



## **HAYS** Talent Solutions

Helping organisations thrive

# CASE STUDY STREAMLINING RECRUITMENT PROCESSES

Bertelsmann SE & Co. KGaA

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# MANAGEMENT SUMMARY

## Starting point

Reducing throughput times when recruiting external staff (temporary employment) is one of the key challenges when purchasing personnel services.

Long recruitment times lead to applications being withdrawn, in turn leading to new tenders and even more work and costs.

## Objective

The aim is to streamline the process of purchasing personnel services while retaining the same quality of candidates. Ideally, streamlining should lead to recruiting cost savings or, at least, no increases in costs.

## Approach

- 1) VMS-aided analysis of throughput times when recruiting external staff in Hays' MSP programme
- 2) Calculation of target times for purchasing personnel services (temporary employment)
- 3) Implementation of a mix of measures under central process management and organisational adjustment within purchasing of personnel services

## Results

The introduced measures significantly reduced throughput times by 51.25% without compromising quality or increasing costs of the candidates.

As part of the MSP programme, Hays demonstrates its operative excellence as a service provider to reduce recruitment time for its customers and save costs for the budget.



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# STARTING POINT AND CHALLENGE

German conglomerate Bertelsmann is one of the world's largest media companies. Many well-known media and publishing companies belong to the international Bertelsmann Group, including RTL Group, Penguin Random House, BMG and Arvato.

Hays Talent Solutions (HTS) helps its customers to optimise recruitment and management processes for HR across all forms of employment, whether it be self-employment, temporary employment or permanent employment. HTS acts as the single point of contact for all recruitment processes and supports the customer's supplier management.

Hays provides services in the recruitment and management of external staff on a "temporary employment" basis in the IT sector via a Managed Service Programme (MSP).

The "Neutral Vendor" programme<sup>1</sup> for Bertelsmann in the area of temporary employment encompasses the entire E2E process chain of HR management. More specifically, this includes management of the request process, candidate recruitment, supplier management support, contract processing and invoicing.

## **Tired of long recruitment processes for temporary employment**

There is lots of potential for optimisation in the processes for recruiting staff on a temporary employment basis, and this potential can benefit all stakeholders (customer, supplier, Hays). More specifically, the steps necessary from start to end to fill vacancies are often too long-winded leading to candidates being withdrawn by suppliers and leaving the vacancy open.

# OBJECTIVE

How can the recruitment process be streamlined while balancing the magic triangle?

To do so, we have defined the following questions:

- 1 Can the subjective perception of a slow recruitment process be objectively proven?
- 2 What measures must be implemented to streamline the process?
- 3 To what extent can these measures successfully reduce the recruitment process?

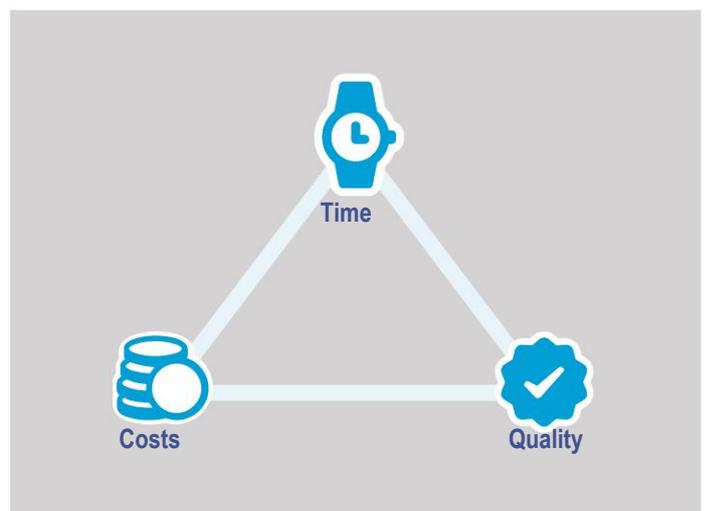


## The magic triangle of purchasing

With regard to the implementation of measures (point 2), the focus lies on the magic triangle of purchasing: Any measures to reduce throughput times must not sacrifice the quality of the candidates or lead to an increase in recruitment costs.

