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## Recruitment Solutions for Corporate HR

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With so many options on the market, how can you be sure that the recruitment solution you select is right for your company?

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E-RECRUITMENT & APPLICATION TRACKING MADE SIMPLE.



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## Executive Summary

With competition growing for skilled employees, the need to develop personal connections with candidates is paramount. But recruiters often become inundated with time-consuming tasks such as screening resumes and tracking applicants, and this leaves little time to focus on the key applicants. A solution that automates these tasks becomes a must to ensure your company's productivity and growth.

With so many options on the market, however, how can you be sure that the recruitment solution you select is right for your company? While you may know what recruitment issues you'd like to resolve, you may not necessarily choose the solution that suits your company best—simply because you don't have the time to research a wide range of recruitment solutions in depth. It is often the case that people end up choosing the recruitment software that “sounds the best” at the time.

Or perhaps you have chosen to manage your recruitment processes yourself. Many companies still work under cumbersome systems, such as various paper-based methods. Whilst this system may work for some small businesses, it is not a viable option for larger companies. You will find that this will result in inconsistent recruitment practices and a large margin of human error, not to mention compliance issues. **Implementing an effective recruitment system for your company will improve your quality of hire, and save you time, money and frustration.**

So regardless of whether you already have a recruitment system in place, or you have no defined system at all, you can use this Paper to assess your current position and learn how your organisation can enhance its recruitment processes. Discover how to choose the right recruitment software system to suit your needs.

## Recruitment System Case Studies

### Case Study One—NO Recruitment System

The first case study is a large, high profile, Sydney-based organisation. For privacy reasons we'll call them "Company X\*".

This company sourced most of their candidates using manual procedures. They were using a series of spreadsheets, supported by various other paper-based methods and email. In other words, they were running their recruitment processes on the assumption that there would be minimal human error.

The main problem however was the lack of a consistent recruitment system across the company—each department had made up their own processes. Clearly there were potential compliance issues.

***As a result, there was no way to control candidate care, and candidate applications simply took too long. Many candidates found other positions before Company X even had the chance to conduct interviews.*** In some cases, applications were completely lost "in the system". Candidates started to feel like they had submitted their resume into a black hole. As a result, the company's status as a reputable employer was compromised.

Eventually, the company realised that they needed to establish a company-wide recruitment system that would allow them to build better relationships with their candidates, and get the right ones into company roles faster. After all, how could they ensure that they were recruiting quality, skilled employees if any number of applications were being lost in the system?

The solution was an automated system that sped up the process by having a talent pool of candidates and an effective screening process that eliminated under-qualified applicants automatically. This allows them to focus on the most qualified and suitable applicants for the position—getting to them quickly and managing the candidate/HR relationship effectively.

They also needed a system that would improve their image as an employer—where resumes could be searched and feedback on applications could be provided quickly to candidates. After researching the many recruitment solutions on the market, Company X decided to opt for e-recruitment software, therefore keeping their recruitment processes in-house.

*\* Names have been kept confidential given the wide circulation of this report.*

But as Company X was also switching from an erratic, manual system, to an electronic one, they needed a system which didn't have too many components and was user-friendly. With this, their HR managers could focus on their jobs without the distraction of learning a new and complicated piece of software. They wanted software which did all this *and* solved all of the recruitment problems they had been experiencing. As hard as that sounds, this White Paper will show you that it is possible to find a solution, by simply evaluating the market options just as Company X did.

## Case Study Two—Ineffective Recruitment Systems

Good technology adapts to the changing needs of its users and is constantly evolving as society progresses. Recruitment systems should be no exception—recruitment Software as a Service (SaaS) products are constantly evolving to provide for demand. This is increasingly the preferred option across all types of software in all industries as it is far more versatile than the old fashioned alternatives of outsourcing or having software installed in-house. Be aware, however, that there are many 'out of the box' products in the market that have quickly become obsolete and ineffective due to a lack of innovation on the software vendor's behalf and/or because of a lack of flexibility in the product itself.

Company Y fell victim to this. They had been using a recruitment solution for a number of years but reached a point where the system was unable to support their current business activities. The director of the company, **Peter\***, ***had received a number of complaints from their recruiting department about the rigidity of the system. It forced them to run their business in a way that suited the system, rather than the system being able to adapt and support them in the way they wanted to run their business.*** So why did they bother having a system at all?

