



## KPMG CASE STUDY

Accountancy firm KPMG has cut nearly 26 per cent off its recruitment costs as a result of going on-line, and reduced the time to hire from nearly three months to 30 days.

'E-recruitment certainly does speed up the process, says director of recruitment and resourcing at KPMG Keith Dugdale. 'We are taking experienced accountants looking for an audit role from application to hire within 30 days, where it used to take two to three months. This is a massive increase in efficiency and is critical in such a competitive recruitment market.'

Improved technology has been key to KPMG's e-recruitment success over the past few years. 'Systems used to be pretty crude and clunky but are now extremely reliable with good candidate interfaces,' Dugdale says. 'They also offer management information and reporting facilities which are essential if we are to analyse the data effectively and understand candidate flows.'

For the past four years KPMG has used a system called Global Successor. It is used to receive and process applications but also to publish vacancies to supplier agencies and job boards.

One of the hazards of e-recruitment is that by giving candidates greater access to employers the number of applications goes up. 'We have introduced front-end screening technology so we can identify strong candidates and get them face-to-face with line managers as quickly as possible,' Dugdale says. Those applicants who don't match the criteria can then be moved politely out of the system.

In such a competitive market it is vital that a firm such as KPMG uses all possible channels to attract and recruit. Dugdale says: 'Job boards are a significant part of the mix because they have a reach and penetration that our corporate site does not have.' KPMG uses Totaljobs.com and some specialist sites.

Agencies and print media are also still important especially if the firm is running a big recruitment campaign. However, like other large employers, KPMG has a tight list of preferred agencies suppliers. It has also significantly reduced the amount of print advertising it uses.

A real plus of e-recruitment is that it enables corporate recruiters to develop their personal links with applicants. 'We've had the advantage of being the first serious e-recruiter in the accountancy market and we maintained that lead for a while,' says Dugdale. 'But now that all the major accountancy firms are e-recruiters the key differential has become the quality of experience we give our candidates. We always try to emphasise the importance of strong candidate links.'