Rethinking Recruitment

Three Strategies to Overcome the Talent Crunch

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Introduction

Australia and New Zealand have moved into the post-pandemic phase of living and working with COVID-19, bringing what has been an extraordinarily challenging two years of lockdowns to a close. As we look back, it's astonishing to consider the pandemic's impact on the talent markets in A/NZ.

Both countries rely heavily on the skills and labour of migrant workers and as a result, the two-year closure of international borders has dramatically reduced the number of people looking for casual and permanent work. With the influx of migrants decimated, employers across almost every industry have experienced an unprecedented level of staff shortages.

On top of that, the skills needed to capitalise on recent digital acceleration are in short supply and many employees are reconsidering their current employment in the face of new opportunities. The culmination of these elements has created a perfect storm for talent acquisition.

In this eBook, we explore three key strategies to rethink recruitment for a post-pandemic workforce, including:

- ✓ Unleashing the strength of your internal talent
- ✓ Tips to expand the talent pool and focus resourcing needs
- ✓ How organisations are improving their employee value proposition (EVP) to compete in a jobseeker's market

Where are we now?

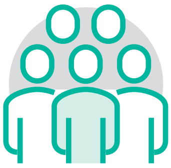
Off the back of COVID-19's arrival in Australia and the subsequent hard border closure, the country's net overseas migration dropped into negative levels for the first time since World War II[1]. Population growth in 2020 fell to 0.2% – the slowest growth rate in more than a century – and experts predicted it would take four years for growth to return to pre-pandemic levels.

In New Zealand, it was a similar story. Stats NZ recorded the country's largest ever annual drop in net migration, from 91,900 people in the year-end March 2020, just before COVID-19 arrived, to 6,600 the following year[2].

Adding to the struggle in New Zealand is the lure of jobs in Australia where salaries are often higher. According to predictions by economists at ANZ, the reopening of quarantine-free travel between the two countries combined with Australia's strong labour market resurgence could lead to around 20,000 Kiwis crossing the ditch each year[4].

Changing populations

Net overseas migration to Australia fell from 193,000 before the pandemic to -88,000 in 2020-21[1]



In 2021, New Zealand experienced its slowest growth in the working age population for nine years[3]

While New Zealand has taken a staggered approach to reopening the borders, Australia has opened its doors to tourists, returning residents, and skilled workers. What's more, the ongoing talent shortage has caused wages in certain industries to skyrocket, and the result may prove tempting for scores of Kiwi workers.

It's not just the drop in migration that has caused staffing woes. Talk of a US-style Great Resignation has encouraged many employees to consider whether the grass is greener elsewhere. After hunkering down during the early days of the pandemic, when only 7.5% of Australian workers changed job[5], employees now feel far more confident in considering new employment opportunities. What's more, the pandemic has led many people to question their jobs. Whether it's seeking a more secure line of work, looking for a better work-life balance, or relocating away from a city, employee priorities have undergone a seismic shift.

1. Overseas Migration, 2020-21, Centre for Population Analysis of the Migration, Australia data from the Australian Bureau of Statistics (ABS), 2021 **2.** "Largest ever annual drop in net migration", Stats NZ, 2021 **3.** "New Zealand has smallest working-age population gain since 2012", Bloomberg, 2022 **4.** "Border reopening: ANZ predicts 20,000 Kiwis a year will leave for Australia", Stats NZ
5. What Workers Want Report, PwC, 2021

Did you know?

43%

of A/NZ workers say they will actively search for a new job in 2022

19%

of Australian workers are willing to quit without securing a new job

18%

of New Zealand workers expect to take a career break in 2022

Data from the Employee Sentiment Index 2021 in Review Report, ELMO Software, 2022

For employers, the struggle to recruit the talent they need during the pandemic recovery phase has been acute. According to ELMO's latest HR Industry Benchmark Report, which is based on a survey of 1500 professionals from the HR community in A/NZ, it now takes 40 days on average to fill a vacant role. As a result, the cost to hire a new employee has more than doubled to $23,860. Over half (54%) of respondents expect their workforce to grow in the next 12 months, meaning recruitment will continue to be a significant portion of the budget.