Eventually, Peter had to admit that their current system was costing the company valuable time and money, not to mention the frustration that it was causing his recruitment managers. They needed a solution which was flexible and adapted to the way that they wanted to run their business processes. If only Peter had read this guide before he wasted time and money on the first system!

*\* Names have been kept confidential given the wide circulation of this report.*

## Finding a Recruitment Solution

Being able to effectively manage a high volume of applications gives you an advantage over your competitors as it allows you to focus on key applicants, and therefore produce a high standard of potential candidates. Implementing an effective recruitment system can assist in this as it streamlines and automates some of the recruitment processes.

Traditionally, when recruitment managers were looking to improve their recruitment processes, they turned to recruitment agencies or paid to have software installed on-site. However as the e-recruitment software market matures, better solutions are emerging in the form of Software as a Service (SaaS) technology. This market is constantly growing, and the products arising are innovative. They address many challenges faced by corporate recruiting departments. However, as many of the products are still maturing, you should use this guide to make sure you select the best possible solution for your company.

### Software as a Service (SaaS)—Configurability, Cost-Savings and Innovation

Software as a Service (SaaS) is the upcoming trend in the IT and recruitment industries, and according to market research firm Gartner, global SaaS sales are expected to double by 2012<sup>1</sup>. And in a more recent study of vendors in the e-recruitment industry, 77% of their customers used SaaS systems, compared with 23% using on-premise solutions.<sup>2</sup>

To illustrate, here are some examples of the better known and very large SaaS systems:

- [www.salesforce.com](http://www.salesforce.com) – the world's fastest growing customer relationship management system
- Online banking
- Online flight booking
- Hotmail, Gmail etc

So why is SaaS technology so popular?

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<sup>1</sup> “Market Trends: Software as a Service, Worldwide, 2007-2012”, September 2008—Gartner Research

<sup>2</sup> “Magic Quadrant for E-Recruitment Software”, December 2009—Gartner Research

## SaaS Systems vs. Licensed Software

Licensed in-house software typically needs to be installed, maintained and managed on your own computer hardware. This is a rather old fashioned method of software delivery but it is often chosen by companies because it is familiar to them and they are comfortable with it. However, with the advancement of technology, newly-emerging web-based software solutions have eliminated many of the problems of licensed software, and also have adapted to solve problems of the original web-based software systems.

The following points address some of the major benefits and advancements of SaaS technology, compared to licensed, in-house software.

- ☑ **Costs Analysis**— Client/server licensed software systems require up-front costs such as the license cost, servers, tape backup equipment, installation, configuration and IT employee training. Ongoing maintenance, personnel and technician employment costs can also be pricey. And because of the nature of this system, software faults and updates are often unpredictable so this type of solution offers little help for budgeting.

SaaS systems offer predictability in costs, as all updates and fixes are performed by the vendor, with minimal interruption to the software user. And because of its low initial investment, SaaS allows many organisations to invest in a high-end application that they might have otherwise not have been able to afford. It also reduces the risk involved with buying new software and the contract can be terminated at any time. However—you should always enquire with the software vendor regarding their cost structure and find out what is included in your fees, to ensure there are no hidden costs. This will ensure that the system you select is cost-effective in the long-run.

- ☑ **Product Deployment**—SaaS solutions have far shorter deployment times, and are easily integrated into the company. Its rapid deployment times are due to the software being readily available on the vendor's server—the purchasing company only needs to access it via the internet, without the need to integrate it into their own hardware.
- ☑ **Usability**—The SaaS delivery mode has grown immensely over the last few years, and as a result, there have been changes to the way the software is developed, eliminating complaints about the original generations of the software regarding interface design. The best systems are the ones where the user can, for the most part, use their intuition when navigating their way around the software. Providers are also integrating tools in the software that allow users to customise the application themselves. Also due to the nature of SaaS products, and the immediacy of their upgrades, providers are increasing usability testing with interface design, therefore providing a rich user experience.
- ☑ **Security**—Sometimes there is apprehension from recruiters with regard to using web-based technologies because they have little knowledge of how the software works and may be fearful of security aspects of the product. Instead, they opt for an in-house solution that is stored on their own computer hardware. However, whilst security is a

valid concern, for web-based solutions from reputable providers this should not be an issue—as they will have comprehensive security features and most providers are happy to demonstrate this upon your request.

