

BUILDING THE EVER-BEST SOURCING FUNCTION AT MOL GROUP

9. November, 2017

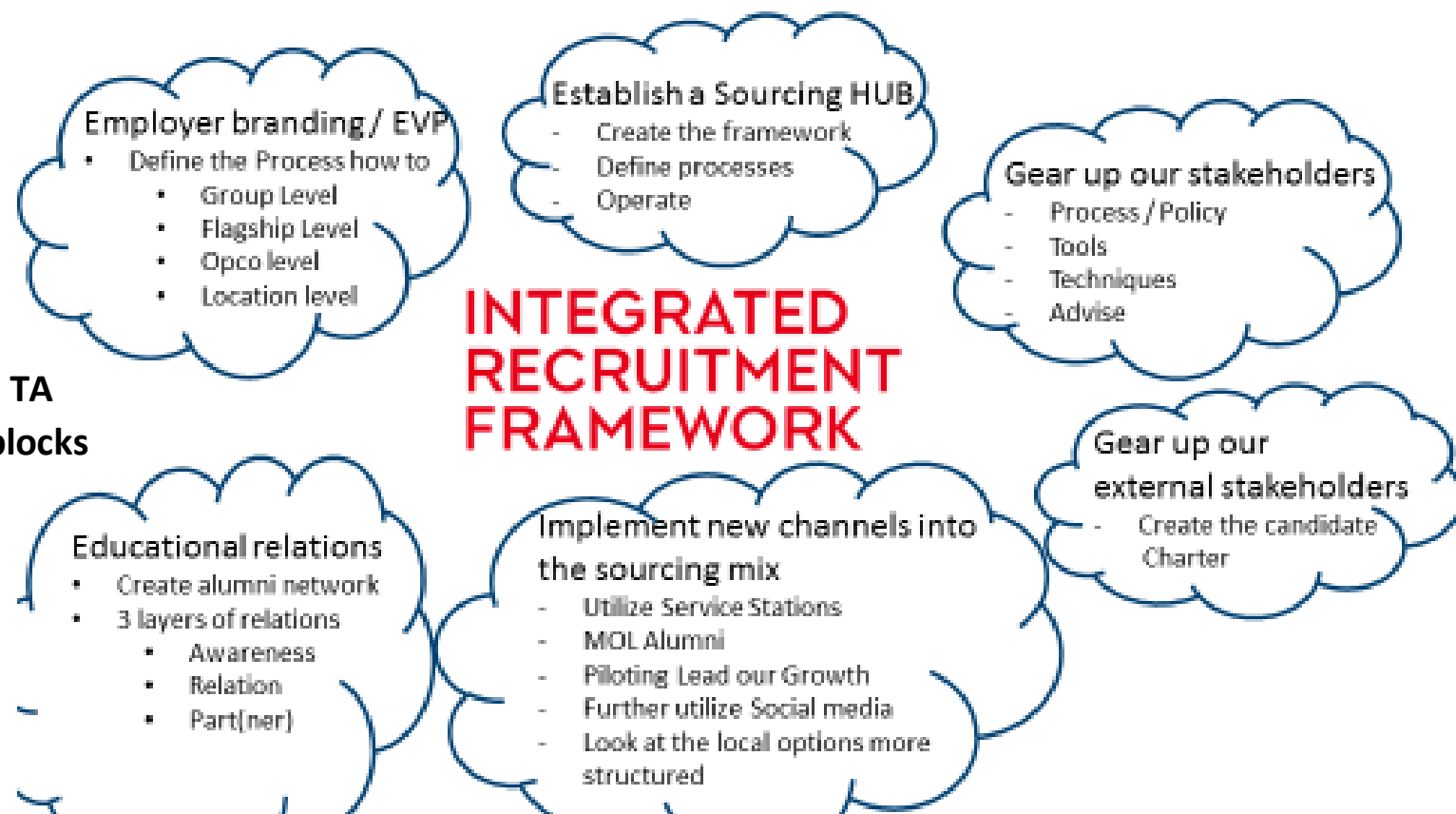
BALAZS & BALAZS



STARTING POINT

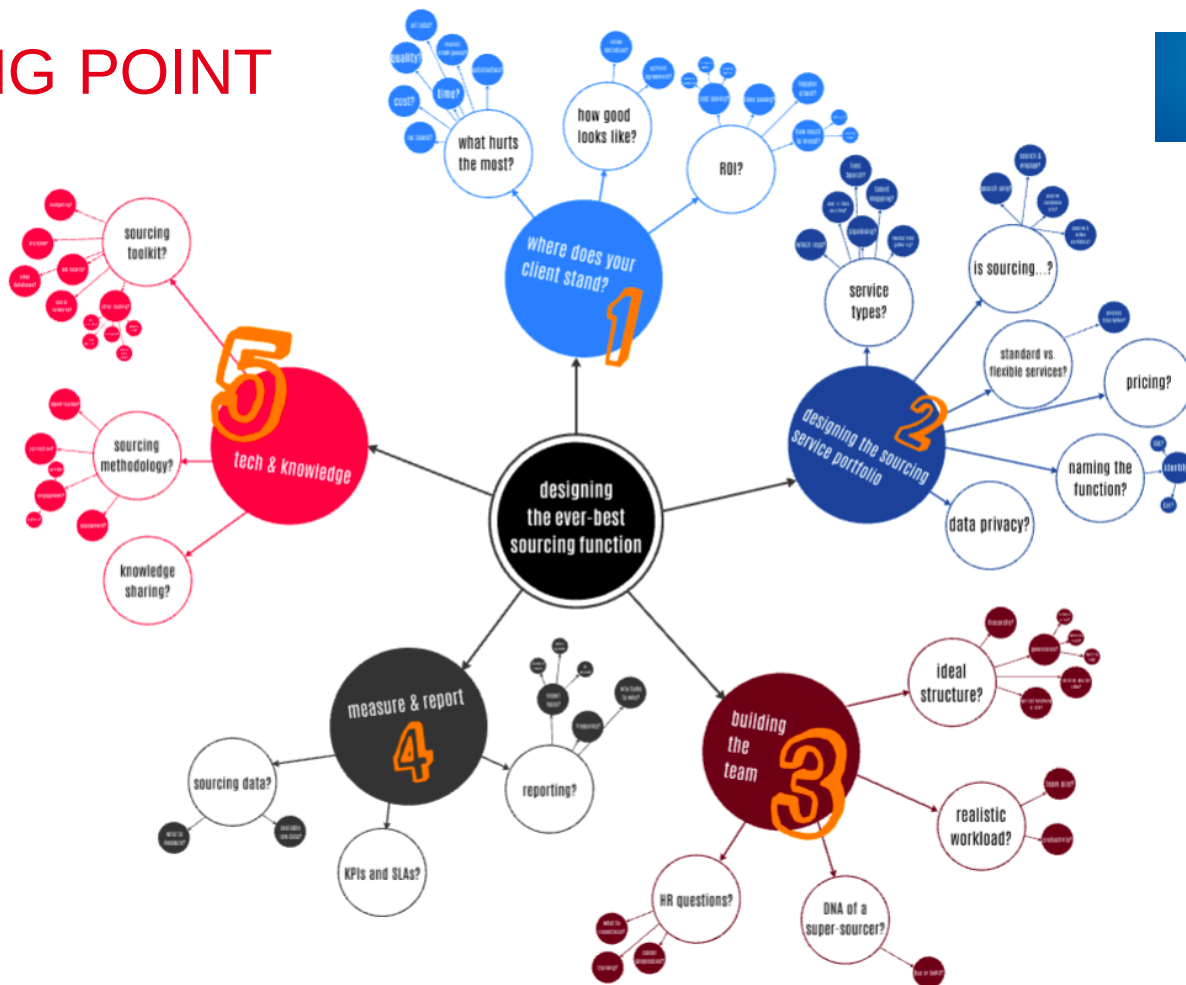
MOL

- Centralised TA
- 6 building blocks



STARTING POINT

EDLINGTON



Project overview

PROJECT OVERVIEW

➤ Need analysis

- **Identifying current recruiting capabilities** per each and every Business Unit – with an extra attention on Hiring Manager satisfaction, hiring cycle time, hiring volume and source-of-hire data analysis
- Looking for areas where the future sourcing function can **bring in value**
- Definition of **how good looks like**

➤ Scoping the sourcing services

- Review of **every sourcing service type** and decision whether to put in- or out-of-scope
- **Sourcing productivity** expectations and estimations

➤ Data privacy review

➤ Creation of the Sourcing Service Catalogue documents

- Goal definition and setting
- Service descriptions
- Process overview
- Workload planning
- KPI/SLA setting
- Technology