In line with the magic triangle, the “time” factor when recruiting staff on a temporary basis can only be positively changed where this does not negatively impact the other two factors of cost and quality.

In simpler terms, this means that recruitment time should not be reduced at the expense of candidate quality.



# ANALYSIS

## Can the subjective perception of a slow recruitment process be objectively proven?

As the first step, objective process throughput times are determined by evaluating the timestamps from the Vendor Management System (VMS), in this case Beeline. Four crucial stages of the recruitment process are then measured: time-to-hire, request approval, profile selection and onboarding.

Process stage	Duration (in days)
Time-to-hire <sup>2</sup>	34.8
Request approval <sup>3</sup>	3.6
Profile selection <sup>4</sup>	8.9
Onboarding <sup>5</sup>	12.7

To identify whether these throughput times are detrimental, they are compared with the values of comparable MSP programmes and customary market benchmarks. The measured times for MSP at Bertelsmann are identified as being high, as suspected.

As a self-proclaimed initiator of service optimisation, Hays proactively initiated the analysis phase as the MSP service provider. This analysis of the MSP throughput times was initiated by Hays as part of the continual improvement process (CIP) for its MSP programmes.



# IMPLEMENTING MEASURES

## Three crucial levers for streamlining

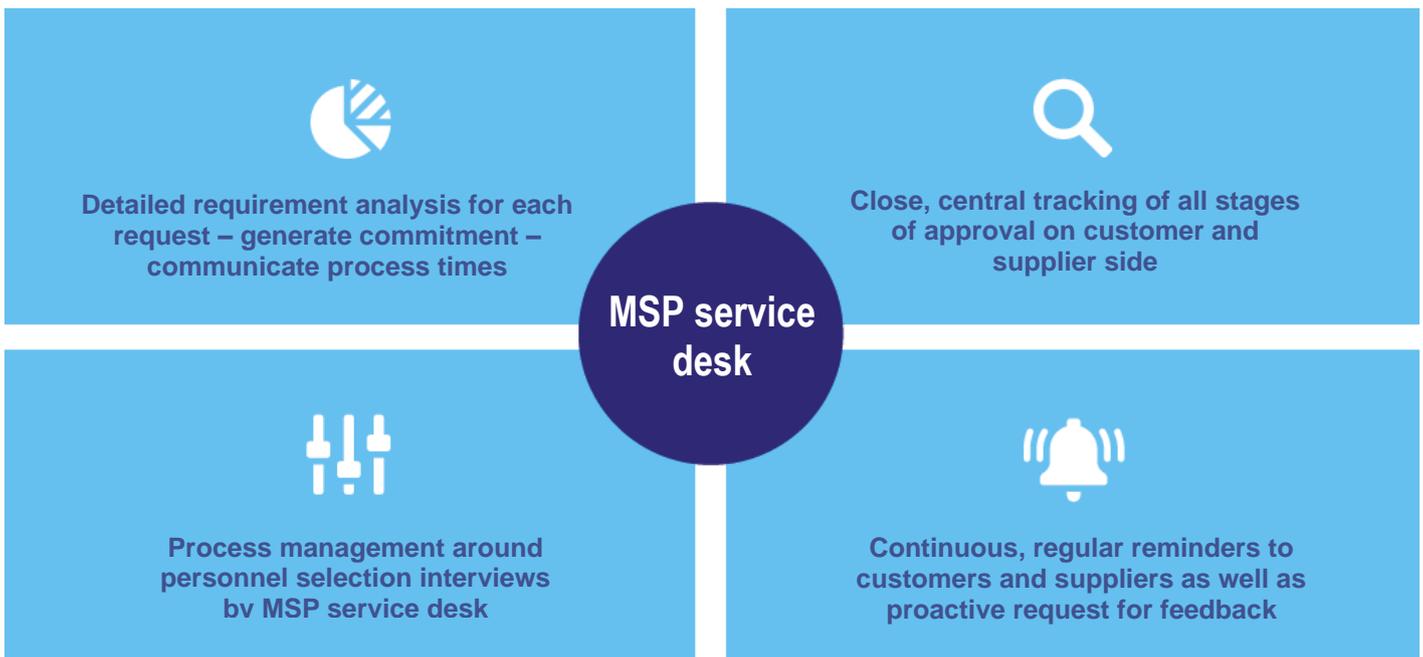
### 1. Definition of maximum throughput times