The figures are eye-watering, and yet they won't come as a shock to those working in recruitment. For example, in particularly in-demand industries like financial services, there have been reports of hefty sign-on bonuses, increased workplace perks, and the promise of rapid career progression – all to secure the top talent. With employers facing a seemingly small talent pool to fish from, especially in sectors such as technology and IT, it's not surprising to see increasingly extreme measures being deployed. But are wages the only influencing factor?

Attracting fresh talent goes beyond salary alone, especially for a post-pandemic workforce. The following strategies take a more holistic, forward-thinking, and resilient approach to recruitment.

Strategy #1
Harness your hidden talent

As we've touched on already, the pause in international migration highlighted A/NZ's reliance on overseas workers. From the technology skills imported from the US and Europe, to the students and working holiday makers who bolster the retail, hospitality, and tourism workforce, almost no industry has gone unscathed.

From a skills perspective, the major issue facing organisations in A/NZ is a mismatch in supply and demand. The rapid digitalisation caused by the pandemic and the almost overnight shift to working from home resulted in a surge in demand for cloud-based solutions and advancements in technology. While many of these solutions were already in the works pre-pandemic, the speed of the acceleration is what caught organisations off guard. Hence the demand has skyrocketed, while the supply of staff with the skills to bring these solutions to life has dwindled.

60,000

new ICT workers will be needed in Australia annually for the next five years to meet demand[6]

30%

reduction in the number of temporary skilled migrants who joined Australia's technology workforce in 2019-20[6]

According to a McKinsey survey of global executives, the respondents' companies have accelerated the digitisation of their customer and supply-chain interactions, and of their internal operations, by three to four years[7]. It's good news for tech and software businesses. But the opportunity to capitalise on this insatiable demand hinges on a major factor – their staff. Without the ability to develop, market, sell, and implement solutions to customers, their product becomes redundant.

That's why the skills shortage is keeping many business leaders up at night. For example, 69% of CEOs say talent acquisition, retention, and upskilling to meet a more digitised future is the biggest challenge in 2022[8]. So, what can HR leaders do about it?

Maximising the potential of existing employees should be the first focus. According to Gartner, organisations must take a new approach by tapping into skills adjacencies. Instead of seeking exact skill matches, talent acquisition specialists should focus on shared commonalities and transferable skills that already exist across the organsation.

6. ACS Australia's Digital Pulse, Deloitte Access Economics, 2021 **7.** McKinsey Global Survey, McKinsey, 2020 **8.** Keeping us up at night: The big issues facing business leaders in 2022, KPMG, 2022

"Companies can look at current employees who have skills closely matched to those in demand and utilise training to close any gaps," said Alison Smith, director in the Gartner HR practice.

All too often, employees become siloed in their departments. An existing employee may well have the desire and capacity to learn the skills the organisation is looking for, but they remain hidden because of their current role. To overcome this common problem, organisations should begin by carrying out a skills audit and improve the visibility of in-demand skills through resources such as a talent marketplace platform. These work by identifying the skills required for a certain role or project which is then advertised internally for staff to apply. A more advanced version could even incorporate machine learning to automatically match the capability required for the role with the existing skillsets of employees and serve up suggested candidates to HR.

Increased visibility also helps to empower employees, encouraging them to be the architects of their own careers and become proactive in embracing cross-skilling / upskilling opportunities.

In his 2022 trends report[9], HR expert Josh Bersin delved into the growing importance of talent marketplaces. “When you open up internal opportunities to people inside the company (and this means jobs, projects, mentors, assignments), you get the power of marketplace dynamics,” he said. “Highly expert and ambitious people rise to the top; projects get staffed with the best people (not just the leader’s favorites), and everyone feels more empowered.”

As Bersin suggested, the need to upskill is so vital that many organisations have appointed internal headhunters with the sole focus of improving mobility and matching open roles with existing employees. This is a significant addition to the recruitment or TA team, redefining what it means to source talent.

The graphic on the following page outlines a forward-thinking framework for maximising the internal capabilities of an organisation.

9. HR trends for 2022, The Josh Bersin Company, 2021

Skills mapping framework

Conduct skills audit

List the current and future skills required of each role across the business

Identify stepping stone skills

Look for commonalities and transferable skills

Improve visibility of upskilling opportunities

Empower employees to be the drivers of their own careers

Create a collective responsibility

Shift skills mapping away from a solely HR-led activity and into the remit of department leaders

The final point is an important one. While the recruitment process itself lies with the HR team, acquiring the right skills must be a joint venture. Business or department leaders should be brought into the conversation as skills architects, designing and constructing the workforce needed to deliver on business initiatives both for today and three / five years / ten years into the future.