➤ Project timing, duration

7 in-person meetings held between 21. March – 28. April

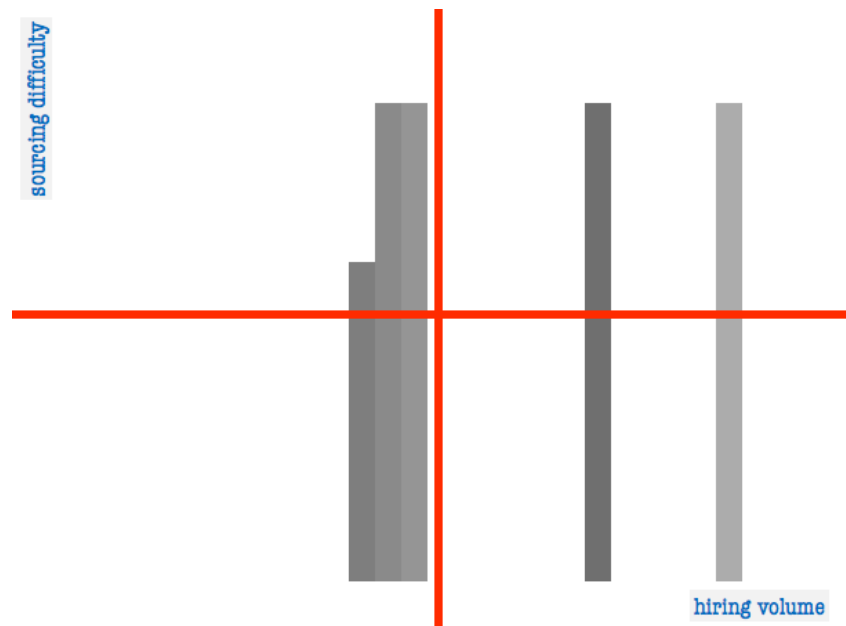
➤ Participants

Balazs Fertig - Group Recruitment Manager, MOL

Balazs Paroczay – Sourcing Strategist, Edlington Consulting Kft.

NEED ANALYSIS 1.

- First analysis made on **hiring volume vs. sourcing difficulty** to better understand where to use which sourcing solutions (e.g. direct sourcing vs. marketing campaigns vs. talent pipelining etc.)



NEED ANALYSIS 1.

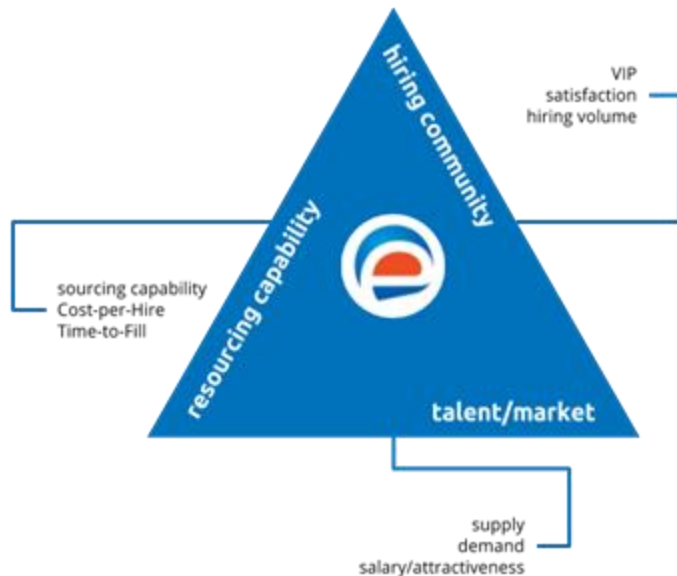
- First analysis made on **hiring volume vs. sourcing difficulty** to better understand where to use which sourcing solutions (e.g. direct sourcing vs. marketing campaigns vs. talent pipelining etc.)
- Second analysis completed by the recruiting team members to better understand the **potential sourcing need of each Business Unit**

There are three drivers why companies usually look for building a sourcing function:

1. **business-driven**: a new or changing hiring need and expectation that the current recruiting delivery mode cannot any longer fulfill,
2. **resourcing capability-driven**: when major recruiting KPIs are getting too hard-to-meet, and
3. **candidate-driven**: a certain state (or change) of the external talent market.

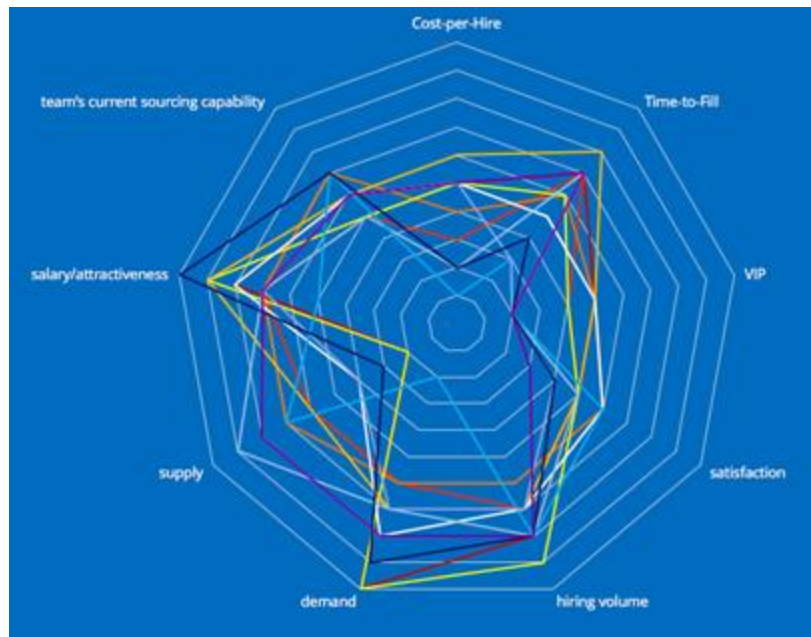
These drivers can be easily explained with the illustration on the right.