- ☑ **Database protection**—Whilst in-house software may seem to provide protection to those with less understanding of technology, the risk is actually because your data is stored on your own hardware. What this means for you is that if your hardware breaks down, so does your information source. The main reason behind recruitment systems is to make recruiters more effective. However if your recruitment system relies heavily on your hardware, how can you ensure that this system will never fail?
- ☑ **Internet access**—Many in-house software providers have argued that web-based software relies on the internet, and therefore depending on the speed and reliability of your internet connection, you may experience considerable delays in recruitment processes. However, today it's rare for a company not to rely heavily on the speed and reliability of its internet connection for ALL its processes, not just recruitment. Companies in the 21<sup>st</sup> century just aren't viable without the internet.

However, whilst these points illustrate that SaaS/web-based systems have a clear advantage over in-house systems, not all SaaS systems are the same, nor is every provider. The following checklist will help you when you are considering a SaaS solution for your company.

## SaaS Solution Checklist

- **Flexibility**—An ideal SaaS solution needs to be highly flexible. Your business will benefit from a system which can be configured to work within your established hiring processes rather than one that forces you to make compromises. Whatever your choice in vendor, make sure that they are able to support your business processes and needs, as well as being able to adapt as these change over time. As we demonstrated in the second case study, having a recruitment system provider that won't tailor their product to your company can leave you having to change your business to suit them.
- **Positive User Experience**—This is important for both the recruitment manager and applicants. Many recruitment systems do not have ease-of-use. Some systems contain too many components and may be too complicated for your company needs. You should select a system which is easily integrated and is practical and intuitive to use. How do you find out if a SaaS solution has ease-of-use? That brings us to our next point.
- **'Try Before You Buy'**—One way to avoid what happened to the company in our second case study, is to take part in a free trial of the SaaS solution you are interested in. Some vendors will allow you to have a free demo of their product without paying any user fees. This is a good idea if you have never used this kind of software before and want to test it before you invest in it.

Resume parsing allows you to process electronic resumes by extracting data from an unstructured document in the appropriate context. Resume parsing benefits corporate recruiters by providing them with means to automatically gather information contained in resumes. It uses complex pattern and language analysis techniques to extract the relevant information.

For recruiters, it reduces the burden of resume processing and data entry time, not to mention it improves productivity throughout the entire recruitment process.

- **Candidate Management**—Successful recruiting occurs over time. Software with candidate management tools can allow you to focus on creating a positive candidate experience by automating simple, time-consuming tasks. There are recruitment systems that have built-in intelligence to better match candidates with job requirements with screening questions and resume data bases. This will allow you to secure the most qualified applicants and give feedback to those who are not suitable, and quickly. Screening technology also assists in managing high numbers of applicants—look for a SaaS solution with innovative resume parsing technology.
- **Compliance**— Compliance is a growing concern for recruitment managers, and many solutions are emerging in new technology and products because of this demand. Issues such as privacy, anti-discrimination and also the need for a diversified workplace come into play in recruitment. Some recruitment systems can offer built-in reporting requirements, as well as being capable of filtering data to ensure that confidential or prejudicial information is appropriately dealt with.
- **Mobility**— As the demand for products which assist internal recruitment increases, so too does the demand for increased mobility of products. One of the best features of SaaS web-based products is that all services are delivered over the internet, which means that they can be accessed anywhere with an internet connection, though only by authorised parties.
- **Cost-Effectiveness & Affordability**—An advantage of SaaS solutions is that they eliminate the large up-front costs of client-server systems such as the purchase of servers and expensive software. SaaS solutions also save you maintenance expenses as well as the time that is needed for installation and integration of the software. Another positive of SaaS is that it is available immediately, hence its other name of 'on-demand software'. The software vendor takes care of all maintenance, updates and security. Software is always current as vendors can update the software directly on their own servers. SaaS products also eliminate the personnel expenditures that are required for installation, maintenance and updates. However, not all SaaS product vendors are the same. You should also consider a vendor's pricing strategy when selecting a system. Check the vendor's methods of quoting, any hidden fees and the overall pricing strategy.

