

# Recruitment Function Audit

## Introduction

The Curve Group was asked by a financial services client to provide an independent review of their recruitment function so as to confirm whether there was a robust strategy in place to deliver their recruitment requirements, and provide a scalable platform for the business as it continues to grow.

Our client, an award-winning specialist lender with more than 500 employees, has been delivering specialist financial services for over 40 years and offers short-term finance, auction finance, personal, commercial and buy-to-let mortgages and secured loans.

The company claims a customer focused approach; this is reflected in the recruitment ethos of looking for individuals with the right professional and personal qualities that align with their culture whilst offering employee benefits in a wide-ranging package.

## Summary of Audit Approach

The audit was conducted over a period of two weeks, during which time anonymous surveys were sent to Hiring Managers, candidates and suppliers. Face-to-face and telephone-based interviews were also conducted with Directors, members of the Leadership team as well as key suppliers of recruitment infrastructure and services.

The key areas we audited were:

- The recruitment strategy
- The performance of the recruitment function
- The recruitment function infrastructure

- Supply Chain Performance

Each area was reviewed considering core metrics of speed, cost and quality and compared with industry benchmarks to assess suitability, best practice, functionality and cost.

Findings and recommendations were presented to the client with solutions to enhance the performance where appropriate.

## Recruitment Strategy

Based on the findings of the audit, we presented options back to the client to enable them to deliver strategic changes to the recruitment strategy in order to improve performance and reduce cost or remain cost neutral against budget whilst delivering more.

Recommendations were made in relation to organisational design and key recruitment roles to streamline the process and improve work flow.

## Recruitment Function Performance

The audit identified that our client's business was ready for a more customised, bespoke approach from the recruitment function, tailored to the specific needs of each business area in order to generate significant improvements in areas including:

- Better engagement between Hiring Managers, HR Business Partners and the Recruitment team
- Streamlining of the entire recruitment process

- Better deployment of the interview process
- Flexibility of approach, whilst still aligning with the core recruitment process principles

All of the aforementioned will generate overall time and cost efficiencies, which as a result will drive a significant uplift in productivity.

## Infrastructure

As part of the audit, we reviewed our client's existing contracts with technology providers to evaluate the performance from a cost benefit perspective.

As opposed to utilising multiple platforms that do not fully align, our recommendation was to move to one single system, which can deliver all of the functionality and reporting required, ensuring significantly improved process efficiencies as a result.

These reporting options would also be far superior and enable touch of button management reporting for all users across the HR function.

## Supply Chain Performance

The audit identified an over-reliance on job boards and LinkedIn posting in terms of the volume and spend in this area - the total spend on sourcing tools and technology was high compared to the industry benchmark for a business of this size.

Indeed, based on the volume and type of hires which are made, the spend on attracting candidates is high. We therefore recommended that job boards and LinkedIn be used more sparingly with a targeted approach. We also suggested that social media be better

utilised in order to engage a broader range of Talent free of charge.

## Key Recommendations

Upon completion of the audit, we presented the findings back to the client's key HR stakeholders and leadership team.

Within the presentation and final comprehensive report we summarised the key recommendations for future amendments and enhancements, summarised as follows:

- Processes can be changed to enable the team to be more efficient and therefore negate the need to carry the team headcount currently budgeted
- Technology should be consolidated
- Spend on LinkedIn, job boards and advertising should be reduced
- Agency supply chain should be rationalised and terms should be improved
- A recommendation that the HR and Recruitment teams are restructured slightly, to consolidate administration, reducing the size of the team by one, and by internal promotion

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