If any two subcategories of the talent/market driver and/or the “sourcing capability” are underperforming, that most probably refers to a serious sourcing need in the Business Unit.



NEED ANALYSIS 2.

Business Unit									
RESOURCING CAPABILITY	team's current sourcing capability (10: very good, 1: nothing)	6	7	5	5	4	7	6	5
	Cost-per-Hire 10: very high, 1: very inexpensive	5	4	6	5	5	3	2	4
	Time-to-Fill 10: very long, 1: very short	6	5	8	5	5	6	7	4
	VIP 10: super VIP stakeholder, 1: not any high influencer	4	5	5	5	5	5	2	6
HM	satisfaction 10: super satisfied, 1: angry client	6	6	6	5	5	6	6	7
	hiring volume 10: very high, 1: one role/year	9	5	7	7	5	8	8	7
	demand 10: high demand, 1: no one recruits this profile	10	10	7	8	7	7	7	7
TALENT/MARKET	supply 10: more than 300 candidates/req, 1: only one rare bird in town	9	7	5	7	5	6	2	6
	salary/attractiveness 10: super sexy role, 1: pretty badly paid	2	2	2	3	5		4	9

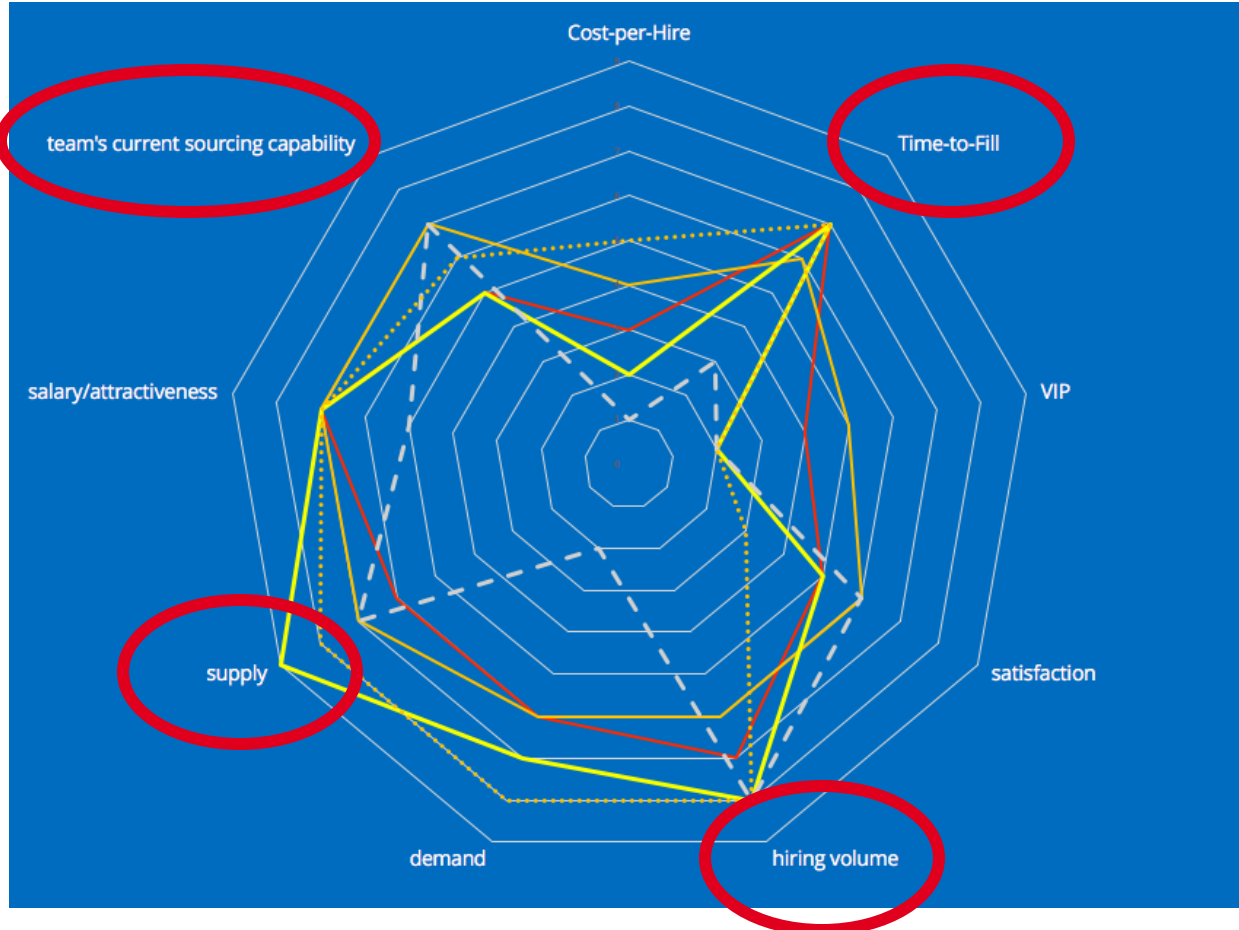


Based on a recruiter self-evaluation we have understood which Business Units have the biggest need for sourcing support.

From this dataset we have built various spider charts to even more precisely assess the current resourcing state.

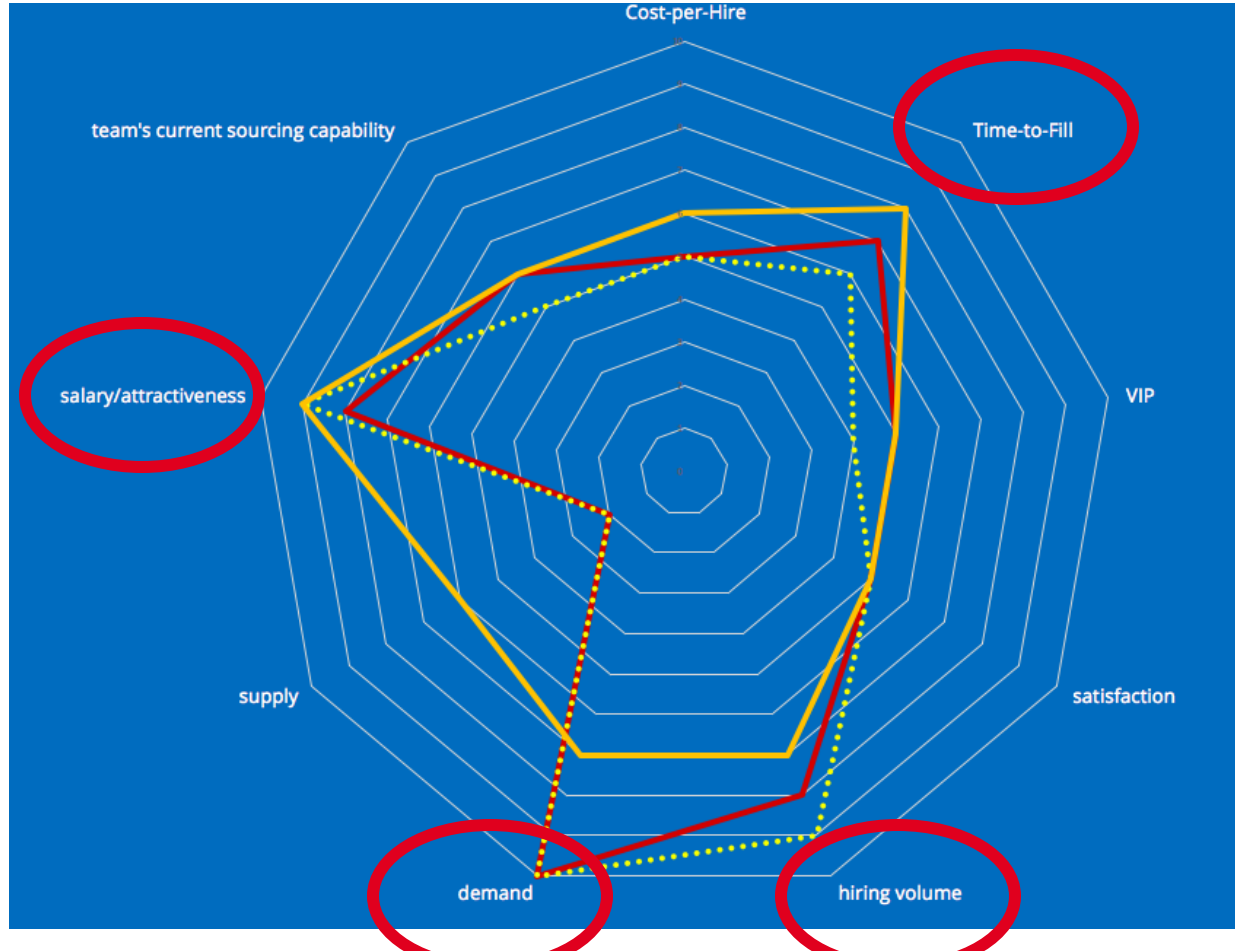
NEED ANALYSIS 2.

