

## BP Oil New Zealand Case Study



*"What a fantastic effort and results ...well done to you all! Thanks again for the outstanding contribution you all made to the business and the success in reducing the turnover levels and vacancy fill rates at a time when getting good people and keeping them was a real challenge."*

**Brian Rosnell – General Manager Convenience Retail**



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They pay me to learn,  
and the more I learn  
the more they pay...

So I start work, and they offer me this training  
programme that I can do pretty much at my own speed.  
When I pass certain stages, they give me a pay rise.  
And it's stuff that'll help me get my next job in retail.  
Why would you get a student loan?

Sarah, 20

Recruiting now for customer service representatives. Phone 0800 000 000 or check out [www.bpjobs.co.nz](http://www.bpjobs.co.nz)

# Introduction

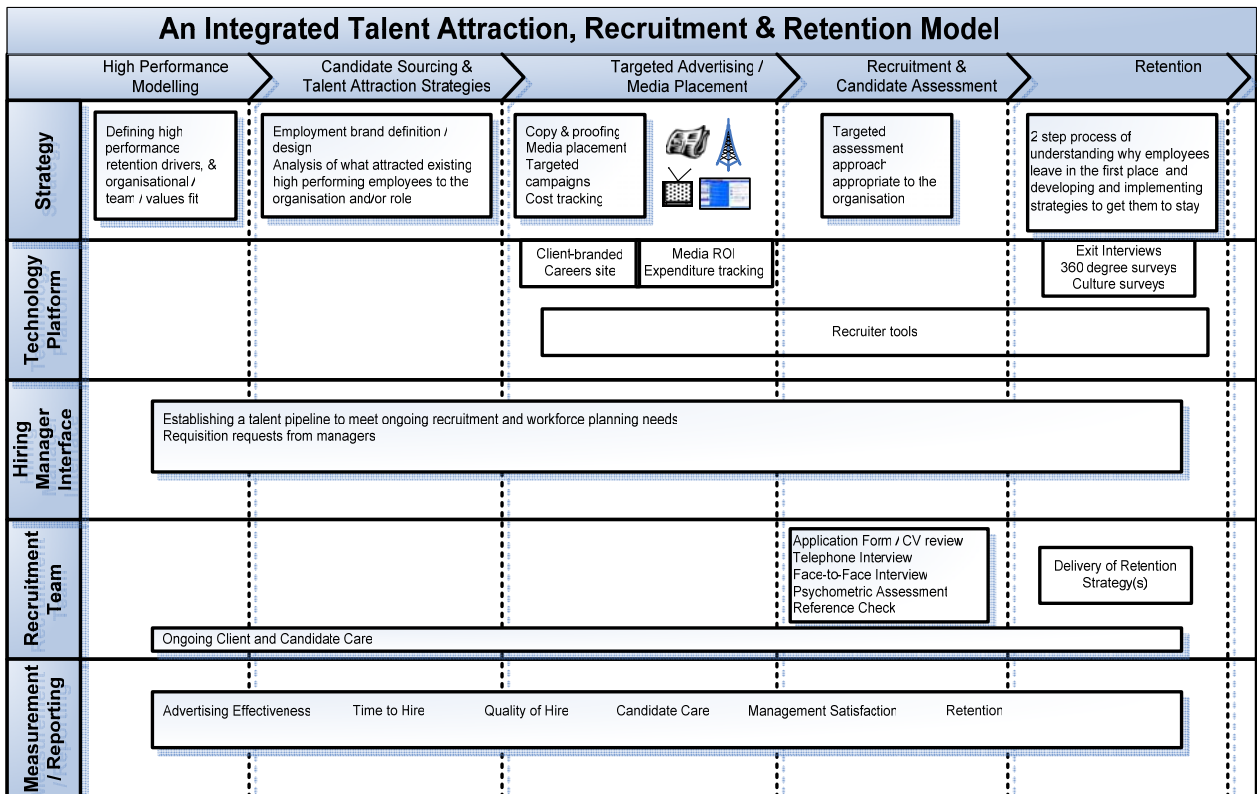
Alignment Limited (formerly Integrated People Strategies Ltd) is a specialist HR practice which has been operating since January 2000. The Alignment service offer provides client organisations with a truly integrated approach to **attraction, recruitment and retention** – an industry first within New Zealand.

