

# **An Assessment of Grantech Engineering Recruitment Process**

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## Company Overview

### Grantech Engineering International Inc.

- Grantech International is a Canadian private owned company specializing in engineering and software development for the oil and gas industry
- Established in 2005, the company has rapidly grown from 24 employees in 2007 to 133 employees in 2008. The company will level off when it reaches 200 employees by end of 2009.
- The company has very little sense of its recruitment process, which is the most upstream point in overall talent management process .There is desperation to find good workers to meet its client's project demands.





## Connectivity Steps

- Requisition Management
- Sourcing
- Response Management
- Screening & Assessment
- Hiring & On-boarding
- Reporting & Analytics
- Talent Management Best Practices
- Recommendations

# Recruitment Challenges

## Requisition Management

- Hiring requests are made via ad hoc phone calls and face to face meetings
- No requisition creation processes & approvals



# Recruitment Challenges

## Sourcing

- Sourcing is discussed informally between the hiring manager and the recruiter
- The corporate webmaster posts the job description after receiving the document via hard copy or email
- Maintenance of job postings on the corporate careers website is carried out via ad hoc phone or email requests to the corporate Web master
- No use of commercial job-boards
- Recruiters sift through paper resumes received in the past



# Recruitment Challenges

## Sourcing (cont'd)

- No direct sourcing of passive candidates
- No advanced search sourcing techniques
- Agencies interested in filling the position quickly than getting the right person
- No formal process in employee referrals



# Recruitment Challenges

## Response Management

- No process in handling of paper and fax resumes
- No acknowledgement of resume receipt to candidates



# Recruitment Challenges

## Screening & Assessment

- No profiling questions to help screen candidates
- Pre-screening data is missing
- Recruiter arrives at a short list after a review of resumes in hard copy
- Managers receive hard copies of resume, sometimes, 2 days before the interview
- Interview notes are taken on paper and stapled to the candidate's file
- There is no external background checks



# Recruitment Challenges

## Hiring & On-boarding

- Offer letters are manually generated in standard office software (e.g. Word). Contents are looked up from a variety of sources – manual or electronic.
- No consistent, formalized on-boarding process for new employees
- All HR forms are paper-based. Enrolment into HRIS and payroll systems requires keying in of all information from the paper forms
- No consistent and formalized communication across the company communicates the on-boarding process to new employees





# Recruitment Challenges

## Reporting & Analytics

- Limited reporting and metrics – data is collated from a variety of different locations
- There is no sourcing analytics implemented
- Limited visibility of key process metrics
- No tracking of quality of hire data



## Recruitment: Best Practices

# Recruitment: Best Practices

## Talent Management

The recruiting process is the most upstream point in the overall talent management process. Quality of the workforce can be greatly improved by linking the recruiting process to the other talent management processes such as performance management, succession planning, goals management, compensation and learning management. It is important for Grantech to build a strong and reliable recruiting process to bring the right talent into the organization efficiently and cost effectively to feed all of the other talent management processes.



# Recruitment: Best Practices

## Strategic

- workforce Planning
- Candidate profiling
- Analyze success of talent segments
- Focus on quality of hire
- Brainstorm sources of unconventional talent
- Keep records of top competitive talent
- Design an outstanding candidate experience





**Recommended Actions for Optimizing the Recruitment process in order of Strategic priority:**

# Recommended Actions

## Analysis

- Grantech's recruiting process encompasses internal and external customers and suppliers of human capital acquisition and management services.
- Information flows between each link in the process concerning the supply and demand of labour.
- When optimized, this information flows unimpeded through all of the internal and external parts of the entire recruiting process, without bottlenecks or silos.



# Recommendations Actions

## Decrease Time to Hire

- Identify top-quality candidates sooner by pre-screening for skills and competencies with automated scoring of online questionnaires
- Get requisitions approved faster using workflow automation to push all necessary information to stakeholders
- Speed up requisition creation through the use of electronic templates



## Recommended Actions

### Reduce Staffing Costs

- Save on the labour costs associated with manually maintaining lists of job positions on the corporate careers website by automating the posting function within a requisition database connected to the careers website
- Save labour costs by automating the search for matching candidates in the internal talent pool
- Formal internal redeployment programs can tap a significant existing talent pool. Without a formal process for internal hires, internal candidates are often pre-selected., circumventing a fair and objective competition for the position.



# Recommendations Actions

## Improve Quality of Hire

- Help hiring managers use their time spent interviewing more effectively by pushing the right information on candidates to hiring managers at the right time
- Use source tracking to differentiate between different media vehicles across all channels
- A formal sourcing strategy will improve targeting and thus improve the quality of fit in candidates



# Conclusion

## Continuous Improvement

- First steps would be to develop an enterprise talent management strategy and then work on improving our recruiting process to fit into our overall talent management strategy.
- Improvement to Grantech recruitment process will manifest itself in many distinct ways. Reduce time-to-hire and get the candidate off the street before our competition knows they are there. Reduce time-to-start and we can lessen the risk of losing the candidate to the runner-up company nipping at the candidate's heels.
- Noted author Jim Collins (Good to Great) encourages employers to “get the right people on the bus, the wrong people off the bus, and the right people in the right seats.”