SAMPLE 1

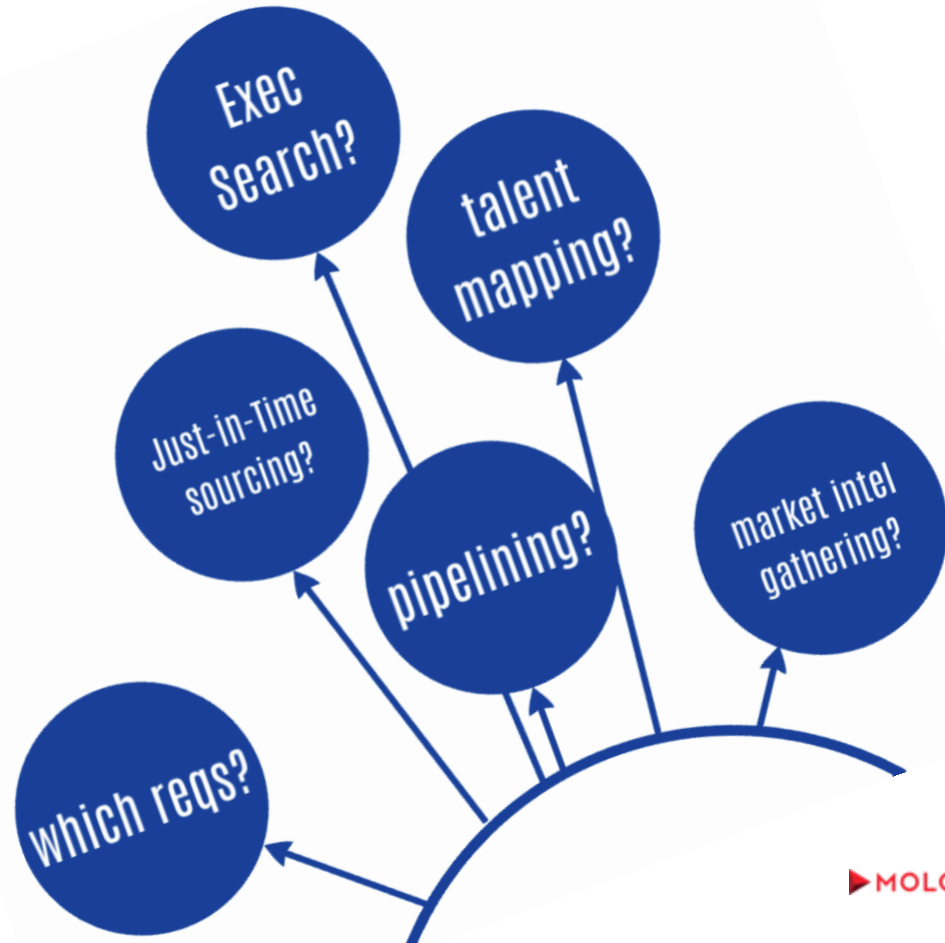


NEED ANALYSIS 2.

SAMPLE 2



SCOPING THE SOURCING SERVICES



CREATION OF THE SOURCING SERVICE CATALOGUES

- The Service Catalogue shall describe every aspect of the in-scope sourcing service primarily referring to the below aspects:
 - Goal definition and setting
 - Service descriptions
 - Process overview
 - Workload planning
 - KPI/SLA setting
 - Technology
- A new Sourcing Service Catalogue should be created for every Business Unit that is selected to get sourcing support in the future

Sourcing Service Catalogue

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SOLUTIONS

service type	Talent Pipelining
in-scope Business Unit	Group Project Delivery Office
in-scope job families	
Business Unit Head	
other Hiring Managers	
annual hiring volume	
service description Create an online community for various PMO professionals (project managers, project engineers - as explained above), with a nation-wide geo scope. The community's purpose is to continuously find talents with relevant (PMO) MOS, content that can be either educative, entertaining and/or exciting, and try to engage and involve them into professional discussions. A part (40-50%) of the content shall be job- and career-related (introducing new opportunities, employee testimonials, "open hours" or live streaming with Hiring Managers where candidates can ask questions (Q&A)). The other part (60-50%) must be professional content that generates interest among these professionals and encourage them to participate in the discussion. The group shall be moderated by the Sourcing Recruiters whose task is equally to find the group with new content (and engage with the in-scope MOS, employees and leaders to lead and join the discussions) and to manage every potential candidate interaction (comments, debates and similar).	

