

**Case Study 6 of 20
Online Process Automation
Industry: Recruitment**

>> THE BUSINESS

Hallis is a privately owned recruitment company with 200 employees across Melbourne, Sydney, Brisbane and Canberra. Hallis specialises in human capital management of temporary, contract, permanent and executive staff catering to a range of industry sectors. Hallis has in excess of 1,500 temporary staff working from client sites across Australia. Hallis also offers outsourcing services, consulting, training and psychometric assessment services.

>> WHAT WAS INITIATED?

In line with a recent brand re-launch focusing on building candidate relationships, Hallis initiated a new website featuring a "Career and Job Centre" for jobseekers. The website is powered by an Application Service Provider (ASP) that streamlines the job application process for candidates by encouraging them to manage and control their own data without the need for the recruitment consultant's manual intervention.



Via a login and password, candidates can create their own profiles, upload their most recent CV, search for available jobs and view the list of client companies that Hallis has relationships with.

Consultants then search and access candidate details via the ASP system using a log in and passcode. Consultants affectionately term the ASP, "HARE" (pronounced Harry), which stands for "Hallis Application Response Evaluator".

What is an Application Service Provider?

A specialised form of an Internet Service Provider that allows an organisation to rent software application for a fee. Applications are then distributed through a network to many customers in exchange for ongoing smaller payments (as opposed to one fixed, upfront price).

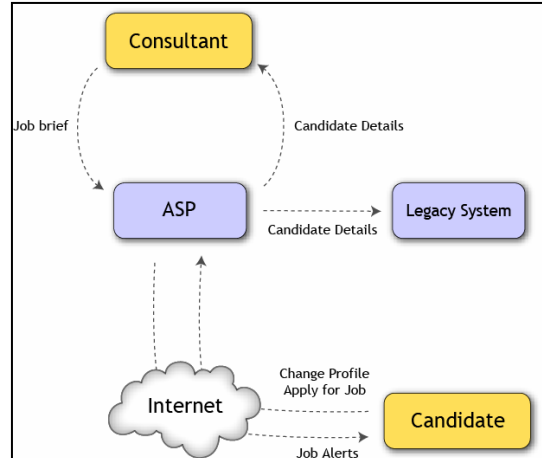
"Hallis has successfully adopted an ASP model allowing the automation of manual processes and improved service delivery. Other industry markets looking to adopt ASPs should set clear productivity goals and plan for internal change management."

Martin Warren, Business Manager

>> HOW THE TECHNOLOGY WORKS

As detailed in the following diagram:

1. Consultant takes job brief and inputs into HARE
2. HARE creates job advertisement for www.hallis.com.au
3. Candidate's details appear directly on consultant's HARE
4. Consultant checks applicants details including full candidate history with Hallis
5. Candidate views job ad and applies online
6. Consultant screens candidate CV and filter questions
7. Consultant telephone screens candidate and books in for personal assessment
8. Candidate details entered into the legacy system, via an XML feed
9. HARE generates personalised email to unsuccessful candidates.



>> RESULTS

Hallis generated \$375,000 in incremental annual sales revenue from streamlining the candidate placement process using the ASP system.

Hallis was able to save \$250,000 in operating expenses from the reduction in staff time to manually process candidate resumes. Time spent on pre-screening candidate interviews in a face-to-face environment also decreased. The Return on Investment was \$485,000 – an outstanding result from improved internal efficiencies.

>> COSTS

Hallis upfront expenses were \$100,000 including \$50,000 for the new website development and \$35,000 for the HARE ASP. Operational expenses amounted to \$40,000 comprising mainly of an in-house website hosting charge.

>> CHALLENGES AND PROCESS CHANGE

A challenge in the technology adoption stage was migrating consultants away from the existing system of Microsoft Outlook and Personal Folders to store and manage candidate details.

Four-hour training sessions conducted in small groups were followed by one-on-one assessments six weeks later to uncover learning gaps. Comprehensive user guides and cheat sheets were also developed as a 'ready reckoner' to help recruitment consultants. Today, consultants are now confident and comfortable using HARE candidate management platform.

There has been a significant improvement in communication between the consultants and the candidates, particularly when informing them of unsuccessful job applications. With HARE, consultants can personalise a series of automated email responses to candidates in a timely manner.

Consultants were initially hesitant to display their name in emails containing a 'knock back' message fearing that candidates might respond angrily in a return email or phone call. However, consultants have been surprised to find candidate's feedback is positive as they welcomed the open and timely communication – a change they saw for the good.

>> FUTURE PLANS

Hallis believes recruitment agencies are increasingly scrutinised by clients who question the value of outsourcing staff recruitment. In response, a future initiative is to improve the statistical analysis capabilities of HARE to generate reports defining cost benefits and return on investment achieved with each candidate placement.

>> REFERENCE WEBSITES

<http://www.recruitasp.com.au>
<http://www.bcentral.com.au>

>> REFERENCE eNOTES

eNote 18: Application Service Providers

>> E-COMMERCE PROFIT & LOSS ANALYSIS

	2003
Additional Revenue from E-Commerce	\$
Sales via the Internet	<u>375,000</u>
Add: eCommerce Expense Reductions	
Reduced telephone bills	50,000
Reduced paper and printer cartridges	20,000
Reduced costs for staff to manually process candidate resumes	40,000
Reduced reception administration costs	40,000
Reduced staff costs for attending consultant Interviews	<u>100,000</u>
Total eCommerce Expense Reductions	<u>250,000</u>
Gross Benefit from E-Commerce	<u>625,000</u>
Less: Up Front Fixed Expenses	
Website and Content management systems	50,000
Network, intranet and extranet systems	35,000
Staff Training on technical systems	<u>15,000</u>
Total eCommerce Up Front Fixed Expenses	<u>100,000</u>
Less: Operational Expenses	
Hosting of website	25,000
External technical support and maintenance Services	<u>15,000</u>
Total eCommerce Operational Expenses	<u>40,000</u>
Total eCommerce Costs	<u>140,000</u>
Total eCommerce Benefit	<u>485,000</u>

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For further information go to: www.mmv.vic.gov.au/casestudies

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