

## City Inn

City Inn is a young, vibrant, entrepreneurial fast growing hotel brand with a passion for service excellence. At the heart of the City Inn brand are the principles of an uncompromising approach to quality, ensuring each guest or customer is treated as an individual, a commitment to innovation and always putting the customer at the forefront of any decision.

With an ambitious expansion plan in place, the organisation decided to undertake a review of the systems and processes that would be key to supporting and sustaining successful growth. Recruitment was a key component of this review.

Talented people had already helped the company be a winner at the Business Travel World Awards 2008, for the 3rd year in succession. The Company recognised the importance of attracting and retaining quality staff which would be essential for the ongoing success of their current hotels as well as their new hotels.

During the review, a number of issues with the existing recruitment process were highlighted. The application process was hugely paper based and labour intensive; time to hire was longer than desirable because of high volumes of applicants; poor quality applicants were increasing the administrative burden and the overall candidate experience needed to better reflect the City Inn Brand.

The Head of HR at City Inn knew that moving to an online based approach would address all of the above issues and more.

With a great success story to communicate to external candidates, an essential part of the new online application process would be about encapsulating the City Inn culture and brand to attract individuals with similar values as well as the required skills.

**Changeworknow** were chosen to work with City Inn to develop an innovative solution for all hotel based roles. Changeworknow were chosen for their ability to provide a high quality experience for all applicants and for their expertise in incorporating screening questionnaires to identify candidates with not only the appropriate skill sets, but also the right cultural fit.

**Developing the solution** involved not only the HR team but a range of City Inn job experts from across the business from the Group Executive Chef to Heads of Departments within the hotels, all of whom provided input to make sure the selection criteria reflected exactly what the organisation needed.

The Applicant Tracking System was set up to support and facilitate a Candidate Management process that was highly responsive and streamlined. A company wide communications strategy ensured a high level of organisational support and a successful launch.

Just four months after launch the results were already showing tangible bottom line results and a marked improvement in the quality of hires.



- Of the 8,000 plus candidates who had started the online application process since the system went live 49.6% of candidates had deselected themselves against the selection criteria, freeing up administrative time for the HR teams and resulting in a better qualified applicant short list.
- The flagship London hotel was handling less than 50% of previous levels of volume but experiencing a vast improvement in quality, with one manager struggling to choose between 2 outstanding candidates for one 'hard to fill' position.
- Average time to hire had been reduced to on average 3 weeks across all roles. In some instances time to hire was taking 5 days or less.
- A growing talent pool of well qualified applicants was also resulting in hiring decisions being made within 1 day of the vacancy being posted.
- During the four month period, agency spend had reduced by 84% in one hotel and applicants applying via the web were of significantly better quality.
- HR administrators were experiencing an increase in job enrichment spending less time on recruitment administration, circa 50% reduction, and more time on more stretching and developmental work.

Feedback from all hiring managers was overwhelmingly positive. **And there was a marked result for the candidates as well.** 87% of candidates rated City Inn's online application process as 'very' or 'extremely' easy to use compared to other processes they had been through. Candidate comments included:

*"I have never come across such an efficient application system; it has benefits for both applicant and employer."*

*"This has been the easiest and most enjoyable application form I have filled in. I think it's an excellent process and wish more were like it."*

*"The application process is designed in a fantastic way, as it does not lead the applicant on without notifying them of their progress."*

*"The online application procedure was painless compared with xxxx hotels' and a number of other major hotel groups, thank you!"*

**And the bottom line for City Inn?** An online process that provides applicants with a positive, brand enhancing experience, reinforcing the employer brand and culture as well as supporting the customer brand along with a leading edge resourcing solution that is giving City Inn measurable business results.