sourcing process RACI

B: Responsible, A: Accountable, C: Consulted, I: Informed

	sourcing/recruiting process step	Sourcer	Recruiter	Hiring Manager
1.	do take discussion with the CPDO division head about the existing and future roles and requirements, introducing the plan of community sourcing (talent pipelining)	C	B	A
2.	connect with the Marketing and Communication departments and create the role of engagement	A	B	
3.	create the online community on Facebook	B	C	
4.	create the structure of content sharing (frequency, filter system etc.)	B		
5.	start gathering relevant content (MOS, content and events)	B		C
6.	directly PMO talents and invite them to join the community	B		
7.	share content with the community	B	A	C
8.	manage (community) candidate requests and moderate discussions	B		
9.	screen potential applicants/interested candidates	B		
10.	invite candidates to apply via TALDO	B		
11.	interview candidates	C	B	A
12.				
13.				
14.				

measures	current metrics	target metrics
non-agency source-of-hires (%)		
Cost-per-hires (MVP)		
Time-to-Fill (calendar days)		
Hiring Manager satisfaction		

major SLAs

Sourcer	* build a community of 150 professionals over Q1-Q2 * increase the community membership to a total of 400 members by the end of Q4 * reach an average activity level of min. 10 likes and 5 comments/post by the end of Q4 * manage MOS, employee and/or Hiring Manager participation to happen at least two times a month
Recruiter	* manage MOS, employee and/or Hiring Manager participation to happen at least two times a month * participate the discussions and join the discussions in an encouraging way
Hiring Manager	* join the group and lead a discussion and/or event at least two times a week * increase the interaction level with external MOS and internal employees

service type

Just-In-Time Sourcing

in-scope Business Unit

IT

in-scope job families

Business Unit Head

other Hiring Managers

annual hiring volume

service description

Just-In-Time sourcing gives immediate sourcing support for active requisitions within the Information Technology field.

As IT is a rather challenging field both the Recruiter and then the Sourcing Recruiter need to cover all and make the utmost out of their sourcing channels. To make sure the Recruiters only engage the Sourcing Recruiters in the right moment the below engagement checklist has been built to clarify the rule of engagement:

- * is the position open for longer than 50 days?
- * are there multiple headcounts added for this position, ideally 3 or more from the very same position?
- * is the position between the Hay grade 18-22

If the answer is 'yes' in at least 2 or more cases, additional sourcing support needs to be immediately allocated.

sourcing process RACI

R: Responsible, A: Accountable, C: Consulted, I: Informed

sourcing/recruiting process step		Sourcer	Recruiter	Hiring Manager
1.	intake call with either the Hiring Manager and/or the Recruiter (if not only involved after 50 days)	A	R	A
2.	start identifying new candidates	R		
3.	conduct candidate connection, engagement and attraction	R		
4.	conduct candidate screening	R		
5.	invite potential (screened) candidates to either apply to the role via the career site or create their general candidate application in TALEO	R		
6.	create candidate submission form and submit them to the Recruiter (TALEO)	R		
7.	give yes/no (and why) feedback on submitted candidates	I	R	
8.	reject candidates who do not make the Recruiter interview	R		
9.	interview suitable candidates	C	R	
10.	reject candidates after Recruiter interview	I	R	
11.				
12.				
13.				

measures	current metrics	target metrics
non-agency Source-of-Hire (%)		
Cost-per-Hire (HUF)		
Time-to-Fill (calendar days)		
Hiring Manager satisfaction		

major SLAs

Sourcer	* provide 2 qualified, interested and available candidates (QIA) after 10 working days for 1 position * submit at least 8-10 QIA candidates/week against all IT positions (in case of a full-time delivery mode) * be able to work on 8-10 different IT positions in the same time (if full-time working only on these)
Recruiter	* provide feedback on the submitted QIA candidates within a maximum of 3 working days * inform the Sourcing Recruiter about any change in the job scope within a maximum of 2 working days
Hiring Manager	N/A

major KPIs

Sourcer	* manage the candidate sourcing conversion rate at a bottom/top 7-10% conversion rate average (measured quarterly on all IT requisitions) * shorten Time-to-Fill and increase Hiring Manager satisfaction as estimated above
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Sourcing Service Catalogue

comments on usage of technology (e.g. new workflow statuses, new reporting etc.)

