

# Best HR Technology Strategy Winner *Smith & Nephew*

Handling recruitment for a global firm is a mind-bogglingly complex task, and back in 2018 medical equipment manufacturer Smith & Nephew was struggling.

Recruiting in 40 countries, the company was plagued by inefficient, inconsistent processes.

Recruiters were bogged down in spreadsheets attempting to track talent as its applicant tracking system (ATS), the firm's only real recruiting tool, had not been supported by IT for more than two years. The system was also only available in seven of the company's 40 locations.

Recruitment was at a clear competitive disadvantage with high time to fill, cost per hire, attrition, and poor customer experience. It would require a monumental, award-winning effort to bring the process into the current age.

The team at Smith & Nephew built the Global Talent Acquisition (TA) House. Brick by brick, the TA House would become the shell for a variety of advanced recruitment tools now used by the company – but it needed a foundation.

The TA team took quick action, launching its recruitment optimisation project. This project, over the next 12 months, would work with stakeholders from all regions and 12 business areas to roll-out a brand new ATS.

This early victory was exactly what the team needed: its capability was proven, and it now knew it had the ability to develop and deliver high-level technology.

At this time, however, almost every other part of the recruitment process was manual and the time lost to manual tasks was costing the department money, and good ideas. There was neither the focus nor the ability to improve diversity in its hiring.

The TA team aimed its sights high. Exhaustive market research led to a rigorous examination process of available technology.



Short- and medium-term plans were drawn up, addressing the team's key needs. At every stage, an impressive emphasis was placed on the need for each tool within the TA House to be interconnected.

With that in mind, the company developed a bespoke interview guide builder; a candidate assessment programme consistent across all geographies, and standardised its internal recruitment through a global platform.

It implemented a new hiring platform for pre-screening and synchronous and

asynchronous video interviewing. The firm even rolled out a text-checking tool that has helped it improve the language used in its job adverts and attract a more diverse spread of candidates.

As if that weren't enough, Smith & Nephew also implemented a new customer relationship management software package which enabled it to directly reach a consolidated database of talent with engaging marketing materials.

The results were astounding. From a broken system to a high-flying suite of modern tools, Smith & Nephew's TA team was now smashing all targets. Time-to-offer was days below target in all areas, even as competitors' were skyrocketing. Cost per hire dropped 15%. In fact, the new suite of tools – costing \$950,000 globally – has generated a \$4.8 million saving each year. It's hard to argue with that. **HR**

## Shortlisted

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### Natural HR

### UST Global for Reimagining Career Velocity