Alignment recognised that in most instances the recruitment and selection process had the potential to become quite disjointed with individual stakeholders not surprisingly doing what was primarily best for them. Recruitment advertising providers, print media, job boards, recruitment agencies, internal corporate recruiters, hiring/line managers, internal HR resources and external HR consultancies can all play parts in the process, however on many occasions it appeared the results lacked continuity and often did not deliver a seamless solution for clients.

Client feedback focused particularly on the fact that dealing with recruitment and advertising agencies can be an expensive, time-consuming and frustrating experience. It is evident that specialist recruitment advertising agencies have skills in advert layout, but do not necessarily work to provide a strategic partnership with clients to ascertain what attracted and kept top performing recruits with their organisation. Then there are the recruitment agencies that typically resource themselves with sales people who often do not have the requisite knowledge of HR and the downstream retention issues to genuinely add real value.

Employee turnover is eating into the bottom-line of many New Zealand organisations and getting the right people in the first place who fit with the culture of the organisation and stay even when the going gets tough, was a need our clients were screaming out for.

**It made sense to integrate a service offer which put the HR back into recruitment.**

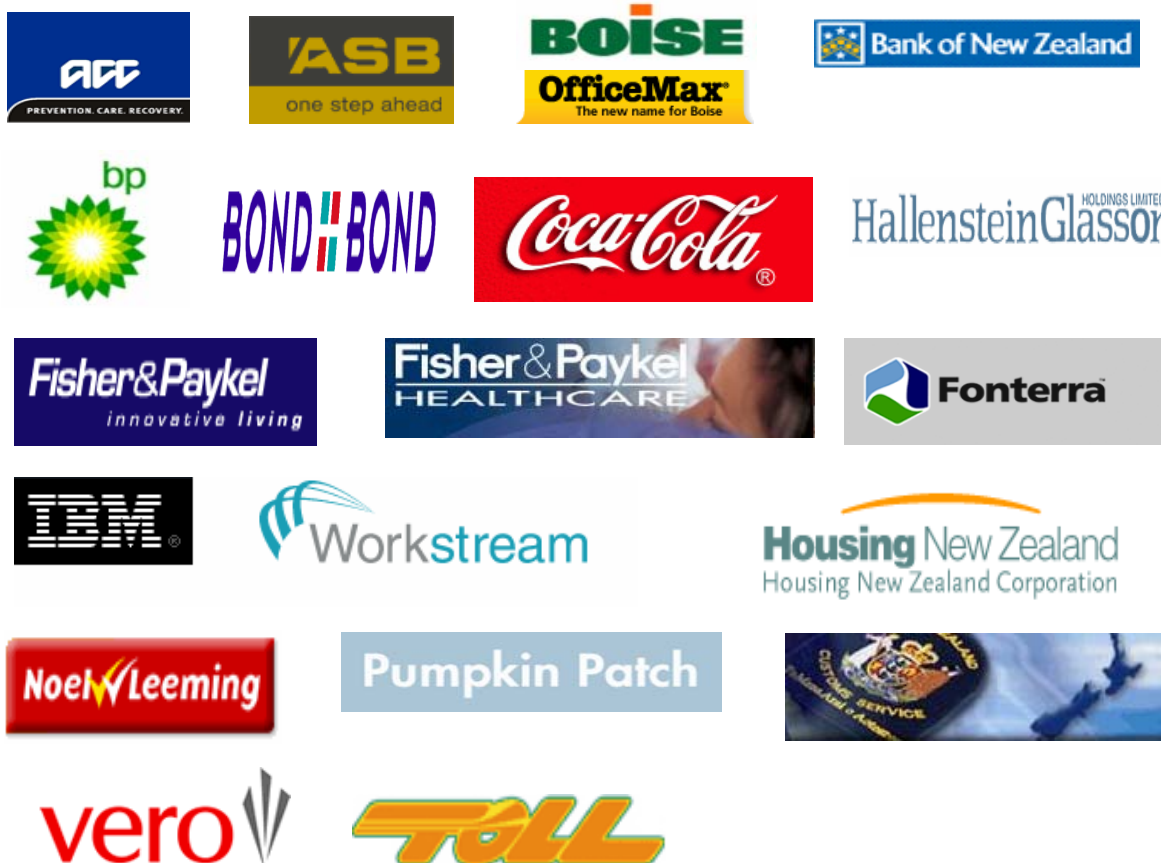


As a response, Alignment is now uniquely positioned as a “one-stop shop” for either full service or unbundled but integrated recruitment services dedicated to servicing the full employment lifecycle; in essence answering client's questions around:

