

Improving Graduate Recruitment Processes at a Leading Financial Firm



User-focused Training and Documentation
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Our Client

Our client is one of the world's leading financial firms, serving a large client base with offices in over 50 countries.

In 2008, our client hired more than 1,100 university graduates for its undergraduate and MBA training programmes. To further improve the quality of all candidates, better match open jobs with the right applicants, and more successfully integrate new hires, it took the decision to standardise its approach to sourcing, selecting and onboarding.

To improve the effectiveness of its graduate recruitment programmes, the client developed a firm-wide campus recruiting strategy. As part of this, the company created a cross-division governance body and aligned marketing with the needs of 'generation Y' (20 to 30 year-olds) to enhance its brand within this generation.

To support these aims, our client implemented a Recruitment Management Tool (RMT), comprising a talent management solution from a leading vendor, an operational reporting system and an interface to SHL testing to allow online screening of graduates as part of the application process.

Recruitment Management Tool

Staff across the global organisation had been using the tool to support the graduate recruitment process. However, in implementing a firm-wide campus recruiting strategy, our client needed to ensure that there was adequate training and documentation for the RMT campus recruitment processes and systems.

SkillSet worked with the client to define the documentation and training requirements to achieve the strategic aims of the organisation-wide campus recruiting strategy.

To ensure that business and training objectives were met, SkillSet held sessions with key users across the globe to understand how the tool was currently used, how the organisation wished to use the tool, and challenges faced by system users.

SkillSet's consultants documented 'as is' and 'to be' processes and identified the steps that needed to be taken to enable the client to make the most efficient use of the RMT system and processes. This information was then used to drive the training, documentation and on-going support strategy.

End-user Training

To deliver optimum performance and productivity across users of the RMT and supporting processes, it was important that campus recruiters were able to use the tool consistently and effectively. Working closely with key users across the company, SkillSet designed and developed a customised and user-focused training programme to help the client maximise its use of the implementation. SkillSet delivered effective training solutions to end-users across Europe, USA and Asia-Pacific using a variety of technologies to eliminate the need for travel.

To support end-users and ensure the company continued to get the most effective use of the system, SkillSet created region-specific training documentation and supporting materials. Taking into account differences in regional screening processes, legal and reporting requirements and on-boarding processes, the training materials were developed to reflect differences in regional standards.

Supporting RMT Super-users

To further improve the effectiveness of the RMT systems and processes, SkillSet arranged a series of super-user workshops. Involving all super-users from across the globe, the aim was to improve knowledge sharing and support between super-users by establishing a global network.

SkillSet worked with RMT super-users to put in place measures and mechanisms to ensure the successful training of end-users and uptake of new business processes. Agreeing standards that could be implemented across the campus recruitment process, SkillSet helped to develop a clear understanding of how to effectively deliver RMT training materials.

Providing super-users with the knowledge, tools and capabilities to deliver training to end-users, SkillSet ensured that learning became a self sustaining process across the client's campus recruitment staff.

Summary

SkillSet was able to improve the graduate recruitment process through the delivery of effective, user-focused training. Providing super-users with the appropriate tools to deliver on-going end-user training, SkillSet ensured that the client will continue to maximise its use of RMT systems and processes.

About SkillSet

SkillSet is a specialist provider of learning services to multi-national blue chip clients, SMEs and public sector organisations. We deliver application training and people development programmes to clients across a broad range of industry sectors, including the oil and gas, pharmaceutical, financial services, retail and healthcare markets.

We work with organisations with varying requirements and have a successful track record of delivery. Our clients include BP, Tesco, UBS, Lloyds Banking Group and a range of NHS Trusts.