Clear maximum values were defined for crucial throughput times based on best practices and values from comparable MSP programmes. The calculation of target times serves as an important foundation for strengthening central process management.

Process stage	Maximum duration
Requirement analysis over the phone	Within max. 24 hours
Feedback on received profiles	Request after max. two days
Submission of candidate profiles by suppliers	Profiles must be available after max. two days following approval
Feedback after interviews	Max. two days after candidate interview

### 2. Proactive, central process management by the MSP service desk

The centralised and proactive process management by the MSP service desk is seen as a crucial opportunity to streamline the recruitment process.



### 3. Simple and effective organisational adjustments to the recruitment process

Organisational changes were implemented as another important lever:

- Initiation of clearly defined escalation process when steps are delayed

- Transfer of transactional steps in VMS away from the customer to the MSP service desk
- Introduction of a continual improvement process (CIP) by arranging a monthly appointment with suppliers and/or customers to evaluate process times

# EVALUATING THE RESULTS

## 1) Recruitment processes are significantly shortened

Process times are measured by evaluating timestamps from VMS after six and 12 months respectively. The measures outlined help to significantly reduce throughput times in all process phases. The

time-to-hire and request approval stages can each be reduced by 55%. On average, times for all process stages are reduced by 51.25%.

Process stage	Starting point Duration of throughput times (in days)	1st evaluation date Duration of throughput times six months after introduction of measures (in days)	2nd evaluation date Duration of throughput times 12 months after introduction of measures (in days)	Process time reduction Total after 12 months (as percentage)
Time-to-hire <sup>2</sup>	34.8	22.1	15.7	-55%
Request approval <sup>3</sup>	3.6	1.9	1.6	-55%
Profile submission <sup>6</sup>	5.3	3.5	2.9	-45%
Profile selection <sup>4</sup>	8.9	7.9	5.2	-42%
Onboarding <sup>5</sup>	12.7	7.4	6.0	-53%

## 2) Customer satisfaction is maintained

Recruitment time is significantly reduced through the outlined measures while maintaining high customer satisfaction with the recruitment process. The high level of customer satisfaction proves that the time factor (throughput times) can be optimised without compromising candidate quality or increasing costs (purchasing prices for external staff).



# DO YOU HAVE ANY QUESTIONS?

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## Attachment: Definitions and terms

### <sup>1</sup> Neutral Vendor

Definition according to Staffing Industry Analysis: A model in which a managed services or VMS technology performs its tasks (e.g. order submission or candidate selection) based on guidelines defined by the customer which stipulate that all (or a predefined group of) personnel suppliers (vendors) (a) have the same chance to fulfil each order, and/or (b) are selected for each order using the same criteria.

### <sup>2</sup> Time-to-hire

The period of time between request approval on the market and the filling of the vacancy in VMS (not start of deployment)

### <sup>3</sup> Request approval

Period of time between creation of the request and its complete approval and release on the market

### <sup>4</sup> Profile selection

Period of time between submission of profile and selection of the candidate for hiring

### <sup>5</sup> Onboarding

Period of time between selection of a candidate for hiring and completion of the onboarding process

### <sup>6</sup> Profile submission

Period of time between submission of the request and submission of candidate profiles

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