

CASE STUDY

Tellabs

Recruitment Process Outsourcing



Tellabs engages a true business partner for recruitment

Paradigm Recruitment successfully provides a bespoke EMEA recruitment solution, partnering with a global leader in state-of-the-art converged networks encompassing voice, data and video media.

Background

Tellabs was historically a voice company specialised in echo cancellation technology. By 1990 Tellabs had grown to 2000 employees at 25 locations globally, with sales of \$211m. Through the acquisition of Coherent, Vivace and others in the 1990s, the company became a global leader in converged carrier networks.

Tellabs identified the need to undertake a major recruitment drive if the company was to achieve its aim of taking revenues from \$600M to \$2B by 2000. With its entry into the highly competitive IP technology arena, Tellabs needed to attract new skills in data and video media to work in areas such as Research & Development, Pre & Post Sales Support, and Sales & Marketing.

Tellabs looked for a recruitment partner with the ability to promote the company to attract high calibre individuals.

Scope

Tellabs' EMEA HR Director was looking to outsource the company's EMEA recruitment, and also to bring down the cost of hire across the region. In 1999 Tellabs planned to grow the region by 135 heads across the following disciplines:

- Sales
- Marketing
- Pre Sales
- Customer & Professional Services
- Operational Support

Tellabs looked for a recruitment partner with a demonstrable track record of delivery and adaptability to provide a full recruitment outsource service for approximately 150 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

Tellabs was not recognised as a key player in the IP/Datacomms market place. At the same time, the company wanted to attract the top ten to fifteen 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)
- 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, identifying the key challenges in each country. Analysis of the information collated enabled Paradigm Recruitment to create a combined global/localised solution and a recruitment process that was approved by both HR and the Hiring Managers.

The solution involved Paradigm Recruitment's management of the full life-cycle of the recruitment process. This included third party agency management, and the provision of detailed management reports around agreed recruitment metrics (including sitting in on exit interviews) to establish trends.

Key components of the service model included the introduction of a skills gap analysis across all technical disciplines, an internal referral scheme with active promotions throughout the year, and a pro-active candidate sourcing strategy to complement the usual selection channels. This was provided by the on-site Paradigm

Recruitment resourcing team, whose role was to identify and approach passive candidates in competitor organisations.

This combination of unique service components enabled Paradigm Recruitment to attract and deliver the high numbers of quality candidates 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. Regional recruitment trend analysis
2. Candidate experience enhancement
3. Competitor intelligence
4. Skills gap analysis
5. Executive and line management coaching

The Result

The Recruitment Process Outsource (RPO) delivered the following results during 1999/2000 and 2000/2001:-

- Time to hire reduced from 167 days to 46 days
 - Creation of a candidate database – servicing existing and future openings in line with current data protection legislation and employment law.
 - Greater diversity in sourcing strategies – improved the visibility of open headcount internally and externally for Tellabs
 - Skills gap analysis to aid future recruitment requirements by department.
 - Enhanced process – the introduction of a consistent and structured recruitment process ensured that both internal stakeholders and candidates enjoyed an improved experience.
 - Improved recruitment process efficiencies
 - Creation of a fixed fee structure per role type to improve budgetary control and planning
1. Ratio for CV to 1st interview down from 11.9 : 1 to 2.6 : 1
 2. Ratio for 1st Interview to Offers Made down from 9.8 : 1 to 4.9 : 1
 3. Ratio for Offers Made to Offers Accepted down from 5.8 : 1 to 1.3 : 1
 4. Total number of hires: 173 permanent and 50 contractors
 5. Cost per hire down by 37% in 18 months

Tellabs made an estimated £500k per annum saving in the hiring managers' time through the improved process. This figure does not take into account the potential of lost revenues from positions that would otherwise have remained vacant.

Client Feedback

“Paradigm provided great support and combined with a demonstrable track record in building robust recruitment processes has helped Tellabs to not only achieve but exceed all targets in the hiring of skilled personnel across multiple disciplines and territories.

The team’s contribution ensured we have high quality procedures and practices to meet future hiring needs across key markets and disciplines. Both the business heads and I have been very impressed with the team’s ability to fit into our culture and meet all of our needs and demands in a consultative and timely manner.

Most importantly they have managed to reduce our hiring cost, streamline the recruitment process, reduce time to hire and improve Tellabs’ exposure in the wider market, which for any growing organisation is essential. I would have no reservation in recommending Paradigm to any other organisation to act as a managed service or as sole recruitment consultants.”

Guy Mandler - VP HR EMEA
Tellabs