

## CASE STUDY

# NetApp

Recruitment Process Outsourcing



### **NetApp addresses growth issues through EMEA outsource**

Paradigm Recruitment partners with NetApp for the provision of a Recruitment Process Outsource (RPO) service to address the problems of attracting technical and industry specialists in the EMEA region.

## Background

Founded in 1992, NetApp made shared storage an affordable reality with the world's first networked storage appliance. Throughout its history, NetApp has continued to deliver ground-breaking technologies that reduce the cost of IT while bringing new capabilities to businesses. NetApp's ability to innovate and anticipate the ever-changing needs of the industry has helped the company to grow from an eight-employee start-up doing clandestine research in a Fry's Electronics store to an industry leader with over \$3B in revenue and more than 130 offices around the world.

In 2000, NetApp had identified a number of internal issues that were holding back the company's intended aggressive expansion in the EMEA region. With a limited local HR & Finance function in the EMEA region, NetApp looked for a recruitment partner to act as an extension of the US & EMEA HR teams, and to support the local VP of EMEA in hiring a European team. The primary objectives were:

- To evaluate and review the current recruitment process
- To review and establish criteria to attract right calibre of personnel
- To review the current induction programme
- To identify potential employees to be involved in the recruitment and training process

## Scope

NetApp was looking to expand its operations both at its European TAC/NOC in the Netherlands and across the European region. NetApp needed to attract a large number of technical and industry specialists with proven experience in the Data Storage and Management arena. A further challenge was that NetApp wanted to build a multi-cultural and multi-lingual centre of excellence by attracting regional support staff to the company's HQ in the Netherlands.

Summary of open vacancies:

Technical Support Engineers	20-30 in the Netherlands (within 6 months)
Operational and Technical Staff	20-30 across EMEA (within 12 months)
Sustaining and Escalation Engineers	6-12 in the Netherlands
Director of Customer Service	1
Manager of Customer Service	1
Manager of Logistics	1
Call Centre Managers	2
Professional Services	12
Sales Personnel	TBC
Education & Training	6
Total	69-95 year 1

NetApp looked for a recruitment partner to provide a full recruitment service for approximately 70-100 hires per year. Netapp needed a partner with a demonstrable track record of delivering Recruitment Process Outsource (RPO) solutions to emerging technology vendors. The company had struggled to identify a recruitment partner in whom they had enough confidence to entrust the delivery of such a solution across the EMEA region. Having been introduced to NetApp via contacts in the US HR team, Paradigm Recruitment had enjoyed some initial successes in filling NetApp's roles in EMEA. As a result of these successes, Paradigm Recruitment was approached to put together a proposal for the management of the recruitment process on behalf of NetApp.

Paradigm Recruitment needed to demonstrate:

- Ability to manage on site and remotely
- Scalability of back office delivery team
- Understanding of NetApp culture

The objectives of the solution were:

- To remove the pressure of day-to-day recruitment from hiring manager and remote HR functions.
- To develop a reporting structure to monitor progress
- To conduct a skills gap analysis of the technical team
- To develop an internal test to assist in the evaluation of candidates and to speed up the recruitment process
- To reduce the lead time from headcount approval to offer acceptance
- To reduce cost per hire
- To improve candidate quality at shortlist and hire
- To improve client and candidate experience

## The Challenge

A large proportion of NetApp's planned headcount required specialist skills and experience in the Data Storage and Management arenas.

In order to meet the needs of both current and future business strategies, NetApp faced the challenge of attracting candidates with skills in both Unix and Windows environments, along with knowledge and experience of working with new and emerging technologies.

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
- Building a multi-cultural and multi-lingual centre of excellence in the Netherlands
- Development of a uniform recruitment process in line with the corporate process in the US, 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

A further challenge was to gain the buy-in of the EMEA line managers. The start-up culture needed to change, and it was necessary to develop more of a corporate structure and governance around the hiring process.

## The Solution

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

Paradigm Recruitment provided an experienced on-site team to partner NetApp's EMEA HR & Finance operations. The on-site team was supported by a team of four at Paradigm Recruitment' HQ - two consultants and two researchers - to cover all hires across the region.

## The Result

Paradigm Recruitment delivered the following results:

- Time to hire reduced from 117 days to 42 days
- Average number of days from CV submission to interview: 4.43
- Average number of days from CV submission to offer: 14.60
- Average number of days from offer to start date: 29.25
- Ratio of CV's to 1<sup>st</sup> Interview: 1.16 : 1
- Ratio of 1<sup>st</sup> Interview to Offers Made: 4 : 1
- Ratio of Offers Made to Offers Accepted: 1.12 : 1
- Cost saving to NetApp: \$479,358 in fiscal fees and approximately \$560,000 in reduced man hours in the recruitment process.

## Client Feedback

*“When I was HR Manager for Bay Networks EMEA, Paradigm was very effective in sourcing and recruiting technical resources across Europe. As our recruiting needs evolved, I asked Andrew to consider managing all of our Europe recruiting processes. Paradigm helped develop and implement technical screening tools and interviewing tools and successfully managed our European recruiting efforts, including the staffing of a European Telemarketing Centre (approximately 30 employees from across Europe hired in 3 months).”*

*“When I joined Network Appliance and learned that we were having difficulty recruiting technical support engineers for our European Support Centre, I immediately thought of contacting Paradigm to have them support our recruiting needs. We started with Paradigm searching for a few positions and now the relationship has evolved to Paradigm placing a recruiter in our office to develop recruiting processes and to support our hiring plan beyond the European Support Centre. I am confident that we will continue to meet our hiring goals with quality candidates with the assistance of Paradigm.”*

Mason Stubblefield - HR Director  
NetApp