Managers also play a vitally important role in the acquisition of skills. To get the most out of employees, managers should champion their team members wherever possible – even if that means they move into another role elsewhere in the business. Not only is it in the best interests of the organisation, but supporting employees to grow and learn is a major driver of retention.

Looking ahead

If business leaders had a crystal ball, no doubt they'd use it to predict the next big trend. According to PwC's 2022 CEO Survey[10], one of the top three upskilling challenges is defining which skills to build. It makes sense. Predicting future skill requirements relies on leaders having their fingers on the pulse, innovative thinking, and a healthy dose of luck. After all, while many experts believed the move to cloud-based solutions was inevitable at some point in the future, few predicted a global health crisis would be the catalyst.

PwC urges organisations to take a triage approach when it comes to identifying skill needs, focusing first on the here and now, before mapping out where the organisation is headed and which skills are required to get there. They suggest a four-pronged approach as illustrated below.

Follow the 'four Bs'

Build

Invest in internal capability through upskilling, internal moves, secondments, and resource sharing

Buy

Identify which skills and roles should be recruited externally, and why

Borrow

Consider utilising contractors and freelancers for short-term project work or specialist, hard to find skills

Bot

How could automation be used to reduce resourcing needs and streamline manual tasks?

Suggested talent acquisition approach, published in PwC's CEO Survey, 2022

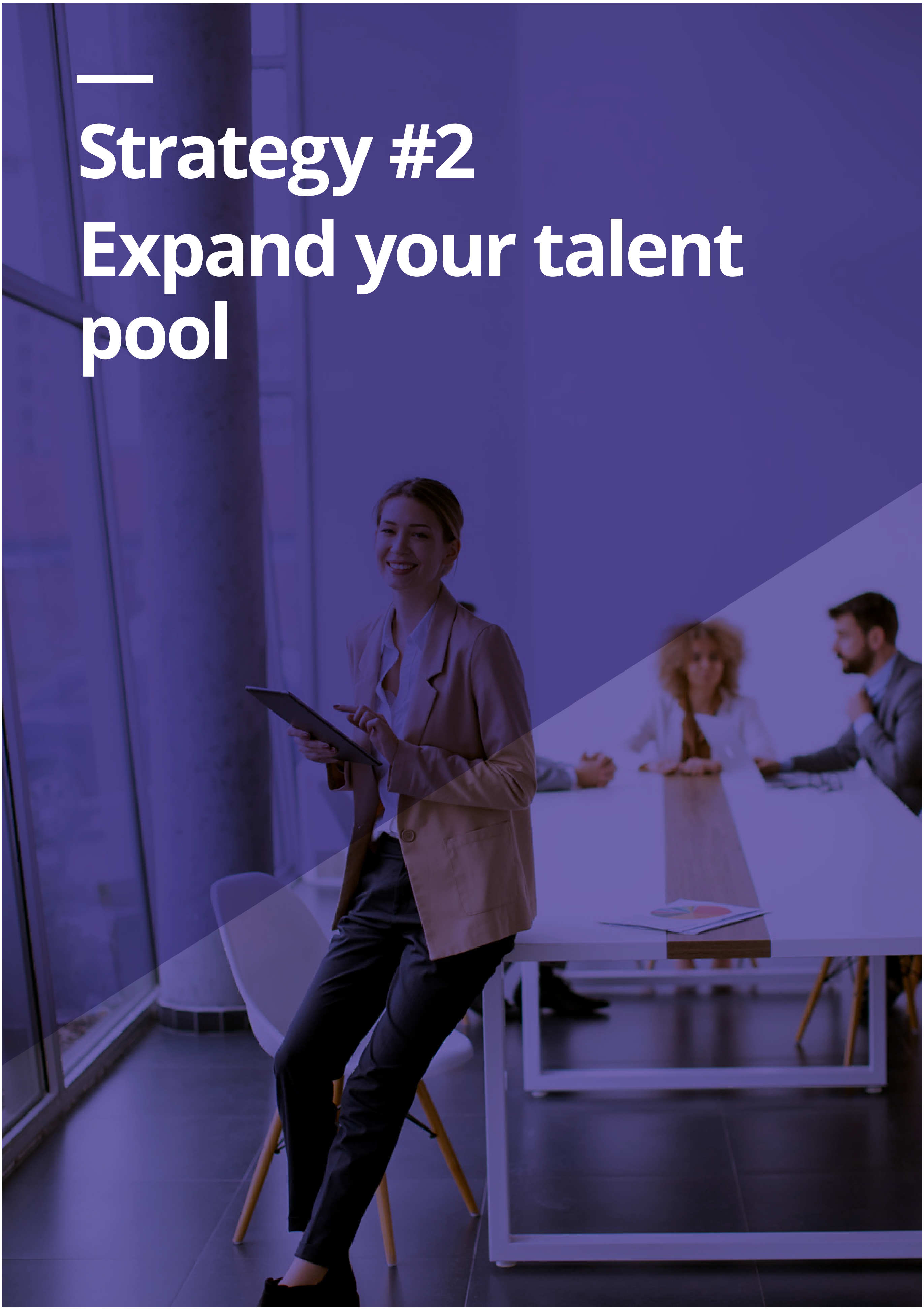
Artificial intelligence is also beginning to emerge as a tool to help organisations become more resilient to skills shortages. For example, ELMO Predictive People Analytics uses historical data to create models that can predict what's likely to happen in the future – such as identifying employee flight risks at an individual, departmental, and organisational level.

