

CASE STUDY

GE Money

GE again has been selected as the World's Most Respected Company in a worldwide survey of 1,000 CEOs conducted by PriceWaterhouseCoopers for the Financial Times. It is the fifth straight year that GE has earned the "most respected" title.

About GE Money

GE Money is one of GE's eleven businesses within the UK and is headquartered in Leeds. The business is split into two separate business areas Cards and Loans each with its own management team and organisational structure. The Cards Business focuses on bankcard capability in addition to the traditional storecard business. The loans business is the smaller of the two and its major area is Motor Finance and Home Lending.

Business Challenges

At the beginning of 2004 GE Money (GEM) was experiencing difficulties in meeting its hiring objectives. They were largely dependent on a large number of highly diverse and fragmented recruitment agencies, which proved to be a very expensive way of recruiting. Human Resources were accountable for managing recruitment and the structure of the business was forced them to recruit in silo's which again was fragmented and costly. The pressure of managing the recruitment put huge strain on the processes and systems and ultimately resulted in HR having very little time to implement strategic

HR initiatives and support the business effectively.

This accumulative effect of this was that up to 50 mid-level roles were open for a significant period of time at a great cost to the business.

Solution

The recruitment stakeholders at GEM decided that it needed to engage an outsourced recruitment partner that could manage its recruitment function and deliver a tailored service to meet their needs. Tal-OS Asia together with Bnb Barkers Resourcing, engaged in a 3 month pilot with GEM so that we could prove our abilities and by filling their diverse range of vacancies and by demonstrating that we could understand and work to GE's culture and values.

Within 3 months the recruitment team had to fully understand GEM's business and build processes to ensure that we could attract top talent to the business in a costly and timely fashion. We quickly built an implementation plan and put a dedicated recruitment team in place which consisted of an Account Director, 2 Resourcing Consultants and an Administrator.

The Account Director's role was to build solid relationships with the key stakeholders and to devise and implement the recruitment attraction strategy as well as agree the end to end recruitment processes. The Resourcing Consultants role was to take the vacancies to market, build a pipeline of candidates, screen the candidates against the brief and GE's culture and values and present a shortlist to the HR and Hiring Managers. The Administrator's role was to log and track all candidates through the recruitment process and produce management information on the candidates as well as producing meaningful data and statistics on the recruitment process.

The key success factor of the team over the three years of the contract has been flexibility. The team has been based off site and on site and has flexed up and down according to the recruitment activity required by the GE Business. The team has recently increased to 11 and increased coverage to 3 GE Sites in line with the activity and in response to taking on more areas of the business.

Enablers

Tal-OS provided GEM with a dedicated onsite and offsite team who work in partnership with HR seamlessly. In order to meet the hiring

targets of GEM, the Tal-OS recruitment team has made changes to both the recruitment process and the methods used to source candidates.

The first change that we made was to create a Resourcing Plan, which is a document that is completed after the briefing session by the Resourcing Consultant. This has been instrumental in helping us shape and control the process; it's a clear understanding of the 'extra' information provided outside of the job description and clearly states the timelines of recruitment, the interview process and any anticipated costs.

Before GEM commenced working with Tal-OS they were using a PSL that had been pulled together by a central sourcing team for all GE's eleven UK businesses. Due to the diverse nature of the roles that GEM needed to fill it was often necessary for hiring managers and HR to go outside of the PSL to find 3rd party agencies that would be able to find them the right candidates.

Tal-OS took over the management of the PSL. To get recruitment moving quickly we worked with the existing PSL as well as adding some additional specialist agencies that were known to us that could meet the diverse hiring. We spent some time understanding the agencies' breadth and depth and evaluated their performance on the PSL. We have since decreased the size of the PSL and we are confident we now have the right mix of agencies to meet the diverse hiring. By making the PSL exclusive and constant motivation of the agencies their commitment has soared.

The employee referral programme at GEM was not proving to be a good source of hires. In partnership with HR we completely reworked and re-launched the referral programme. We launched the programme across the business via a series of posters, emails and desk drops.

Results

Following the success of the pilot GEM appointed Tal-OS Asia and Bnb as its UK recruitment outsourced partner. In the 3 years that Tal-OS and Bnb have been in partnership with GEM we have demonstrated some significant results to their business.

Firstly we filled all open roles, we have also been successful in reducing time to hire from 63 days in 2004 to 31 days in 2007. This has been achieved by the recruitment team being responsive to the hiring need by being able to adapt to take a brief, decide on the right sourcing strategy and taking the role to market quickly. We have reduced the cost per hire from £7500 in 2004 to £3000 in 2007 and we have reduced the reliance on Agencies from 70% in 2004 to 40% in 2006. We have also worked with hiring managers to build robust interview processes that enable them to make the right hiring decision without exhaustive amounts of interviews.

The recruitment team has built the trust of the line managers by helping them make the hiring process more streamlined and efficient and delivering first class candidates. The end result of this is that HR and Hiring Managers have

more time freed up to focus on their day jobs, work on strategic initiatives and vacancies are closed quickly ensuring that the business does not have business critical roles open for long periods of time.

Through managing all recruitment for GEM we have been able to operate across the whole business in a joined up way and have been able to deliver greater cross fertilisation of candidates as well as building a talent pool of candidates for future vacancies. Candidate satisfaction has improved by having their expectations set appropriately from the start of the process and by having a dedicated point of contact through the recruitment process.