

Scottish Natural Heritage

The Issues

- labour intensive, paper-based system
- a long time to get to the suitable candidates
- costs to recruit excessively high

The Objectives

- reduce time to recruit by 50%
- reduce the excessive costs to recruit by over 20%
- gain clarity around ownership for recruitment decisions
- get access to the best candidates available for the role
- put candidates and not the process at the centre of the recruitment activities
- satisfy the appetite for change from the organisation
- present SNH as a modern, forward thinking organisation
- deliver public sector efficiency targets

The Solution

- getting buy-in from the organisation: Non-departmental Public Body
- Medium-sized, dispersed organisation (800 employees, 40 offices)

- Decision-making processes
- Reactive approach to resource planning
- Attitude to risk
- Traditional civil service approach
- Could grasp more opportunities to celebrate successes
- Holistic approach to review – the 5 stages
- Found the right partners (WCN & advertising agency) - extensive desk research and potential supplier visits with a clear brief on our requirements
- Links to the SNH IT strategy
- Adherence to the relevant civil service codes
- Collated line manager/candidate survey information
- Collected feedback from Business Unit meetings
- Included HR team in diagnostic sessions
- Consulted senior management, both individually and collectively
- Engaged Trade Unions at the outset of Project
- Influenced the selection of the members of the Project Board, including TU representative
- Presented potential end-to-end solution to Project Board
- Built robust business case estimating 20% cost and resource savings
- Set out clear remit for third party suppliers

- Worked in partnership with Procurement and IT re tendering process
- Managed project within principles of Prince 2
- Clear evaluation criteria set out for potential suppliers
- Involved Project Board in selection of supplier(s)
- Regular updates to Project Board
- WCN System demos across organisation
- People User Group set up
- Hiring Managers group to test WCN system
- WCN system demos to HR team, training and testing
- TUS Consultation on policy issues
- Leadership Team kept informed of progress
- Internal communications via intranet, email, business unit meetings
- Launch of brand, WCN system and new policies in Jan 2007 organisation-wide
- Training Hiring Managers on a "Just in Time" basis
- HR to provide coaching to Hiring Managers
- New Line Manager/HR/Employee Guides
- Engagement with our Trade Union Partners
- Attended Management/Director meetings pre-launch with WCN system demos of new approach
- Articles in employee online magazine

- Communication notices and teasers
- Reduced time spent on recruitment
- Approach is simple and user friendly
- Trade Unions support the outcomes
- Improved management information
- Value for money
- Compliant with legislation
- Best practice approach
- The culture difference and how this affects recruitment decisions
- The codes of practice to work within
- The business case approach
- Communication and engagement techniques
- The different politics involved!

The Results

- Excellent candidate experience
- Project completed to deadline
- Streamlined e-enabled process delivering the best people
- Increased ROI on recruitment activity
- Deliver cost savings
- Line managers 'own' recruitment
- 100% adoption of new WCN system/approach
- Commercially focussed Project Managers with broad recruitment experience

Top Tip from Scottish Natural Heritage

Should you wish more details on our solutions or would like to book a free demonstration, please call 0208 296 5908 or e-mail sales@wcn.co.uk.