- **Integration Approach**—You should look for a product which will be implemented in a timely fashion with the desired outcome reached. You could try researching the provider's implementation history, or talk to reference companies that have used the prospective vendor. You need to know how quickly you will see results, and where.
- **Reporting & Analytics**—Most SaaS systems should be able to manage HR metrics by generating pre-packaged reports and also any additional information that you request. You should find a product which delivers comprehensive reporting packages and any metrics that you feel are relevant to your company.
- **Track Record**—You should decide which type of vendor is suitable for your company—some organisations are happy to take the risk of engaging small and entrepreneurial software vendors, while others prefer to deal with vendors that have been in the market longer. Whatever your risk profile, you should always make sure you trust the vendor. Remember that SaaS products are by definition, a service, so you should look for a company that is willing to provide you with an ongoing, optimal service. You could ask the vendor for their customer satisfaction metrics, and any other details that can prove their success rate.
- **Support**—Local support and local presence are two different things when it comes to your vendor. If a vendor has a sales organisation in your local market, this does not always mean that adequate support is there. You should find out how your support calls are going to be handled, how resourced the support team is and how they assist with integration of the product into your company. Of course, systems that are locally built and hosted locally are more likely to have better support. You should also ask in regards to support, about:
  - ✓ Quoting & pricing practices
  - ✓ Account management
  - ✓ Issue resolution
  - ✓ Technical stability
  - ✓ Innovation & flexibility
  - ✓ Their ability & willingness to integrate with other technologies and vendors

# SaaS Technology & Recruitment Processes

## Recruitment and the Internet

The emergence of the internet as an interactive medium has been a major influence on the recruitment industry. There are now online sourcing channels such as job boards, classified sites, public recruitment databases, search engines, social networking sites and corporate career sites, all of which are far superior to paper-based job posting. Online recruitment is faster, cheaper and easier than paper-based advertising, and it enables companies to reach a wider audience of both active and passive candidates.

E-recruitment solutions such as SaaS systems support online recruitment by streamlining activities such as sourcing and processing, to enable you to target suitable applicants.

## How does e-Recruitment Work?

Managing any recruitment process using traditional manual methods wastes time, money and resources. Many of these processes however, can be streamlined and automated with an effective e-recruitment system.

Not sure if an e-recruitment system can help your company? We will show you how it works. You can review each of the following steps to compare them to your strategies.

## Requisition Management

This is the first step to the recruitment process. E-recruitment software assists in this process by eliminating your paper processes and helping manage authorisation—a hiring request is made, through the use of a template, then it is passed through the levels of authorisation needed before the requisition can be approved.

Requisition management through the use of an e-recruitment solution streamlines your requisition process and effectively reduces your time-to-hire by allowing you to standardise your “talent definition process”. And because of its workflow configurability, you can track requisitions and identify bottlenecks in your organisation that may be holding the process up.

## Sourcing/Job Posting

Sourcing is more than just finding candidates. In order to attract the right candidates, you must have a targeted, strategic sourcing campaign. E-recruitment applications can assist you in this in a number of ways:

- Maximise your Internal Talent Pool**—Most e-recruitment applications will allow you to create an internal talent pool for your organisation. That way, once an electronic

requisition is created, the internal database will be searched first to check whether you have any current employees that fit the position criteria. This will save you the cost of advertising should you find a suitable internal employee who could be promoted.

