadening social media; and expanding global reach on Glassdoor through fully-branded pages in seven new countries. Technology has been revamped by rolling out Smashfly's CRM tool across EMEA, and overhauling the careers website with five global region pages, an improved job alert sign-up widget, LinkedIn job matching

and an enhanced mobile experience – which attracted particular praise from our judges.

To enhance sourcing capability and execution each in-country recruitment/HR team was divided into three groups, with local hiring capability improved by online courses and running workshops and videos.

The results speak for themselves. A quarter of vacancies are now filled internally, and time to hire is down from 77 to 44 days, smashing Thermo Fisher's 55-day target. Anecdotally the team has received great feedback from managers on the quality of candidates. But most impressive perhaps has been the substantial cost savings achieved. Cost per hire is down 65% from \$1,175 to \$417, and efficiency savings of \$16.5 million were achieved in 2016, against an objective of \$10 million.

Our judges praised this as an extremely well thought-through strategy. "Excellent overall strategy," one judge commented simply. Which is of course what our HR Excellence Awards are all about.

To develop a strategic approach, and drive the cultural change required for regional buy-in, the team drew on an impressive range of research. This included examining internal data showing the routes applicants took before applying, and analysing the most popular and successful recruitment channels geographically.

The team has refined recruitment channel usage by mapping a 'candidate decision-to-apply cycle' to provide

Shortlisted

Cisco

DHL Supply Chain UK&I

easyJet

My Home Move

Stafford and Rural Homes

Wincanton