

Recruitment Process Outsourcing Fuels Speed-to-Hire While Fostering Improved Employment Branding, Creative Sourcing and Better Candidate Selection

Like other telecommunication organizations, Andrew Wireless Solutions' internal staffing group was challenged with finding and hiring talented people quickly while managing escalating recruiting costs. Realizing recruiting was becoming more of an escalating expense than a strategic business benefit to the organization, Andrew turned to Recruitment Process Outsourcing (RPO) to solve the problem. RPO enables organizations to transfer all or part of their recruiting function to an external partner. While RPO reduced cost per hire, decreased the need for external search vendors and enabled Andrew's HR business partners to have a more strategic role in talent management, customer service was lacking, the quality of candidates did not improve and the RPO vendor did not fulfill the role of a true partnership.

Still convinced that RPO was the best approach for its business, and that not all vendors are created equal, the company set out to find a better solution to drive recruiting at Andrew. Partnering with Kenexa®, a leading provider of recruitment and retention solutions, the company experienced a dramatic improvement in customer service, more proactive and creative sourcing, improved Office of Federal Contract Compliance Programs (OFCCP) compliance, and was able to rapidly get more qualified candidates into the organization—all while in the midst of acquisition activity.

Andrew Wireless Solutions is a wholly-owned subsidiary of CommScope, Inc. Andrew Corporation (NASDAQ: ANDW) designs, manufactures and delivers innovative and essential equipment and solutions for the global communications infrastructure market. Founded in 1937 and headquartered in Westchester, IL, Andrew employs over 10,000 individuals and serves operators and equipment manufacturers from facilities in 35 countries.

Prior to the CommScope acquisition, a decision was made to move from an internal staffing function to the RPO model to transform the HR team and remove some of the tactical work that was being conducted inside of the business.

"It was becoming more and more difficult to find qualified candidates and the legal requirements were intensifying," explained Keith Burgh, director of Shared Services at Andrew Wireless. "We also knew that to implement the complete structure internally would cost millions of dollars to set up the work locations and an applicant tracking system, and to train and develop the team. Plus, we were looking at a three to six month implementation period before we could hire the first person and realized there was no guarantee it would be strong enough to meet all the requirements."

Knowing the RPO model could guarantee that external costs with outside search firms would remain low and that HR managers and generalists would be able to spend more time on strategic initiatives, Andrew made the move to RPO several years ago. However, it quickly saw some shortcomings with the initial vendor.

Added Burgh, "The organization we were working with couldn't fill certain engineering jobs that were critical to our business. It had poor customer service, wasn't a proactive partner and simply was not presenting qualified candidates to our hiring managers."

As a government contractor, Andrew is also required to abide by OFCCP rules and its existing system did not have a well-defined process, which created difficulties when it came time for an audit. Focused on improving its recruiting function and having a more predictable cost structure that would enable it to adjust to business

fluctuations, Andrew went back to the drawing board; this time inviting the top five RPO vendors to present their solution.

"We'd heard about employment process outsourcing—not just recruitment process outsourcing—as the right direction to go in. We just needed to find the best vendor to provide those services," said Burgh. "We also knew that anyone at the top would be comparable in systems, but that was just the minimum criteria. The characteristics that set Kenexa apart were the level of customer service it provided, the quality of candidates and its sourcing methodology, and its commitment to forming a partnership with us. We also talked to some of the company's current customers, as well as different people who worked with Kenexa on multiple levels—not just employment process outsourcing—and we received such glowing reports that we knew Kenexa would be the right solution to meet our needs."

With Kenexa RPO, organizations can decide to outsource any or all processes or choose to keep other processes in-house. Hiring managers make final hiring decisions, while Kenexa refers and manages hiring based on predetermined service level agreements.

