

Royal Mail's Strategy & Objectives

- To speed up the process of finding, testing and hiring 30,000 workers a year and 25,000 at Christmas.
- To significantly reduce the cost of recruitment, improve the quality of staff hired and reduce staff churn.
- To shift from a recruitment strategy that relied predominantly on third parties to a direct online strategy.

Challenges

- A fairly slow-to-change public organisation.
- A fundamental mindshift to the way Royal Mail had previously sourced its primary resource.
- The need to invest in new technology in order to compete. StepStone's i-GRasp solution
- StepStone is a world leader for online recruitment services and solutions.
- StepStone i-GRasp gives recruiters the tools for complete control over all aspects of external and internal recruitment processes.
- Allows customers to operate their own private career sites, covering both external and internal candidates.
- Other clients recruiting with StepStone's i-GRasp solution include: British Airways, Cadbury Schweppes, Cetelem, Essilor, H&M, KPMG, LVMH, Norwich Union, Orange, Oxfam, PricewaterhouseCoopers and Vodafone.

Initial Roll-outs

- A direct recruitment strategy, sourcing candidates directly from the market by using StepStone's i-GRasp technology to enhance the attraction, selection, offer and onboarding processes.
- To move away from traditional channels such as press and radio advertising and agencies.
- Initially, online application for the most business critical jobs, those of postmen and women, and drivers. Shortly afterwards, online recruitment was rolled-out to encompass all roles across the organisation, including middle and senior management roles.
- Online testing of skills such as numeracy, sorting and route testing, as well as attitudes. Applicants are able to effectively screen themselves online and Royal Mail are able to identify those people with the right attitudes, particularly in terms of customer skills.

Future developments

- Utilising manager self serv, agency portal, talent pools and graduate recruitment.



Key result areas

- Royal Mail predicts it will get a return on its investment within the first year.
- Online recruitment has saved £1m recurring spend for Royal Mail this financial year in advertising costs, with a further £1m a year projected saving on agency fees.
- Advertising a vacancy for a postman online will be less than £275 vs thousands previously spent on press ads.
- An improvement in the quality of staff and a reduction in the staff attrition rate is expected.
- Traditionally, organisations spend 80% of their time and resources on the 80% of applicants who will not get a job. Online testing will allow Royal Mail to concentrate on the 20% who could.
- Over 99% of the total workforce of 180,000 will be using the new online solution from 'posties' to senior management.
- 79% of people are looking for their next job online (source: Personnel Today).

This is one of the largest e-recruitment projects in Europe. By partnering with StepStone, Europe's market leader in e-recruitment solutions, Royal Mail is assured that it will swiftly realise the many measurable business benefits that it requires.

**Matthew Parker, Group Managing Director,
StepStone Solutions**

Prior to implementing i-GRasp it could take at least 9 days to have an advert designed and placed in the local newspaper. We now have candidates who have completed their online application, aptitude tests and have scheduled or attended their final interview in the time it used to take just to place an ad. The facility to enable the candidate to schedule their own interview, has moved us within a month from 50% to 90% attendance at interview.

The benefits both tangible and intangible are significant, and in addition to this we have an improved candidate experience and the feedback is that most candidates attending interview are likely to be hired and of a high quality. We will monitor the effect all of this has on our staff attrition rates closely. If as suspected our attrition slows down, the benefit to our business is huge. We have worked very closely with i-GRasp as a partnership and look forward to exploiting further improvements and continuing with our combined world class recruitment service.

Maurice Harbottle, Royal Mail Head of Recruitment Services

StepStone Solutions

StepStone, a pioneer in the area of online e-Recruitment products and solutions, delivers a powerful complete suite to reinforce each element of the recruitment and retention process from the initial pre-hire attraction of candidates, through on-boarding to Total Talent Management of employees post-hire including HR Management, Performance Management, Compensation Management, Skills & Competency Management as well as Career & Succession Planning, Training & Development Management and Organisational Charting.

StepStone's fully web-based software solutions have been deployed by more than 1000 companies such as Amazon, British Airways, Cadbury Schweppes, Coca Cola, Deloitte, European Central Bank, Lufthansa, McDonald's, Statoil, TNT, Toyota, TUI, Vodafone, Xerox and Yahoo. StepStone's worldwide offices in Europe, North and South America, Asia and Australia, its partners and distributors guarantee customer proximity.

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