



**serco**

*“Serco is on a journey at the moment to define our employer brand and LinkedIn will be a part of that journey”.*

Andrew Grier, Recruitment Manager, Serco

## Serco

Serco’s recruitment team becomes a global centre of excellence thanks to LinkedIn

### Highlights

- £1.1m+ savings in year 1 gained from LinkedIn utilisation
- Hit and engagement rate increased through targeted recruitment on LinkedIn
- Targeted media campaign to drive specific audiences to Serco’s Career Page delivered 287% increase in followers, and 60% increase in clicks to Serco jobs

### Company Profile

Serco makes a difference to the lives of millions of people around the world with a customer base spanning national and local governments and leading companies.

As a services company that is running hundreds of contracts at any one time, Serco improves the quality and efficiency of essential services that matter to millions of people around the world. With a constantly evolving roster of 120,000 employees, Serco is a values-led company and its culture and ethos are at the heart of everything it does. Its approach has made it one of the world’s leading service companies and its vision is to be the world’s greatest.

### Recruitment Model

Serco manages operations in almost every public and private sector; they recruit for everything from head of procurement through to Hawk Jet pilots. “For a recruiter, there are no two days that you are recruiting the same skill set”, says Andrew Grier, Recruitment Manager for Serco Group & Global Services.

Serco needs to recruit from the widest possible talent pool in many different countries and regions. Contracts will often need staff quickly, and the company recruits new hires at the same time as assessing transferred employees. Historically, local HR would manage their own recruitment and outsource it to agencies on an ad-hoc basis, accounting for 80% of hires.

### LinkedIn Solution

Two years ago Serco launched an initiative to measure and reduce agency spend, increase direct sourcing and to implement a recruitment operating model.

Serco’s UK internal recruitment team went live in April 2012, with seven LinkedIn Recruiter licenses

and 25 open job slots. Soon afterwards, LinkedIn saved Serco £28k on a single project by eliminating upfront agency retainer and advertising costs for four positions. In less than a year, LinkedIn has helped reduce Serco's known agency use from 80-90% to 3.5% and helped the company bring recruitment almost completely in-house.

For salaries of £70k+, LinkedIn means "big cost savings". Between April 2012 and April 2013 Serco has saved £5.8million through their in-house recruitment team, and LinkedIn is directly responsible for a large percentage of those savings; as much as £1.1m.

"As recruiters, we are really spoiled by the advertising on LinkedIn", says Grier. An advert for a management consultant role on LinkedIn can bring in 300 strong applications, the Job Slots "really cranked up the results".

## Talent Mapping

Serco often needs to assess talent availability before taking on a new project. LinkedIn's search tools are perfect for effective talent mapping as it allows them to see where the relevant talent is based, both geographically and within which organisations. The LinkedIn Recruiter tool gives Serco the ability to gauge target markets for the practicality of being able to create a relevant workforce for any new business won.

## Pipelining Future Talent with Serco's Company Page

Company growth means the sourcing team is challenged with hiring an additional 80,000 employees globally by 2016. For Serco, the ability to understand and proactively promote their employer brand is central to meeting this objective.

Serco has started this process already using media across LinkedIn to drive followers to their dedicated Company Page. Results from just one campaign included an increase in unique visitors of 287%, plus an increase in job clicks by 60% from October to December 2012.

The initial month long campaign in late 2012 attracted 11,000 new followers, but this has since grown to over 41,000 via continued targeted engagement. For Serco, the result is an engaged community of targeted talent for future prospecting, which they are looking to take advantage of by wrapping into their longer term employer branding strategy.

## Results

Importantly, LinkedIn helps Serco effectively measure the results of their new initiative and accurately calculate their return on investment. "The LinkedIn team made my life easier than I expected with regards to finding statistics, number crunching on hit rates and ratios".

The resourcing team has been recognised by Serco as a centre of excellence and is now a global role model. "A lot of what we have done would not have been possible without LinkedIn", says Grier.

*"We are now a centre of excellence and a role model for other parts of the globe and a critical part of that is merited to the work through LinkedIn".*

Andrew Grier, Recruitment Manager, Serco

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