

Global Recruitment Process Outsourcing Helps Fuel Next-Generation HR for Aerospace Leader

Goodrich Corporation, a Fortune 500 company, is a global supplier of systems and services to the aerospace, defense and homeland security markets, with a worldwide workforce of more than 25,000 employees across 19 countries. Its Aerostructures group, headquartered in Chula Vista, California, manages the design, tooling, manufacturing, certification and delivery of complete nacelle engine systems and aftermarket services in partnership with its airframe, engine and airline customers.

With current operations in the U.S., Scotland, France, Germany and Singapore, Goodrich is expanding operations and constructing new plants in Brazil, China and Mexico with more global locations planned. This expansion required the company to source and acquire first-rate local talent, but like other global organizations, Goodrich's recruiting process placed a tremendous burden on the internal HR team. In addition to handling recruiting, the internal HR department also had other responsibilities such as payroll, benefits, compliance and organizational development.

Goodrich Aerostructures turned to Kenexa® to improve its global recruiting process, reduce time-to-fill, improve compliance, gain access to world-class sourcing for hard to find talent pools, develop a consistent global candidate recruiting experience, lower cost-per-hire, increase hiring manager satisfaction and enhance its employment brand. Recruitment process outsourcing enables organizations to transfer all or part of their recruiting functions to an external partner. Through its partnership with Kenexa, Goodrich has integrated a best practices approach to recruiting that has resulted in relief from burdensome administrative processes, reduced time-to-hire, and more focused, strategic talent management initiatives.

"The aerospace market is highly competitive and the demand for experienced engineers is outpacing the talent supply," said Ralph Roner, director of human resources, Goodrich Aerostructures. "In addition to challenges associated with sourcing and recruiting talent for hard-to-fill positions, our process was inconsistent from location to location. It was also incredibly lengthy, and as a result, candidates often withdrew, further increasing the time it took to fill open positions. We knew we needed to take a more proactive and creative approach to gain a competitive edge and efficiently attract and hire the best talent available."

Along with competition for local technical talent, Goodrich also needed to contend with its legacy heritage and reinforce its employment brand as an Aerospace leader. Recognizing the value in attracting passive candidates—those not actively looking for new employment opportunities, but possessing the experience, skills and education required—and taking a more strategic approach to develop pools of candidates, Goodrich realized that outsourcing and gaining access to world-class candidate sourcing capabilities would deliver the results it needed.

After conducting due-diligence around solutions offered in the marketplace, Goodrich turned to market leader Kenexa. Kenexa illustrated how its experience and portfolio of worldwide recruiting expertise, branding services and process consulting would benefit Goodrich and deliver a solution that would establish a streamlined approach to staffing, Kenexa also demonstrated how it would bring highly qualified people into the organization faster, ease compliance and reporting, and improve the recruiting mechanism for Goodrich hiring managers.

"Kenexa had a proven RPO track record of success, and had the resources to help us fill critical slots and reduce dependence on expensive contractors," added Bryan Broderick, vice president of human resources. "Kenexa came in, helped us assess our staffing needs and delivered a systemized approach that decreased our time-to-fill, improved the quality of hires we were making and increased hiring manager satisfaction all at a much lower cost."

Two of the biggest benefits realized through the partnership include Kenexa's ability to creatively source qualified candidates and leverage Goodrich's strength as an aerospace industry leader. Kenexa's multi-sourcing strategy includes creative sourcing techniques, direct sourcing, Web 2.0 exploitation, job postings at career sites, establishing a brand presence and networking through professional associations, military bases, job fairs, college campuses and much more. Kenexa also alleviated the burdensome process administration, which enabled the internal HR team to focus on other strategic initiatives, by placing dedicated staffing consultants onsite to accelerate the hiring process.

"Kenexa spent a lot of time with us to understand our corporate culture and people philosophy in order to ensure a smooth transition," said Roner. "Along with candidate generation, Kenexa also manages screening candidates so hiring managers only meet with the most qualified people. They also manage candidate and interviewer scheduling, process management and onboarding new hires."

One area of notable improvement is in hiring SAP professionals. In less than one year, Kenexa has been able to fill 30 very specialized and hard-to-find open positions, resulting in 60 fewer contractors and reducing the time-to-hire from more than 60 days to 52 days. Goodrich hiring managers have also responded positively to improvements in their process. They are seeing better quality candidates, and according to a customer satisfaction survey distributed to hiring managers, 86 percent indicate better quality of hires compared to just 56 percent prior to partnering with Kenexa.

Moving forward, Goodrich and Kenexa are committed to continuous improvement and further reducing time-to-hire, replacing contractors and developing more unique programs and creative sourcing to effectively staff Goodrich's operations as they continue to expand and open new plants.

"Partnering with Kenexa has enabled us to introduce a best practices approach to our recruiting function," said Broderick. "Through recruitment process outsourcing, we are able to have consistency in our process across our business units, have reinforced our brand strength with potential job candidates, increased the quality of hires, reduced the time to-fill-critical positions and freed up our internal HR team to focus on other strategic initiatives."

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About Goodrich Corporation

Goodrich Corporation, a Fortune 500 company, is a leading global supplier of systems and services to the aerospace and defense industry.
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