

APPENDIX B: CASE STUDY**FLEXIBLE DIRECT HIRE RECRUITMENT STRATEGIES AND TECHNOLOGIES****THE CHALLENGE.**

A world-renowned consumer financial services company was experiencing staffing challenges not uncommon to many large organizations today. Because the staffing process was decentralized, hiring practices were inconsistent and the quality of candidates varied greatly across the company. Moreover, the cost per hire averaged more than \$8,000 while the time to fill a typical position exceeded three months.

THE SOLUTION.

Kelly HRfirst quickly realized that its standard practice of a centralized staffing process and dedicated team would have an immediate impact on its client's staffing results. The implementation also included more thorough screening methods to enhance candidate quality and increase the level of candidate service.

The solution also incorporated:

- An end-to-end solution for candidate sourcing
- Hiring logistics strategy to ensure consistency, standardization, and efficiency
- Management of an Internet-based candidate requisition tool
- Automation of processes previously done manually
- Measurement of previous staffing and activity costs and establishment of new benchmarks and goals

THE RESULTS.

Kelly HRfirst helped its client realize significant direct and indirect savings at virtually every function of the staffing process. Total staffing costs were reduced by 54%—nearly \$4 million in the first year alone. The savings consisted of a sourcing expenditures reduction by \$1 million—from \$2 million to just under \$1 million. Additionally, travel and relocation costs were reduced by \$2 million (\$2.5 million to about \$500,000), while the average cost per hire fell from \$8,300 to \$4,900. Indirect savings included a cycle time reduction to 47 days from 115. Kelly HRfirst's use of the Internet as a key candidate sourcing method increased the percentage of candidates from that source to 47% and reduced the number of agency hires to just 2%.