Applicants will be and have already been stored and tracked within MOL's ATS, TALEO. For all new candidate lead tracking LinkedIn seems to be the most reasonable place.

Candidate lead is a potential candidate who has not yet applied into MOL and thus not yet consented to MOL's data privacy statement. LinkedIn, therefore, is a good choice, as LinkedIn users have already consented to LinkedIn's data privacy and no any legal restriction shall be in place if tracking these leads within LinkedIn's project folder system.

It is advised to create a workflow that supports the work of direct sourcing starting with identifying, candidate connection, engagement, screening and submission.

sourcing channels to be used

channel		comments
1.	TALEO archive applicants	
2.	job board databases	
3.	LinkedIn	
4.	Facebook search	
5.	recommendations, referrals	
6.	web search	

Results

THE OUTCOME OF THE ANALYSIS VS THE REALITY

We have identified the below needs:

- **2 areas** for **Just-In-Time sourcing**
 - Time-to-Fill is very long
 - Hiring volume is high
 - Demand for this skill-set on the external market is high while the talent supply is relatively low
 - MOL offer is not so competitive
- In case of **a business segment** we will start with **Market Intelligence** and **Talent Mapping** support as this function is facing a relatively big growth and hiring in the upcoming time.
- We will kick off the **Executive Search** service type with **two units** to reach significant financial saving.
- We put **some business units** not into the first, start-up scenario but to a potentially phase two case.



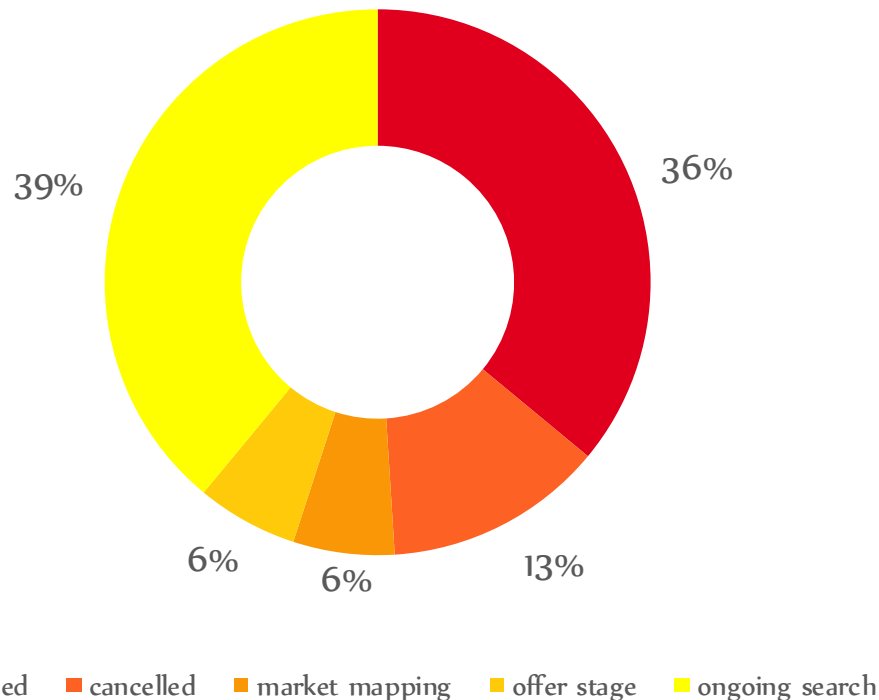
What has happened in the reality:

- **1 of the 2 areas has been completely left out due to reorganization**
- **The other is in a very strong focus from the sourcing**
- We were waiting for the announcement of the business segment which has just happened so this was in sleeping mode as of yet
- To gain trust is a significant challenge use as instead of an executive search agency, but some roles already in pipe
- These business units remained untouched
- A few areas came into the picture which scored around potential due to hiring manager sensitivity

SOURCING STATUS (5 MONTHS OVERVIEW)

- 31 positions in total
- 11 positions are filled (externally or internally)
- 4 searches are cancelled or on hold
- 2 completed market

Hiring Manager satisfaction ↑





A close-up, low-key photograph of a man in a dark suit, white shirt, and patterned tie. He is adjusting his tie with his right hand. The lighting is dramatic, with strong highlights on his hand and the tie, and deep shadows on his suit. The background is dark, and the image is framed by a red border on the left and right sides.

EXEC SEARCH REALITY

What's ahead?

DATA PRIVACY ---> GDPR May 2018



FUTURE PLANS



Questions?