

SCA

Global e-recruitment platform streamlines the search for talent

Business challenge

In support of its global recruitment policy, SCA needed to introduce a single recruitment tool that would enable them to publicise all SCA vacancies worldwide, to both internal and external candidates.

Solution

StepStone provided SCA with a global platform for e-recruitment using its award winning web-based platform. The solution covers the recruitment process for all of SCA's business units across more than 40 countries, and is fully integrated with the company's website and intranet.

Results

The StepStone solution enables SCA to align its recruitment policies globally and deliver an open market for jobs worldwide, giving the company a competitive advantage in the search for talent. As a result, SCA has strengthened its image as a modern, dynamic company, enabling it to attract high-calibre candidates and enhance its employer brand.

Their Business

SCA is a global consumer goods and paper company that develops, produces and markets personal care products, tissue, packaging solutions and solid-wood products. It has around 52,000 employees, with sales operations in some 90 countries and production operations in about 40.

The company's products include well known brands — such as Tena, Tork, Tempo, Edet, Zewa, Libero and Libresse — that are used every day by hundreds of millions of people around the world. In 2008, SCA's annual sales amounted to €11.5bn.

The company strives to remain at the forefront of sustainable development, producing nearly all its products exclusively from renewable and recyclable materials.

Their Challenge

With varying regional and business-unit-specific recruitment procedures and systems in place, it was a challenge for SCA to ensure that all potential job applicants had access to the company's range of worldwide vacancies.

Caroline Brent, VP HR Operational Development at SCA, explains: "Whether we were looking for a vice-president or a factory worker, our existing recruitment processes were making it difficult for us to attract the broadest possible base of high-calibre candidates — both internally and externally. We wanted to drive more effective recruitment by aligning our processes in all our business units and countries, and establishing an open market for all available jobs across the company."

A single global job market would also help SCA fulfil its commitment to helping employees develop their skills and potential, by making it



Solution:
e-recruitment

Industry:
Consumer goods and paper

Country:
Worldwide

No. Employees:
52,000

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Caroline Brent, VP HR Operational Development, SCA

easier for them to find career opportunities within the company. And with succession planning an important pillar of its global recruitment policy, SCA wanted to ensure that managers had visibility of vacancies, so they could develop the individuals in their teams and ensure that the right succession plans were in place.

The Solution

SCA issued a tender for a recruitment tool that could help the company to create a global job market and to streamline recruitment processes across the company.

“We awarded StepStone the contract to provide a global recruitment platform using its web-based e-recruitment application,” says Caroline Brent. “Among the factors that influenced our choice were StepStone’s excellent customer references, its worldwide presence, and its extensive experience of global projects.”

During the tender process, StepStone made a point of talking to SCA’s Senior HR Group in order to gain a thorough understanding of the company’s strategy and challenges, and offer an appropriate solution in support of SCA’s global recruitment policy. “StepStone ensured that its discussions with us covered the project as a whole, including the global implementation process,” says Caroline Brent. “We quickly realised that they had an excellent grasp of the problems we were experiencing, and had the ability to deliver what they promised.”

The StepStone solution covers recruitment in all of SCA’s businesses — Personal Care, Tissue, Packaging and Forest Products — in over 40 countries throughout Europe, North America, Latin America and Asia-Pacific. Implementation started in Sweden just a few months after the contract was signed, followed by a phased global rollout over an 18-month period.

The StepStone e-recruitment solution is integrated with SCA’s corporate website and intranet, and gives applicants the ability to register for email alerts regarding future vacancies within the company. SCA can use the solution for the whole candidate selection process, covering:

- The posting of job advertisements on its website and intranet
- Online applications
- Review of applications
- Management of interview logistics

“A key contributing factor to the overall success of the project,” says Rhoda Schnitzer, Project Manager, SCA Job Portal, “was the involvement of the same primary StepStone contact throughout. This simplified communications between us and StepStone, and ensured quick answers to any questions we had.”

To ensure that HR staff in each country understood the value of using the new e-recruitment technology, the StepStone consultant presented to each team individually ahead of local implementation.

The Results

The StepStone solution has enabled SCA to deliver a global, open job market that gives SCA a competitive advantage in the search for talent, both inside and outside the company. By aligning its recruitment processes globally, SCA can ensure that both external

candidates and existing employees are aware of the opportunities that exist to develop their skills and to gain experience overseas.

“The solution helps improve our employer brand, playing a part in positioning SCA as a modern and dynamic company,” says Caroline Brent. The user-friendly online application system, and the ability for HR to respond rapidly to candidates’ questions, can help us to attract high-calibre external candidates. Publicising vacancies in this way can also reduce our need to advertise in the press, enabling us to make savings in recruitment.”

The system also makes it possible for line managers to be more involved in the recruitment process and plan for succession more effectively. For existing SCA employees, the candidate-driven nature of the process is helping them to be more proactive in the search for internal vacancies that will help to develop their skills.

For SCA’s HR departments, the new system delivers an efficient recruitment experience that can save time and money. With a streamlined candidate review process and online interview management, they can handle larger volumes of candidates than before. And they can use process automation – especially of candidate communication such as acknowledging receipt of applications – to free up time.

“We like StepStone’s ‘how can we help you’ approach,” says Rhoda Schnitzer. “They’ve always been keen to give the support that we’ve requested, and to find solutions to difficult issues. We’ve had very good experiences with StepStone’s staff in different regions, and we feel that they’ve been a secure partner in this project, with a high level of commitment to ensuring customer satisfaction.”

Following the successful rollout of the solution, SCA is planning to make further use of its functionality across the company. This will include expanding use of the solution’s reporting capability to improve measurement and tracking of recruitment activities, and potentially integrating the e-recruitment application with online job boards.

About StepStone

Listed on the Oslo Stock Exchange, StepStone ASA is recognised as a global market leader in the growing sector of Total Talent Management Solutions, supporting the entire talent life cycle of our customers. Together with our internationally renowned customers, our own teams, acclaimed partners and superior learning facilities we have continued to develop and improve our solutions for over 20 years. Our web-based applications are completely scalable and integrate seamlessly into existing IT infrastructures as either a modular or as a standalone solution. StepStone is the only European provider to be positioned as a ‘leader’ in Gartner’s Magic Quadrant for e-recruitment Software 2006. Located in Europe, North and South America, and Asia-Pacific, we aim to support our global customers where they operate: Argentina, Australia, Austria, Belgium, Brazil, Chile, Denmark, France, Germany, Hungary, Italy, Jordan, Malaysia, Mexico, Netherlands, Norway, Poland, Russia, Singapore, South Africa, Spain, Sweden, Switzerland, Turkey, United Arab Emirates, United Kingdom, United States and Uruguay.

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