"The customer service piece has been a key to the relationship and to our HR generalists and managers adopting the model," added Marie Wohler, manager of staffing for Andrew. "We conduct surveys every other month and, prior to our engagement with Kenexa, only 44 percent of respondents indicated they were satisfied with the current vendor. Since partnering with Kenexa, we have consistently raised that number and the percentage has ranged between 74 percent and 86 percent, which demonstrates Kenexa's extreme customer service."

Wohler also notes that business managers consistently praise the onsite relationship manager provided by Kenexa and appreciate the high level of responsiveness. Whereas before, there was a perception of open requisitions falling into a 'black hole,' now managers receive real-time feedback and a reporting structure that provides greater visibility into the status of open requisitions.

Another improvement is the quality of candidates, which is a result of Kenexa's creative and proactive sourcing methodologies.

"Before, we were heavily relying on active candidates who were posting to the various career sites," said Wohler. "That has changed significantly because of the broadening of sourcing strategies,

producing a broader scope of candidates than what we had prior to working with Kenexa. Now, when we are looking for specialty talent, such as RF engineers, we are able to fill those positions as well as a niche search firm can, but without the 25 percent price tag."

Not only is Kenexa able to provide more qualified candidates to satisfy Andrew's talent acquisition needs, it is exceeding the expected cycle time for hiring as well.

"We have a target goal of 85 days for time-to-fill engineering positions and Kenexa is consistently beating that by 25 to 30 days," added Burgh. "You have to have qualified candidates to be able to get people hired that quickly. We have consistently grown over the past year and are exceeding our revenue goals. Finding qualified engineers and candidates for other positions is having an impact on the business. That is the most significant advantage that Kenexa provides."

In addition to finding better qualified candidates, the Kenexa partnership has improved Andrew's presence in the marketplace, thereby improving its ability to attract more candidates. While the company has a strong reputation in the telephony industry, a move from Orland Park, IL, where the company was located for nearly 50 years, to Joliet, IL, has created new challenges.

"When we relocated to a larger, state-of-the-art facility, we lost the familiarity that comes with being well-established in a community," said Wohler. "Joliet is largely an industrial area and it has proven to be a challenge from the sourcing and recruiting perspective because there is more competition for talent. Kenexa helped us understand the local demographics and how we can attract viable candidates most effectively. Not only did Kenexa offer us a great education, but that additional advisory capacity that is built into the relationship."

Compliance systems, processes and reporting are also stronger. Through Kenexa's advanced technology, OFCCP data collection is very defined, consistent and repeatable.

"The system acts as the backbone of the process. We follow the same process for every position, which helps significantly when defending the process in an audit," said Wohler. "The reporting is robust and our compliance manager now has everything at her fingertips. The system is very user-friendly, requires less use of

internal resources and is much improved compared to what we had before.”

Making the biggest difference is having a true partnership, with Kenexa working in tandem to help grow the business and proactively respond to the organization’s staffing needs.

“Kenexa has been very proactive in identifying areas we need to modify and offering best practices to help us resolve our staffing issues,” said Burgh. “It has been refreshing to have someone come in as part of a partnership to help us grow this and consistently look at ways to make our recruiting function stronger.”

Still in the midst of the acquisition process, Andrew has continued bringing new employees on board and credits the strength of the team with keeping things ‘business as usual.’

“Since partnering with Kenexa, we have experienced better customer satisfaction, improved source effectiveness, reduced time-to-fill and have more robust reporting metrics,” concluded Burgh. “When we look at the ratio of candidates being presented to hiring managers, nearly 70 percent are being advanced in the process, and 97 percent of our offers are being accepted. That means we are doing a lot of things right on the front end. Kenexa has been able to grow with us and has the flexibility and capability of scaling to where we need the team to be. Kenexa is a good partner, provides good service and delivers results.”

www.kenexa.com
866.391.9557

About Andrew Corporation

Andrew Corporation is a global designer, manufacturer, and supplier of communications equipment, services and systems. Founded in 1937 and headquartered in Westchester, IL, Andrew employs over 10,000 individuals and serves operators and equipment manufacturers from facilities in 35 countries. Website: www.andrew.com