*'For every **£1** spent on acquiring new hires, Transport for London (TfL) saved **£3** on other sourcing costs, and TfL now mainly uses LinkedIn for recruiting - less than **5%** of our hiring is through traditional methods.'*

CHARLOTTE JOHNS
Head of Recruitment Operations

Transport for London

The Results

Data-driven recruitment

- Cost per hire reduced by 23 per cent in 2014

- Hires per recruiter rose by 37 per cent in 2014

- Efficiency in filling open positions increased to over 41 per cent

- In one month, 60 per cent of new hires were impacted by LinkedIn

- LinkedIn identified candidates for over 200 roles during 2014

- For every £1 spent on acquiring new hires, TfL saved £3 on other sourcing costs

- TfL uses mostly LinkedIn for recruiting – less than 5% of their recruiting is through agencies

- Two InMail campaigns pipelined 354 leads for TfL, working out at £67.80 per lead.

Company profile

Transport for London (TfL) is a 30,000-person organisation that is responsible for the planning, delivery and day-to-day operation of the capital's public transport system.

Business objective
Speedy transformation

Charlotte Johns, TfL's Head of Recruitment, knew she needed to implement a solution that increased efficiency and translated into significant savings for the organisation. TfL identified internal transformation initiatives to derive both financial and non-financial benefits in four areas: recruitment processes and systems, talent acquisition, performance management and stakeholder engagement. Charlotte and LinkedIn were able to identify, scope and implement a recruitment solution within six months.

The solution
Changing the game

TfL and Charlotte were able to work with LinkedIn to achieve their goals in several ways. They:

- Developed a solution based on direct sourcing

- Employed branding solutions that promoted brand and business areas and ran strategic lead-gen campaigns using targeted traffic drivers

- Introduced job wrapping so new jobs were posted on LinkedIn the second they were entered on the internal system

- Created dynamic career landing pages to position TfL as an innovative, forward-thinking company to the most attractive candidates in hard-to-engage audiences such as IT and engineering

- Acquired a diverse candidate pool by recruiting innovative people for IT, commercial and engineering roles.

  "Overall, LinkedIn helped TfL migrate from a traditional recruitment model to a much more strategic place," noted Johns. "And the results have been quite impressive."

What happened next?
Accelerating the basics

- Based on success of branding solutions in 2014, TfL moved to an "always-on" approach to advertising, running awareness campaigns every month

- Followers have grown by 69 per cent since April 2014 – a valuable asset as 1 in 4 new followers turn into new hires

- A further 340 leads have been pipelined as a result of InMail campaigns

- LinkedIn-impacted hires reached a record 60 per cent in April 2015

- LinkedIn has assisted in several high-profile projects including the Northern Line Extension and Hammersmith Flyover Development.

Added Johns, "We've realised that short-listed LinkedIn candidates that just missed a position in a previous hiring process have created a ready-made top-tier talent pool for future hirings. It was a real 'aha' moment."

Transport for London

Linked in

A model of consistency

Introducing LinkedIn to all consultants allowed TfL to have a consistent end-to-end recruiting process for the entire team. Charlotte was also able to monitor usage and manage the team's development journey through direct sourcing.

Charlotte has been extremely pleased with the results from partnering with LinkedIn. "We're really looking at this as a long-term partnership. With support and additional training from the LinkedIn team, we have a group of super users who support not only the Recruitment team, but also the Business Partners in HR and the organisation as a whole."

 "I didn't realise how much help was available from the LinkedIn team, and that has been really key for us, from meetings with stakeholders to introducing our team to other organisations in similar stages of development or just by sharing best practices."

TfL's best practice tips

1

Build a robust content strategy on LinkedIn. Content should focus on building a strong employer value proposition on LinkedIn. TfL's content was very consumer/rider focused, providing updates on tube services. Their LinkedIn strategy is now focused on building their employer brand and showcasing them as a great place to work.

2

Advise HR and Talent acquisition/recruitment departments to buy into LinkedIn. LinkedIn requires input from cross-functional departments to be truly successful. Both departments should formulate an employer branding, content and recruitment strategy on LinkedIn to attract and engage top talent.

3

Don't be afraid of change: LinkedIn as a platform can be transformational, especially for a government organisation like TfL. But move quickly and put some time and money behind the investment. To truly have a major impact, you will need to invest a substantial amount into LinkedIn. The results won't disappoint.

For more information **www.linkedin.com/company/transportforlondon**

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