- ☑ **Makes Job Posts Quicker, Easier, Cheaper**—Job posting using paper-based advertising is far more expensive than posting online, not to mention the time it wastes. Job posting online is virtually instant, and because of the nature of the internet, it can reach a wider audience, fast. However manually submitting job ads to the various online job boards can be quite time-consuming for HR managers, so SaaS solutions naturally support this function. Posting, renewal and removal of job postings are handled automatically through integration with your requisition database. This automation allows recruiters to focus on selecting the right applicants, because these simple but imperative tasks can be done for them.
- ☑ **Sourcing Strategy & Writing Job Ads**—Job posting is an important task, however making sure that you target your job ads in a way that gets the best results is even more important—it will save your company time and money. Sourcing strategy is usually developed using past results and candidate source tracking data. You should select an e-recruitment solution which has the ability to obtain these types of metrics. Some e-recruitment solutions can trigger surveys during the talent management cycle, such as to determine the quality of the application process, or perhaps upon the termination of employment. These types of surveys can help in the actual writing of job ads. If you can find out what would have made a position more attractive to your candidates, such as a minor increase in salary, then you can write better job ads to attract those high-quality candidates that you are seeking. A good job description will not only attract the right resumes, but also keep most of the wrong ones at bay.
- ☑ **Find those Hard-To-Reach Candidates: Passive Candidate Recruitment**—Recruiting passive candidates is no easy business. You may even ask, why would I want to recruit someone who isn't interested in the job? Sometimes the best candidates will not actually be actively looking for a position, but often all it takes is an attractive careers page, job description or salary to ignite their interest. So how do you find them, or rather, how do you get them to find you?
  1. **SEO for Recruiters**— So we have established that in order to recruit passive candidates, you must have an attractive job ad or careers websites, but how do you get passive candidates to find you? Search engines are a very powerful tool—they are used by millions of people every day to find information on the internet. So evidently if you want access to this type of medium, you will have to make sure your job ads, careers site, company website or whatever you want those passive candidates to see, is “found” by the search engines. Often leveraging simple Search Engine Optimisation techniques in your job ads will ensure that the right people find you.
  2. **Build your Company Careers Website**—Careers websites are important in terms of recruiting as they allow you to position yourself in a way that you feel is most

attractive to potential employees. It can help you express your company's individuality and help potential candidates decide whether they fit in with your company's culture.

Some SaaS recruitment solutions support this function, and you should look for one that assists you in creating a branded careers website. This is entirely separate from your company website as it should sell your company to the employee, not a consumer.

- 3. Business Networking** We can't stress it enough—it is a competitive necessity to build good business relationships and networks with your potential candidates. Successful recruiting occurs over time, and a solution which supports this communication aspect of recruitment will help you convince those top candidates to join your organisation.

And because a lot of business networking is now moving online, it is important that you become a part of those virtual communities as well, especially if you want to attract those hard-to-reach candidates.

Social networking sites can expand your company's networks and the information sharing ability of these sites is a powerful prospect for talent acquisition. Sites such as LinkedIn, Facebook, Twitter, blogs and other social networking avenues can aid talent attraction due to their wide reach and accessibility. How do you use social networking sites in the context of jobseekers?

- ✓ You can target specific jobseeker markets using social networking applications for job listings
- ✓ It can help build your corporate image, and generate more exposure for your company, which is particularly important when it comes to attracting passive candidates.
- ✓ Some e-recruitment solutions directly support these types of social networking sites, so check with your vendor if you are interested in this type of feature.

However, obviously be aware of the privacy legislation associated with gathering information about a candidate that may not be necessary for the recruitment process.

## **The Selection Process: The Key to Finding High-Quality Candidates**

E-recruitment assists in the selection process by streamlining the processing of applications. It ensures that you get to the right applicants, fast. An effective e-recruitment tool should also keep a history of all actions taken through any recruitment process. The selection process will typically cover screening, phone interviewing, face-to-face interviewing and short-listing, so it is important that you find a solution which supports these processes.

## Step One—Defining ‘Quality’

The first step to finding high-quality candidates is to define ‘quality’. Quality candidates are typically the ones who meet most of the job requirements set out by the hiring manager. Assessing candidates properly should enable you to focus on the most-qualified ones. How do you do this?

### **Developing the Selection Criteria**

After the position description has been written through your recruitment software, the skills, experience, knowledge and education or training that will be required of the person being sought can be determined. These are the selection criteria against which applicants will be assessed through the processes supported by your recruitment software. The more accurate the criteria, the more likely there will be an ideal match found. The selection criteria may assist the recruitment and selection process by providing:

- ✓ A consistent set of standards for all applicants which can be measured.
- ✓ A structured means for a comparative assessment of applicant.

### **The Selection Criteria: Essential and Desirable Qualities—**

- ✓ **Essential Criteria** are those attributes that are critical for the satisfactory performance of the job. It is expected that applicants will meet all essential criteria to be considered eligible for interviewing.
- ✓ **Desirable Criteria** are those attributes which enhance a person's capacity to do the job. They are usually not listed as essential because it is expected that they can be acquired once employed.

