4.9. Levels of Service Increases
E-Recruitment System

(Report prepared by E Williams/D Heiford)   **C500-005-019-H02**

Purpose of report

1.   The purpose of this report is to request approval to procure an e-recruitment system to support and streamline Council's recruitment processes.

Executive Summary

2.   Council's current recruiting process is labour-intensive, manual, and at times can be unstructured. These inefficiencies can lead to an increase in time to hire and result in administrative errors being made.

3.   The People & Capability (P&C) Strategy 2022-2024 has identified streamlining Council's recruitment processes as a top to priority to better support the organisations goals and improve our "new employee" experience.

4.   The P&C team would like to procure an e-recruitment system, to build on the efficiencies and effectiveness that such a system brings, in order to improve on how recruitment is managed at Council.

RECOMMENDATION
That Council procures an e-recruitment system and supporting technology for recruitment and vacancy management.

Overview

5.   The P&C team currently makes use of a traditional recruitment system that relies on spreadsheets and various application platforms, none of which speak to each other. This is labour-intensive and places considerable strain on the P&C team's efficiency and performance.

6.   Online recruitment has become a major component in the process of attracting and securing suitable candidates in a tight labour market. E-recruitment systems provide a means to manage, automate, track and analyse candidates and job data from online sources (e.g. Council's online application platform and Seek).

7.   The P&C team would like to implement an e-recruitment system for Council to simplify and streamline the processes involved with recruitment management.

8.   It is envisaged that an e-recruitment system will reduce the time to hire, automate low value administrative tasks, provide better visibility/tracking of progress made for recruitment processes, build a database of potential employees in a tight labour market, and improve on Council's branding and the "new employee" experience.

Background

9.   The P&C Team is responsible for the delivery of all recruitment services for Council. These services vary from role to role and are affected by:

   •   The needs of the respective hiring manager.

   •   The type of role being advertised (some roles take longer to find a suitable candidate due to the scarcity of skills in New Zealand).

10. In 2022, 55 roles went through a recruitment process at Council.

11.   Council currently uses a combination of paper-based forms, spreadsheets, and whiteboards to create, manage and report on recruitment across the organisation. Applications are managed via outlook folders.

12.   The current method in which recruitment is managed at Council inadvertently results in administrative errors occurring, especially when recruitment spreadsheets and not updated regularly.

Current Recruitment Challenges and Risks

13.   Higher hiring costs:

- Apart from visible costs involved in recruitment (such as the cost to placing adverts on recruitment platforms), the labour costs involved in completing a recruitment process may be deemed as excessive.

- Each recruitment platform (Seek, LG Jobs, Newspapers) requires a separate process to load an advert onto the respective platform. This is time consuming when the same advert is required to be placed across all of these various platforms.

14.   Extended time-to-hire:

- Recruitment processes at Council are "manual" in nature. This has a direct impact on the time-to-hire period.

- Extended time-to-hire periods can result in Council's services being delayed or neglected due to vacancy within the organisation.

15.   Lack of transparency:

- Recruitment spreadsheets need to be actively updated by those involved in the recruitment function to ensure that progress made is able to be tracked and monitored.

- Managers are dependent on the P&C team to provide updates regarding the progress made in recruitment for their roles.

- Reporting on the progress made to fill a particular vacancy requires searching through spreadsheets and manually calculating the days a role has been vacant. This is a time-consuming process.

16.   Lack of integration:

- A problem with traditional recruitment processes is their lack of integration. The P&C team are required to input the same data multiple times into different systems during the various stages of recruitment.

- This can create data inaccuracies which then results in the need to make use of additional resources to make the corrections.

17.   Negative candidate experience

- Lengthy application processes and inaccuracies in data management (e.g. errors in employment letters) can lead to a negative "new employee" experience.

- In the current labour market, ensuring that Council's employment brand is deemed as professional and attractive is critical to secure the best candidates.

Advantages of an E-Recruitment System

18.   Reduced time-to-hire:

- Manual entering of data into e-recruitment systems is only required once. The transfer of data through the various stages of recruitment is automated and is therefore more time and cost efficient.

- Publishing an advert on various recruitment platforms is only required to be done once from the e-recruitment system.

19.   Reduced recruitment costs:

- Automated systems allow recruitment processes to be streamlined, and therefore require less labour resources to manage these respective processes.

- Due to other streamlining functions e-recruitment systems provide (such as pre-formatted advert templates and ticking of boxes to select the correct advert details) minimal input and time is required from the staff member setting up the advert.

- Automation of recruitment processes also decreases the chances of administration errors occurring, and therefore resources aren't wasted by the need to make corrections.

20.   Filtration tools:

- E-recruitment systems have filtration tools to help hiring managers to find the ideal candidates with competencies that match the job description. Therefore, the filtration tools provided by e-recruitment systems speed up the process of sorting the candidates according to experience, education, competencies, and many more criteria.

21.   Candidate Self-service

- Candidates can manage their personal information when making application for a role. This best ensures that the data entered is accurate. The information is entered once and will follow through to the end of the recruitment process for the role.

- All candidate information can be retained to create a talent pool for future recruitment campaigns.

22.   Integration of information into other systems

- E-recruitment systems allow for seamless integration of information into other HR related systems (such as Payroll, onboarding systems, or record management systems).

23.   Improved branding

- E-recruitment platforms are designed to best ensure that the user-organisation's branding exceeds the needs of a demanding labour market.

- Reduced processing times, and minimal administrative errors, during a recruitment process improves the "new employee" experience.

Cost Benefits

24.   The following table compares time spent managing an average recruitment process manually, to the time spent using an e-recruitment system:

Activity	Manual Process (time spent in minutes)	E-recruitment system (time spent in minutes)	Relevant feature of e-recruitment system
P&C team writes advert and places on various recruitment platforms (e.g. Seek and Trade Me)	120	10	Cloning function and pre-formatted templates
All applications received in Vacancy inbox, checked, printed, and sent to hiring manager	120	0	All applications automatically loaded onto the platform
Hiring manager conducts shortlisting process	180	30	Rating and ranking function
Line manager reviews applications of shortlisted candidates	60	10	Line manager has real-time access to applications
Hiring manager advises P&C of shortlist and interviews are scheduled (average 4 candidates)	40	5	Pre-formatted invitations only requiring a tick next to applicant's name
Interviews conducted	300	300	

Activity	Manual Process (time spent in minutes)	E-recruitment system (time spent in minutes)	Relevant feature of e-recruitment system
Reference Checks	40	30	Smart forms
Unsuccessful candidates notified	30	5	Bulk email
Total time	890	390	

25.   It is not possible to equate this into a dollar figure (each role will have different hiring managers) but it is evident that there is a significant reduction in time spent when making use of an e-recruitment system.

Budget Requirements

26.   Table below outlines the estimated investment required to support the recommendations annually and the total investment to implement the system which can include the need for project support, business analyst, change management, system administrator and a quality assurance process.

Item	Cost
Investment to implement e-recruitment system	$7,000
Estimated investment required to support the recommendations annually	$23,000
TOTAL	$30,000

Next steps

27.   Increased budget to provide for implementation and continued licencing to be included in the 2023/24 Annual Plan.

28.   Liaison with IT in regard to project plan.

29.   Request for proposal / tender process.

30.   System implementation and user training.

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