

Manpower Business Solutions

People Talent



Can't find talent, not meeting targets ... What do you do?

Manpower's RPO Solution

Manpower's RPO enables our clients to identify, enhance and implement the most up-to-date and effective approaches to plan, attract and engage the right people while positioning the organisation as an employer of choice.

Scenario

In 2002, following a two-year, two-phase trial period, the Australian Defence Force (ADF) outsourced its entire recruitment function to Manpower. Due to changing demographics of Australian society, recruitment of new intakes with the right skills and experience to undertake complex military operations had become one of the ADF's biggest challenges. By implementing an approach that would attract, recruit, develop, retain and transition the right people, outsourcing the recruitment function created systems and processes that would lead to overall cost savings for the ADF.

The contract between the ADF and Manpower led to the creation of an organisation called Defence Force Recruiting (DFR), a coalition of the Army, Navy, Air Force, Manpower and two civilian sub contractor companies with a mandate to provide all recruitment and retention functions for the ADF.

Critical Issues

Prior to the formation of DFR, the recruitment process did not meet acceptable levels of recruitment. Failure to meet recruitment targets would have a long-term impact on the direction and effectiveness of the ADF.

Some of the reasons for the shortfall were:

- The inability to attract appropriate candidates
- Not being viewed as an employer of choice by the target recruitment market

Upon the formation of DFR some of the immediate challenges were to:

- Create a united organisation from many diverse cultures (i.e. three arms of the military plus civil contractors) but with shared goals
- Manage the initial resistance to change by some ADF personnel.

Solution

Manpower's approach was to create a Managing Agency whose outputs were in direct relation to the targets and policies set by the ADF. The structure of DFR takes account for the geographic spread of the ADF and is broken down by region with both Manpower and ADF staff empowered to manage resources as required.

Manpower's solutions included:

- Change Management Workshops were rolled out from the outset, to acknowledge and address the cultural issues that arose from combining three military with non-military cultures.
- Purpose-built IT platforms were developed and implemented to manage the application and enlistment process and various IT portals. This embedded the importance of technology into the organisation's culture.
- A targeted communication strategy aligned with the demographics and locations of the target audience was created
- A five-step recruitment process was introduced with each phase managed by a customised management tool
- Manpower staff were recruited to ensure the competency and behavioural recruitment objectives were met

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www.manpowerbusinesssolutions.com/ap

Outcomes

- Outsourcing of the recruitment function facilitated the release of 150 staff to active duty
- Year on year cost savings and productivity gains for the recruitment process
- Recruitment for 184 occupations with targets that expire on a weekly basis
- Achieving an improvement in candidate attraction and screening, from 19 applications to five possible quality applications to a 5:3:1 ratio within the first 12 months of the national operation



What do you do?