<b>Attraction:</b>	“How do I connect with the talent I need?”
<b>Recruitment:</b>	“How do I identify, select and convince them to join me?”
<b>Retention:</b>	“How do I keep them onboard, productive and happy?”
<b>Release:</b>	“How do I help people transition from the business professionally and with dignity?”

### **Making this model a reality – the importance of technology**

In order to facilitate and manage this offer we have extended our relationship with New Zealand's leading e-recruitment system provider, SnapHire. SnapHire is a powerful, comprehensive and fully integrated online talent management tool. Alignment works in partnership with SnapHire and has the rights to market SnapHire in Australia and New Zealand. It has fundamentally changed the way many of our clients bring new people on board. Clients adopting SnapHire powered recruitment solutions now include:



## The BP Recruitment Centre

In November/December 2004 we had a series of meetings with BP to discuss the recruitment implications of both the roll out of Accelerator (BP's global best practice retail model) and an impending organisation restructure. We were invited to present ideas as to how we could best address both BP's short and long term recruitment needs.

Historically, a young and highly transient workforce has occupied front line customer service positions at BP service stations in New Zealand. The system of having a "semi centralised" model with Regional Operations Coordinators (ROC's) involved in the recruitment process unfortunately proved to be inconsistent and not as successful as BP had hoped.

As a result, staff turnover continued to be high – particularly within the first three months of employment (70%). The cost to recruit and train staff was excessive (several thousands per person within the first three months); therefore return on investment in employees was low. Responsibility for recruiting front line staff ended up back with individual store managers with limited assistance from the ROC's. Recruitment strategies were inconsistent and results were varied with overall turnover sitting at 80%.

The key attraction issues:

- By 2005, BP's recruitment advertising was suffering from:
  - Sporadic placement by Managers resulting in inefficient spend in a variety of media
  - Wide range of written and visual styles (some ads written by ROC's or Store Managers, some by newspapers, many ads non-approved, most breaking visual standards guidelines)
  - No continuity, inconsistent brand impact, no formal attraction strategy, no consistent employment brand
  - Utterly reactive and unscientific approach to sourcing people
  - The ads were written from the company's perspective, not the prospect's

The key recruitment issues:

- By 2005, BP's recruitment strategy was suffering from:
  - A profound lack of organisational recruitment capability at all levels across the retail network (ROC's seconded to other projects, Managers lacking the skills to recruit effectively) which was reflected by the turnover statistics
  - Roll-out of "Accelerator" was about to radically change the labour model
  - No continuity, widely inconsistent results, recruitment strategy not adhered to by those involved in the recruitment process
  - No measurement or understanding of the overall cost of recruitment within the business (e.g. no idea of recruitment metrics - average time to hire, cost per hire etc)
  - No ownership of the recruitment process (no champions)
  - Zero accountability



The key retention issues:

- By 2005, BP was suffering from:
  - 80% turnover of all front line staff
  - 68-70% turnover of front line staff within the first three months employment
  - No formal retention strategy – a general acceptance of turnover
  - No effective measures to monitor and/or reduce turnover
  - Zero accountability and responsibility at all levels across the business



## The challenge

The challenge for Alignment was to design and implement a strategy to improve all aspects of the attraction, recruitment and retention process. BP recognised the need to improve the effectiveness, efficiency and consistency of its activities, position the company as an employer of choice in the retail industry and ultimately, reduce all costs associated with fulfilling its workforce requirements. The project was picked up in December/January utilising the existing "StepAhead" e-recruitment platform which the ROC's had been using. Planning started in March 2005 with the go live date of 1<sup>st</sup> June scheduled for the launch of the rebranded [www.bpjobs.co.nz](http://www.bpjobs.co.nz) careers website utilising SnapHire's unique pipeline technology plus a reworked process and fully centralised recruitment team of Alignment recruitment and HR specialists.

