

The programme for specialist roles was not meeting fulfillment targets, National Australia Group sought to address the shortfall of appropriate candidates by increasing the volume of applications and establishing a faster and more effective selection process.



“Reed’s strengths in response management and their ability to select graduates that meet our needs and requirements are unmatched”

Lisa O’Donahue,
Graduate Recruitment Manager

The Client

The National Australia Group is an international financial service organisation that provides a comprehensive and integrated range of financial products and services through their group of banks in Australia, New Zealand and the UK. Their UK retail bank brands include Yorkshire Bank and Clydesdale Bank.

The Requirement

National Australia Group runs a number of graduate programmes in their businesses around the world. In the UK, the organisation’s Integrated Financial Solutions programme for specialist roles was not meeting fulfillment targets leading to increased costs and extended latency in recruitment that had an adverse impact on the business.

National Australia Group sought to address the shortfall of appropriate candidates by increasing the volume of applications and establishing a faster and more effective selection process.

The Solution

With a significant track record in developing effective graduate recruitment strategies and revitalising underperforming schemes, Reed was engaged to ensure National Australia Group’s scheme met future targets.

Insight

Reed’s start-up audit gives the client an in-depth understanding of the current situation, highlighting which activities are effective and where action needs to be taken for improvement.

Given the specialist nature of the roles being recruited, the audit was supported by labour market research and external benchmarking with peer companies.

The audit highlighted that the existing attraction programme was too generic to meet requirements and lacked the focus to compete effectively in the market.

The Impact

- 100% fulfilment rate
- Application response management and screening time reduced by 60% to 48 hours from service level agreement time of 5 working days
- 98% attendance at all assessment centres
- Improved quality of applicants has increased 'buy-in' from senior management as to the importance of the programme.

Design

Reed consultants developed a targeted action plan that retained the best of the current programme while investing resources in the key 'bottlenecks'.

- Refinement of job roles and development of specific competency profiles
- Design of a new candidate attraction programme, retaining the existing employer brand proposition, but improving targeting of the 'ideal candidate'
- Revision of response management process to better manage campaign volumes
- Introduction of new candidate screening methodologies at an earlier stage to ensure high calibre of candidates at later stages
- Development of most of a new assessment centre model to better match necessary role requirements and deliver a more accurate pre-screening process

Delivery

Outsourcing project delivery to Reed offered National Australia Group the opportunity to implement the design changes as cost effectively as possible. Working with a dedicated Reed Account Manager, the business was able to raise the standard of the recruitment process, without the associated infrastructure and development overheads of managing the programme in-house.

Implementation included:

- Targeted attraction advertising across multiple media, including candidate specific email campaigns through the Reed database of more than 150,000 registered graduates
- Integrated response management across telephone, email and post to meet a more stringent SLA, giving candidates a seamless process that enhances the employer brand from first contact to offer.
- Provision of BPS accredited assessors to liberate in-house resources.