

TELECOM NEW ZEALAND

Futurestep Reengineers Recruitment for New Zealand's Largest Company

Overview

Telecom New Zealand provides a full range of Internet, data, voice, mobile and fixed-line calling services to customers in the Australasia region. The company includes Telecom Retail (consumer), Gen-i (business), Chorus (manages LAN in NZ), Telecom Wholesale (service providers) and AAPT-PowerTel (Australia).

Challenge

Telecom's recruitment system and practices were fragmented and did not support the organization's business objectives. Futurestep worked with Telecom to identify and address fundamental recruiting challenges, including:

- Significant HR time was spent on transactional recruitment activities, rather than strategic initiatives in support of HR strategies.
- Telecom wanted to bring standardization and efficiency to the recruitment process, as well as improve the quality of hires and retention while minimizing cost.

Approach

The Futurestep-Telecom approach is characterized by fundamental improvements to the existing recruitment process. Activity in this relationship includes:

- Futurestep and Telecom worked together to reengineer the organization's recruitment processes to enable best practices, including applications of e-recruitment technology.

- An in-house recruitment center was opened, comprised of 20 professionals in four locations (NZ & Australia).
- A reporting and management center was created, and recruitment metrics were established, covering candidate sourcing, volume, speed and total spend.

Results

- 1200+ hires per year (2004-2007)
- External hiring, internal redeployment, restructuring activities, project recruitment, and global recruitment programs—all managed by Futurestep
- Internal and external candidate talent pool, created and managed by Futurestep, reduces time to hire
- Saved more than 40 percent as a result of reduced reliance on external suppliers and substantial growth in the Futurestep-Telecom talent pool
- Increased visibility of recruitment activity by establishing reporting standards
- Trained hiring managers, resulting in improved recruitment decisions
- Developed strategic candidate sourcing function
- Enhanced employment brand with high-touch candidate care and post placement model—improving candidate attraction and quality
- Increased governance

"The Futurestep Strategic RPO team operates as a seamless extension of Telecom New Zealand, creating the transparency that's critical to a successful outsourced provider relationship. Futurestep delivers the responsiveness and flexibility required to meet our evolving needs."

Clinton Berryman
Head of Recruitment Strategy and Employment Brand
Telecom New Zealand