Alignment created this centralised recruitment centre model for BP and called it The BP Recruitment Centre (BPRC). The BPRC has now taken BP from an utterly reactive recruiting environment to a highly proactive recruiting organisation within the retail industry.

The scope of supply delivered by Alignment includes:

- All sourcing, BP employment branding and attraction strategy design (print, onsite, online, radio; you will see examples of these ads scatted through this document)
- All day to day advertising management and placement
- A fully featured SnapHire e-recruitment system including the unique Pipeline functionality
- All SnapHire e-recruitment system management including the creation, opening and closing of all jobs plus comprehensive reporting and all associated communication with Managers
- All candidate evaluation/screening, career coaching, long listing, telephone interviewing, short listing, interviewing, testing, previous employer reference checking, criminal and credit checking, contract/offer management and induction co-ordination
- Delivery of a BP specific candidate care programme
- Delivery of a BP specific Manager support programme
- Delivery of a BP specific real time online Exit Interview Service (a global first for BP)
- Design and delivery of a retention strategy targeting the first three months of employment



## ***The results***

The results have significantly exceeded BP expectations and set new benchmarks for performance. The following provides a snapshot of BP's success over the 21-week period from June to October 2005:

- A team of four HR and recruitment specialists have reviewed **3,699** applications
- **394** people have been employed across the 84 store retail network - Dunedin to Whangarei
- Turnover of new recruits since 1<sup>st</sup> June 2005 has been reduced from **70% to 23.5%**
- A **279%** return on investment (calculated on turnover statistics alone) has been achieved
- On average **1,350** inbound and outbound candidate and Manager calls have been handled per week
- Cost per hire has been reduced by **400%**
- Time to hire for Customer Service Representatives has been reduced by **105%**.
- The latest round of Manager Satisfaction Surveys produced a **98%** satisfaction rate.





## ***Store Manager feedback***

A selection of verbatim comments from Manager feedback sessions:

**Taupo:** 5 out of 5 for the process. I love the way I don't have to interview all the hopeless applicants - that's a fantastic time saver. I can't think of any improvements that could be made - Kristy is wonderful.

**Rolleston:** 5 out of 5 for the process. I like the way you can find me staff from my walk-ins and action them quickly. The new process is a big improvement on the past (say a year ago) - a good routine to follow, big time saver, and I like the opportunity to give feedback.

**Waitemata:** 5 out of 5 for the process. I have been through a Retro refit in just 4 weeks - without the Recruitment Centre doing my new staffing it would have been a nightmare. It took all the stress of advertising and phone screening away from me and you sent me 4 new staff very rapidly. Kelly keeps me fully informed at all stages of the process - couldn't be better.

**Newmarket:** 5 out of 5 for the process. I find this recruiting method superb – I don't have to worry about it at all. Kelly makes everything happen very fast and gets me good quality candidates. I would love you to train them for us as well!

**Bays Junction:** 5 out of 5 for the process. The process is awesome, really brilliant, worked well for both me and the candidate, everyone who applied thought the turn-around was brilliant.

**Roadmaster:** 5 out of 5 for the process. I have nothing but praise for Kristy, who is constantly working with me and generally following up. Kristy is so clued up, she understands my distress and doesn't waste time talking - just acts.

**Chapel Street:** 5 out of 5 for the process. I like not having to do the early pre-qualification. I feel the BPRC takes the strain off managers and weeds out hopeless applicants.



The advertisement features a warm, yellow background. On the left, a woman with dark hair is smiling and hugging a young child from behind. The child is also smiling. In the top right corner, the BP logo is visible. The main text, 'They pay. I prioritise.', is written in a large, white, sans-serif font. Below this, a white speech bubble contains a testimonial from Leonie, 37, who says: 'I was totally up front with them. I said, look, I'd love the job, but I just have to be with my kids over the school holidays. Not negotiable. They said can you start Monday.' At the bottom, a red banner contains the 'WILD BEAN CAFE' logo and the text 'Recruiting now. Phone 0800 000 000 or check out [www.bpjobs.co.nz](http://www.bpjobs.co.nz)'.

You can find out more about Alignment Limited unique workforce management solutions by visiting [www.alignment.co.nz](http://www.alignment.co.nz) or you can take the first, obligation-free step in your relationship with us by contacting us for a discussion and assessment of your workforce management needs.

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