

T-MOBILE CASE STUDY

T-Mobile's e-recruitment strategy is starting to pay dividends. Last year the telecoms firm recruited more than half of its new starters online. As a result the cost per hire in 2004 dropped by around 35 per cent and time to hire went down by 20 per cent.

Catherine Walker, e-recruitment manager at T-Mobile says: 'Cost is not our key focus this year as we now want to be smarter about how we spend our budget and in the way we approach on-line recruitment. We want to be writing better advertisements, running more targeted campaigns and leveraging the power of networking and referrals. Recruitment used to be about accessing as many people as possible – now it's about reaching the top talent.'

T-Mobile has made most of its cost savings by reducing its use of agencies and head hunters. Ms Walker says: 'We still want to use them but we want to be more selective about it. The future isn't only 'e', it has to be balanced. We've also changed the way we use print advertising. It's more of a branding exercise now aimed at driving people to our website.'

Two years ago T-Mobile set up a specialist e-recruitment team. This has proved central to its success. E-recruitment requires a different mix of skills, Ms Walker says. 'Great e-recruiters are a cross between marketers and private investigators. They have to be able to think as candidates, understand the market and be up-to-date with the latest technology. They also have to be much more brand aware than traditional corporate recruiters. They are effectively selling T-Mobile as an employer.'