

 **Customer insight**

Proactive HR helps recruit better people and strengthen the employer brand





strengthen

the employer brand

Job openings in CNH are typically very competitive and often require niche skill sets, sometimes for specific equipment types. As a result many steps are required to screen applicants. Because CNH was handling its recruitment through a very basic applicant tracking system these steps largely had to be done manually.

With job applications being a cumbersome and slow procedure the company's reputation and employer brand among jobseekers was suffering. CNH wanted an approach that would be more inviting to the right caliber of candidates. Michelle Miculinich, CNH's Talent Acquisition Manager, comments: "We had been getting a certain amount of feedback saying that our system was not easy to use. Obviously, anything that acts to discourage quality applicants has to be addressed."

Each role advertised would receive around 100 applications on average so each hire required many hours of work, imposing a large burden on the HR department.

The applicant tracking system was also restricted in its reporting functionality, leaving CNH with a large information gap. Without the ability to assess performance indicators, CNH was unable to analyse the effectiveness of its recruitment and what its overall costs were from candidate expenses, job postings, agency fees and other costs.

CNH was clearly being hampered by the restrictions of its applicant tracking system but was coping. The trigger for change came from the company's demographics.

Some 40% of its workforce was set to retire in the next five years. Recruiting to replace these retirees, on top of the typical monthly hire of 230 to 250 people, would have placed an intolerable strain on systems and personnel.

Setting the scene

Case New Holland (CNH) is a leading global agriculture and construction equipment manufacturer. It has over 11,300 dealers located in 170 countries and net sales that amounted to \$18.5 billion in 2008. CNH is part of the Fiat Group.

Although a global player the company is structured by operating region. The North American region, comprising the USA and Canada, accounts for around 36% of CNH's net sales of agricultural equipment and 29% of its construction equipment sales.

With just 10,000 employees responsible for the North American region's revenues, CNH is achieving significant revenues per employee. Because CNH is such a 'lean' company, it is important for them to have the right people with the right skills in the right positions to function effectively and remain competitive.

Inspiring solutions

With CNH urgently needing a fully fledged recruitment system to replace its applicant tracking system, Lumesse* provided a talent acquisition solution to integrate every part of the recruitment process: from job posting and candidate applications to management reporting and on-boarding.

"Appointing Lumesse was a logical move," says Miculinich, "since Fiat had implemented its systems in Europe and we had a broader goal to have all Fiat group companies using the same system. But it was still necessary to demonstrate that the Lumesse solution would provide everything we needed and that it would make recruitment easier and less burdensome so that our HR people could take a more strategic role."

The Lumesse solution was up to the task. It could automate many steps that were previously manual, such as generating a variety of standard offer letters. The previous system offered virtually no customisation so that all offer letters had to be individually written - with greater potential for errors to creep into the work and a long review process.

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CNH

The Lumesse solution also includes CRM-like capabilities such as the ability to click on people and add them into different groups: high potential, ex-competitors, and others. These groups can then be contacted about opportunities and marketed to individually. Equally important is the ability to have different portals for recruiting agencies - so that CNH can outsource more readily to multiple agencies - to help with the expected increase in recruitment.

Miculinich was impressed with the recruitment knowledge at Lumesse, “They understood the procedures involved and what we needed. When our recruiters asked questions on how to do things, Lumesse was able to take what we wanted and translate it into a process.”

Fantastic outcomes

With the new talent acquisition solution from Lumesse, CNH’s application process is now faster. Some stages have been eliminated entirely and jobs can be posted on the job website at the click of a button. Much of the manual drudgery has gone; offer letters are now produced as part of the system rather than created from scratch, streamlining the number of letters and cutting out errors.

Candidates, both internal and external, are also favorably impressed. “Feedback has been very positive,” says Miculinich. “It’s easier and faster to apply and applicants can receive job alerts automatically as well as see and respond to their offer letters online.”

Reporting is greatly improved. CNH can now get information about effective hiring sources and their costs, track employee referrals, gain clearer overall cost pictures and much more - allowing the HR department to work more effectively and take a more strategic role.

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In brief

Solution: Talent Acquisition
Industry: Manufacturing
Country: North America
Employees: 10,000

Case New Holland (CNH) was struggling with a very basic applicant tracking system that required substantial manual processing and lacked reporting ability. With nearly half of its workforce due to retire within five years, this system would have been unable to cope with the expected increase in recruiting volume.

Lumesse delivered a talent acquisition solution that is easy for recruiters, applicants and internal candidates to use and that eliminates a large number of manual stages.

It also allows CNH to manage its increasing volume of vacancies by outsourcing to recruitment agencies more cost-effectively.

The Lumesse solution has streamlined the recruitment process by reducing the time from advert to offer. Reporting is greatly enhanced and the system is far more functional and automated. The HR department's administrative burden has been reduced and its reputation transformed.

About

Lumesse is the only global company making talent management solutions work locally. We help customers around the world to implement successful local talent management initiatives that identify, nurture and develop the right people, in the right place, at the right time. Our multi-cultural background and presence means we understand how to deliver talent solutions that work the way our customers work, as individuals and as teams, because no two people, organisations or cultures are the same. We regard differences as strengths, not as obstacles.

1,700 customers work with us in over 70 countries because they recognise that commitment, innovation and value only come from people. We help customers to unlock and inspire that human potential in their businesses. Our integrated talent management solutions are comprehensive, intuitive, secure and fully internationalised into over 50 languages.

We have Lumesse offices and partners in more than 40 countries, covering EMEA, the Americas and Asia-Pacific. To find your nearest office and talk to someone who speaks your language, visit:

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