

CASE STUDY

Bay Networks

Recruitment Process Outsourcing



Bay Networks achieves growth targets through outsource

Paradigm Recruitment partners with a world leader in the internetworking sector to achieve hiring targets through a Recruitment Process Outsource (RPO).

Background

Bay Networks was a worldwide leader in the internetworking market, providing a full range of products to serve carriers, service providers, enterprises, workgroups, small offices and mobile workers. The company offered market-leading LAN & ATM switches, hubs, routers, remote and Internet access solutions, and network management applications.

Bay Networks had been formed when two well-known brands, Wellfleet Communications and Synoptics, merged to create a \$2.7 billion organisation. The internetworking market was undergoing a fundamental transformation that was creating significant opportunities for providers of internetworking products, and the company had aggressive growth plans within the EMEA region.

Bay's challenge was to create awareness of the new brand and to attract the top performers from its key competitors, whilst at the same continuing to grow through the acquisition of other companies.

A number of factors were critical for Bay to succeed in meeting its growth targets:

- Recruitment co-ordination and delivery
- Retention of existing staff
- Brand awareness/recognition

Scope

Bay Networks' EMEA HR team was looking for a Recruitment Process Outsource (RPO) solution to cover the following regions:

- Western Europe – EMEA HQ France, UK, Ireland, Benelux, Iberia, Italy
- Central & Eastern Europe – DACH, Eastern Europe, Russia & CIS
- Middle East & Africa – Gulf, Saudi Arabia, Israel, South Africa, Sub Sahara
- Northern Europe – Denmark, Sweden, Norway, Finland and Baltics

Bay Networks was looking for a partner with a demonstrable track record of delivery and adaptability to provide a fully integrated on-site managed service for approximately 150-200 hires per year. The primary drivers for change were:

- To manage the increasing headcount
- To improve efficiencies in the recruitment process
- To reduce time to hire
- To reduce cost of hire
- To remove the pressure of day-to-day recruitment from hiring manager and HR functions.

The Challenge

Bay Networks faced the challenge of a brand name that was not recognised in a dynamic market place. At the same time, the company wanted to attract the top ten percent of over-achieving individuals from its competitors, covering multiple disciplines, and multiple territories and locations. Challenges of the initiative included:

- Recruitment across multiple disciplines
 1. Sales
 2. Marketing
 3. Pre Sales
 4. Technical Support
 5. Operational Support
- Multiple geographical locations across EMEA
- Creation of a Preferred Suppliers List (PSL) - Regional/EMEA wide
- Development of Service Level Agreements (SLA)
- Appointment of a Recruitment Advertising Agency
- Development of a uniform recruitment process to include:
 1. Candidate sourcing for all roles
 2. Response management
 3. Pre-screening
 4. Interview scheduling and co-ordination
 5. Candidate management
 6. Offer/rejection management
 7. Recruitment partner management
- Transparency in information transfer.

The Solution

Paradigm Recruitment engaged with both HR and the business units to undertake an operational audit of the existing recruitment processes and to identify the key challenges in each region and country. Analysis of the information collated enabled the creation of localised solutions and recruitment processes, all of which fed into the central solution and process.

The solution involved full life-cycle management of the recruitment process, third party agency management, and the provision of detailed management information around agreed recruitment metrics.

Two of the key components of Paradigm's service model were the introduction of a worldwide incentivised employee referral scheme and the introduction of a proactive candidate sourcing strategy to complement the usual recruitment channels. This included the development of an off-site resource centre, the primary function of which was to identify and approach passive candidates. These initiatives enabled Paradigm Recruitment to attract the high numbers of quality candidates that Bay Networks required.

In addition to the management of the recruitment process, the Paradigm Recruitment on-site management team worked in a strategic advisory capacity with HR on non-transactional talent projects. These projects included:

1. Employer branding
2. Regional recruitment trend analysis
3. Candidate experience enhancement
4. Competitor intelligence
5. Skills gap analysis
6. Executive and line management coaching

The Result

Paradigm Recruitment delivered the following results during FY 95/96:

- Time to hire reduced from 147 days to 71 days
- Ratio for CV to 1st Interview down from 18 : 1 to 5.6 : 1
- Ratio for 1st Interview to Offers Made down from 11 : 1 to 6.2 : 1
- Ratio for Offers Made to Offers Accepted down from 4 : 1 to 1.8 : 1
- Total number of EMEA hires: 187
- Total number of US hires: 23
- Cost per hire down by 13% in 12 months
- Creation of a candidate database – servicing existing and future openings via talent pipeline.

Paradigm Recruitment delivered the following results during FY96/97:

- Time to hire reduced from 71 days to 48 days
- Ratio for CV to 1st interview down from 5.6 : 1 to 2.4 : 1
- Ratio for 1st Interview to Offers Made down from 6.2 : 1 to 4.3 : 1
- Ratio for Offers Made to Offers Accepted down from 1.8 : 1 to 1.2 : 1
- Total number of EMEA hires: 111
- Cost per hire down by 17% in 12 months

Client Feedback

“Paradigm Recruitment demonstrable knowledge in the area of EMEA recruitment has significantly helped Bay Networks to achieve all its targets in the hiring of skilled personnel across both the EMEA territory and into the US.

I would have no hesitation in recommending Paradigm Recruitment to any other organisation if they are looking for a Recruitment Process Outsourcing solution or as a recruitment partner of choice.”

Susan Keck-Truman - Corporate HR Director
Bay Networks