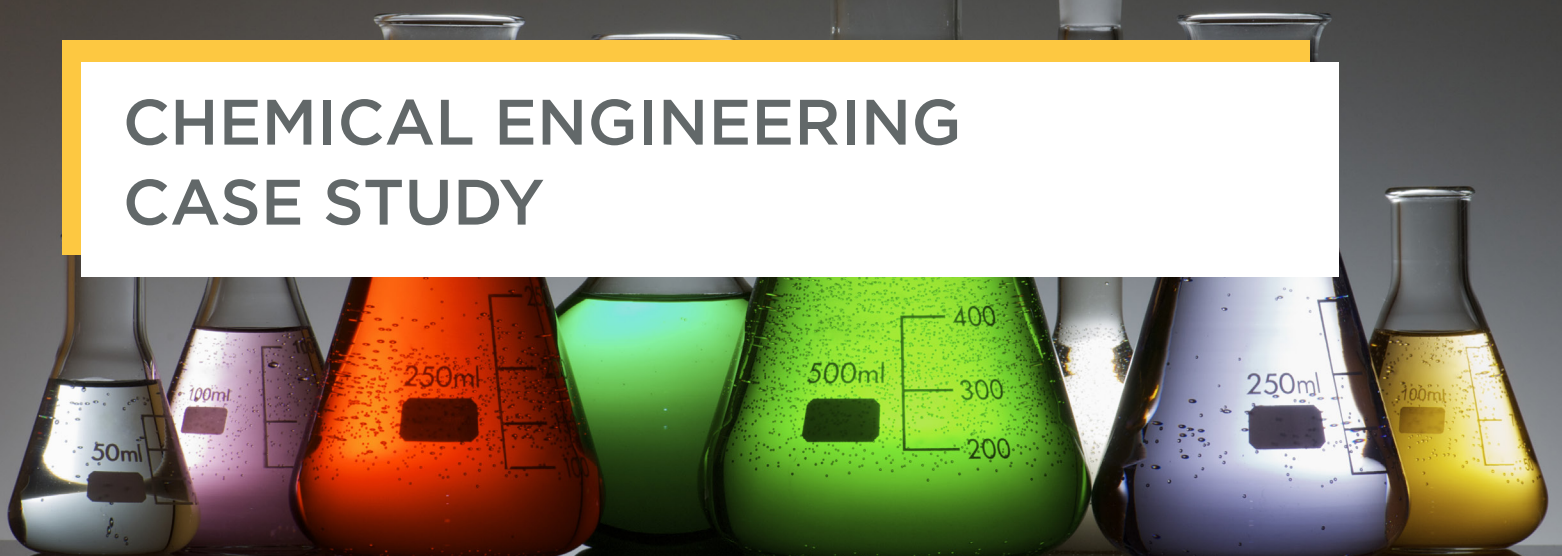


CHEMICAL ENGINEERING CASE STUDY



The Situation

A global leader in the chemical engineering industry engaged Avancos process transformation and talent acquisition specialists to beta test a more innovative supplier partnership approach for their UK and Saudi subsidiaries. The objective was to create a more effective hard to fill (HTF) recruitment strategy with processes and collaboration points in place to improve efficiencies and achieve a more robust process and with access to talent capability with consistent outcomes. If measurable improvements could be made through streamlining processes and building a collaborative relationship, then the approach and aligned structure could be considered the basis for a working global model to create mutual value.

The Challenge

In May 2012, Avancos was engaged to solve recurrent issues around the length of time taken to hire and provide the expert access to talent at a local and international level, whilst delivering best practice methodology in process management. A side issue had also been included, namely, how to solve the issue of the remote location of the roles in the hiring process. The process was set up to have Avancos personnel work directly with the

regional HR leads and to drive a service level agreement and project timeline to bring the hiring managers into a time defined process. The agreement was also to coach the client company on selling the opportunity and being able to offer defined career planning as per their workforce planning strategy. In addition, the engineering skills positions were deemed HTF due to receiving only one candidate during a 90+ day timeframe, linked with a business need to onboard over 122 of these specific hires as efficiently and as possible.

Avancos designed and delivered a full competitive MAP™ detailing the talent landscape on a national and international basis. From the MAP™ the client implemented Avancos's recommendation to onboard a blend of national and international talent in order to achieve their broader business needs.

The Solution

There is a clear correlation to improved HTF performance by integrating a trusted preferred supplier to take the lead in managing HTF positions. The improved efficiencies and seamless relationship between hiring authority, HR, and Avancos yielded the following results:

- Speed to submit first candidates improved by over **500%**
- Qualified candidates submitted per position improved from 1 candidate in 90+ days to **11 in 39** days
- Submit to interview % improved from 5% to **81%**
- **100%** client inclusion and mutual collaboration to Service Level Agreement

Value Creation

The project model succeeded due to the collaborative and continuous improvement efforts between HR and Avancos. Both organizations developed a solution to fit systems, culture, policies, and professional reputation. By having an Avancos Client Relationship Manager (CRM) backed by a delivery team, HR and the hiring authority were consistently aware of activities, adjustments, and trends that could potentially impact the process. A consistent duplicatable, scalable, and more economical solution was provided as a result of having a dedicated supplier integrated for hard to fill positions. In addition, Human Resources achieved an economic value added and return on recruitment investment through an improved process and access to talent.