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Steve Reid
Head of HR &
Organisational Capability
3 Mobile



3 Mobile Uses Taleo to Attract Top Talent

An effective recruitment and retention system is a key ingredient in the battle for talent. For 3 Mobile, using Taleo is the first step in their bid to become a first choice employer in the marketplace. Focused on delivering leading communications and multimedia services to the Australian consumer, 3 have around 1,800 employees based in Australia.

Until recently, the company had a more reactive approach to recruitment relying on a manual system. As a result, it was difficult to manage large volumes of applications, and candidate data was not stored for future use. Internally, 3 was experiencing higher than desired levels of turnover, particularly with staff recruited through agencies. Without the appropriate technology and processes in place, 3 was not maximising their talent management potential.

Reducing Time to Hire and Agency Usage

With Taleo, 3 has reduced time to hire, decreased agency usage by 15 percent and registered more than 20,000 candidates. Staff turnover has decreased by seven to eight percent in some areas during the same period.

The system is integral for the launch of their employer branding strategy. Now that candidate data can be easily captured and stored, HR is focusing on new, more creative ways to leverage their strong brand to source talent. Maximising use of graduate and MBA recruitment events is one example.

Better Experience and Greater Retention

Once on board, 3 are using the Taleo system to ensure employees want to stay with them for longer. Greater visibility of internal opportunities and training managers in how to support the performance and development of their teams are just two ways in which the company is working to increase retention.

“We want candidates and managers to have a better experience during the recruitment process,” says Steve Reid, Head of HR & Organisation Capability at 3 Mobile. “We also want to ensure we’re hiring the right people and giving them opportunities for career growth so that they stay with us for longer.”

Taleo Case Study: 3 Mobile

Business Results

- 15 percent reduction in agency usage.
- Reduced time to hire.
- Managers more involved in recruitment process.
- More than 5000 candidates registered in the database.

Company Profile

Name: Hutchison Telecoms (3 Mobile)

Business: Telecommunications

Employees: 1,800

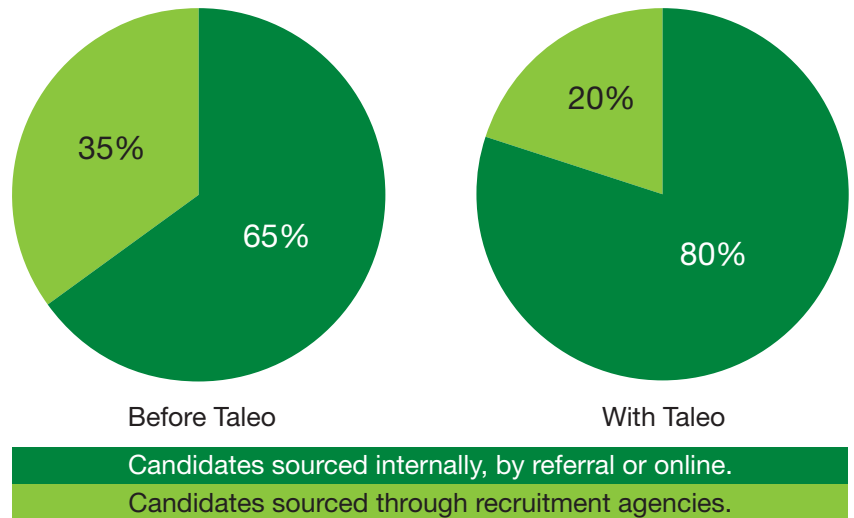
Time to implement Taleo: 4 months

Taleo products in use:

- Taleo Enterprise Edition
- Staging Zone
- Taleo Connect
- Taleo Onboarding

Main reasons for choosing Taleo:

- User interface
- Functionality
- Configurability
- Meets existing business objectives



Better Quality Candidates Hired Faster

Prior to Taleo, hiring managers received candidate resumes by email. It was a long, time-consuming process which was very hard to track. With the new system, the recruitment team and hiring managers can log on to Taleo at any moment of the day and see real-time information about a specific job or candidate.

“Before Taleo we were effectively doubling our workload,” says Reid. “We’re now seeing a much quicker time to hire. In particular, the communication between us and candidates is much faster.”

Another advantage of the new system is the growing candidate database which is already proving its worth. “We had a candidate apply earlier in the year but we had no position for them. Five months later a new role came up and a quick search in the candidate database brought up their details. We hired them within a week. Without the database we would have lost that candidate. As our candidate database grows we expect time to hire to drop even more,” says Reid.

The next step is for hiring managers to use the database to look for candidates directly when recruiting. This proactive stance increases accountability and results in a higher quality candidate with improved cultural alignment. 3 will also implementing an integrated cultural assessment tool to assist with identifying a better fit from the start, helping to reduce turnover even further.

Creative Recruiting

Now that 3 have a system capable of quickly and efficiently capturing candidate information, new sourcing avenues have opened. “In the past we would avoid going to an AGSM night for example, because we would have to capture the information from resumes manually,” says Reid. “With the database in place, this is no longer a concern. This leaves us free to explore many more creative sourcing options.”

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With 15 percent more candidates being sourced by the company rather than external recruitment companies, there is also more budget available to invest in this new approach, which will ultimately lower the cost of recruiting.

Improved Employee Experience

Improvements in the recruitment process have also contributed to a significant reduction in turnover in the last year, particularly in the first 12 months of employment. Retention rates are seven to eight percent higher.

The company now sources 80 percent of candidates directly compared to 65 percent 18 months ago. When 3 began to look at reasons for high staff turnover, they found that candidates recruited by agencies were three times more likely to leave within the first year as those recruited directly or by referral. Over the past 12 months this number has been reduced. 3 believe the results reflect better control over the recruitment process. Renewed preferred supplier agreements allow 3 to work more effectively with agencies with the database giving candidates and agencies a more consistent experience.

3 are also using the system to ensure their employees are aware of internal opportunities. Career management is a key strategy in helping employees remain engaged for longer with the company. “Hiring managers can easily identify internal employees suitable for opportunities and equally employees have better access to internal promotions and other opportunities,” says Reid.

Looking to the Future

With Taleo in place, 3 are planning to expand the use and further exploit functionality. “The Taleo platform is closely aligned with our business objectives,” says Reid. “With the software in place, we are already transforming the way we recruit and retain candidates.”

As part of their new employee brand strategy, 3 will launch a new careers website which is expected to double the number of candidates in the database. “As we continue to explore new ways to attract high calibre candidates and to further streamline our internal recruitment process, our resourcing team are freed up to be more strategic in our recruiting,” says Reid. “We want to build on the improvements already made and drive creativity in employer branding even further so that we are recognised as a leading employer in the marketplace.”

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ABOUT TALEO

Leading organizations worldwide use Taleo on demand talent management solutions to assess, acquire, develop, and align their workforce for improved business performance.

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