

Case New Holland (A Fiat Group Company)

E-recruitment solution dramatically improves hiring efficiency and strengthens employer brand

Business challenge

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.

Solution

StepStone delivered an e-recruitment system 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.

Results

The StepStone 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.

Their Business

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.

Their Challenge

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.



Solution:	e-recruitment
Industry:	Agriculture and construction equipment
Country:	North America
Number of Employees:	10,000

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Michelle Miculinich,
Talent Acquisition Manager, CNH

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 calibre 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 leavers, on top of the typical monthly hire of 230 to 250 people, would have placed an intolerable strain on systems and personnel.

The Solution

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

"Appointing StepStone was a logical move," says Miculinich, "since Fiat had implemented their 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 StepStone 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 StepStone 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.

The StepStone 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 StepStone's knowledge of recruitment: they understood the procedures involved and what we needed. When our recruiters asked questions on how to do things, StepStone was able to take what we wanted and translate it into a process.

The Results

With the new StepStone e-recruitment solution 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 favourably 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. As Miculinich says, "Recruiting as a whole did not have a good reputation within the company. The data from the StepStone system is helping the department to be more proactive in recruiting better people and is greatly improving our profile."

About StepStone

StepStone helps businesses get increased performance from their people, helps them build and develop global talent pools, and helps people find new jobs that match their talents. Across the world thousands of organisations rely on StepStone every day to improve their business performance and talent development strategies while millions of people rely on StepStone to improve their careers. StepStone delivers world class technology and services for finding, recruiting, retaining, managing and developing talented people.

StepStone operates some of Europe's largest talent networks, accurately matching employers with potential employees, and provides a complete suite of Human Capital Management software solutions. StepStone's on-demand (SaaS) software and services enable organisations to implement efficient processes, including; attraction and hiring, post-hire talent management, performance management, compensation management, skills and competency management, career and succession planning, training and development management.

StepStone was founded in Norway in 1996 and listed on the Oslo Børs (Ticker@ STP:NO) in 2000 and the London Stock Exchange (LSE: STPS) in 2008.

More than 1,600 organisations, including many of the world's leading businesses, use StepStone software and services. It operates in 17 countries and employs around 800 people. Its global customers include Aviva, Deloitte, Deutsche Telekom, Lufthansa, McDonald's, ThyssenKrupp and Volkswagen.

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