### **Screening Questions**

By using screening questions to assess applicants, you can filter out ones that may be under-qualified for the position. Most e-recruitment solutions will define screening questions and through built-in intelligence, they will filter unsuitable applicants. This becomes more important when considering high volume recruitment processes—as ***it saves recruiters the time they would have spent manually screening resumes.***

Typically you would ask these questions online however for certain types of recruitment campaigns, such as one for a role requiring a certain level of English understanding or communication skills, some e-recruitment technologies have integrated technology that can allow candidates to call a particular number to answer screening questions via the telephone.

### **Avoid the Common Mistakes:**

- ✓ Avoid “Yes/No” type questions.
- ✓ Leave questions open-ended, and try not to give away selection criteria

- ✓ Don't ask too many questions—if the screening process is too long and convoluted, candidates will not thank you for it.

#### **Assessment and Short-Listing**

Candidate assessment forms and tests are supported by recruitment software and are used to help identify and select the best candidate for a given role.

- ✓ Assessment tools can give additional information regarding areas of ability of each candidate. These are areas which cannot be assessed objectively from other parts of the selection process, such as details of the level of numerical reasoning ability or the quality of report writing skills.
- ✓ Each assessment focuses on a specific job-relevant skill, so candidates with less experience of a particular job may be able to demonstrate through the test that they have the necessary skills.
- ✓ A shortlist of candidates is created automatically on the basis of assessment results. However, whilst test results have an impact on the recruitment decision, they are not used in isolation—rather they are considered along with the other information gathered so that an overall view of candidate suitability is determined.

## **Onboarding and Integration**

In the past, onboarding has been very sporadic and disorganised in many organisations. Many a new employee has turned up on their first day without an office, phone line or computer being prepared for them, nor an effective induction process. ***Onboarding software can assist in managing this process. It eliminates messy employee paper files and forms, and automates the entire process thereby allowing HR managers to focus on simply making a new employee feel “at home”.***

Onboarding software also allows HR managers to focus on engaging new employees in their career development from day one, thereby reducing the gap between when new employees are hired and when they become revenue-generating. Also, by increasing compliance and consistency, onboarding software provides a smooth induction process, which increases retention rates among new employees. It assists in:

- ✓ Automating induction and integration processes, improving overall employee experience and reducing costs through improved productivity
- ✓ Capturing important employee data and forms for electronic storage
- ✓ Coordinating the setting up of computers, phones, email accounts and workstations
- ✓ Collecting employee feedback through triggered surveys throughout the employment cycle— which facilitates continuous improvement of both the employee and the hiring process.

## About Recruit Advantage

RecruitAdvantage provides powerful and innovative web-based software solutions that assist recruiters and HR professionals in accelerating their recruitment processes. Our software applications are user-friendly, intuitive, flexible, and are suitable for businesses of any size or type. It is all provided on one seamless platform which is completely reliable and secure.

RecruitAdvantage were pioneers in the Australian market, so have had the experience and the time to develop the most innovative software applications available. And because our software is a service, we are with you from day one, constantly improving our processes to adapt to your individual business needs.

Whether you are in corporate recruitment, or agency recruitment, we have a solution for you. Visit [www.recruitadvantage.com.au](http://www.recruitadvantage.com.au) for more information, a free trial, or you can contact us using our contact information below.

## RecruitAdvantage Client Testimonials

### Simon Bird, Director—Traction Group

*“We needed a flexible system that could be adapted to our recruitment process and better manage our existing candidates who have networked with us in the past. Our last system was not flexible and forced us to work to suit the system, rather than having the system support our activities.*

**The result**—*Since implementing the RecruitAdvantage system we have eliminated many of our manual processes such as multi posting, confirmation emails and resume management activities. We have seen a significant improvement in our recruitment efficiencies and are now able to focus more on the business.*

*RecruitAdvantage was able to supply us with a suitably flexible platform at a price that suited our budget. They worked with us to understand our needs and also took a lot of effort to roll over the data we had stored on our last system, at the bare minimum of cost. Since the implementation was completed, we have had continued excellent service from RecruitAdvantage, ensuring the performance of the system in our time critical industry.*

*All in all, we find RecruitAdvantage to be a very easy and well thought out platform to use. RecruitAdvantage’s candidate search functionality is second to none, it allows us to better identify candidates which are already in the database and has resulted in increased sharing of candidates between consultants. We are now able to focus on client service and candidate care.”*

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