The benefits of this approach are two-fold:

- By analysing data from across the employee lifecycle, deep insights can be obtained relating to compliance, productivity, engagement, and more.
- With templated dashboards and data visualisation in the form of graphs and charts, users can easily track workforce behaviour patterns and identify areas for improvement. This leads to a more proactive approach to reducing employee turnover.

10. CEO Survey, PwC, 2022

Strategy #2
Expand your talent pool



As we've touched on already, the traditional talent pool from which recruiters have to fish has shrunk considerably. We're now in a jobseeker's market, and even the way they engage with organisations has changed.

Data from SEEK NZ revealed that in February this year job adverts on the site were at a record high, 40% higher than the same time last year[11]. However, over the same period, the number of applications per job fell by 46%.

The disparity indicates less active job hunting by candidates, despite the scores of vacancies on offer. Perhaps they've become more selective over which roles to apply for or they're leaving jobs to start their own business venture.

40%

increase in job adverts YoY according to SEEK NZ

46%

drop in number of applications per job over the same period

What does this all mean for recruiters? The behaviour shift drives home the fact that organisations cannot rely on applicants coming to them as they have done in the past. If talent teams want to deliver a wider pool of applicants, they must be proactive.

The rise of proactive recruitment

Successful recruiters know the importance of building a talent pipeline. They foster good relationships, develop a network of contacts, and almost begin to pre-empt resourcing needs before they appear. The term proactive recruitment refers to exactly that – sourcing and nurturing candidates ahead of the hiring demand. Here are a few examples of where talent specialists can look to strengthen their pipeline:

- **Social media:** LinkedIn has become an essential tool for recruiters to identify and connect with talent across a range of industries. By reaching out to ideal candidates, even just for an introduction, recruiters can begin to build a rapport with potential candidates. But don't stop at LinkedIn. For creative roles such as video production and social media editors, Instagram and TikTok are teeming with talented creators

11. "SEEK NZ Employment Report – February matches last month's record', SEEK NZ, 2022

- **Specialist clubs or online networks:** The entrepreneurial nature of tech means there are many groups out there for those who enjoy activities like coding, DevOps, hackathons, etc. Partnering with these organisations could be an opportunity to reach candidates directly, particularly those who either have an interest in joining the industry or are at the start of their careers
- **Graduate networks:** A strong graduate program is a common recruitment tactic among large organisations. But for smaller employers, developing an intern program or offering mentoring / work experience opportunities could be a way to build a pipeline with universities or colleges
- **Industry networking:** For those in niche industries, developing a presence at industry events is key for proactive recruiters. While COVID-19 has put many face-to-face events on hold, plenty of organisations have switched to a virtual format which include opportunities to network

Taking work to talent

Pre-pandemic, geographic location was often a deciding factor in recruitment decisions – for both the candidate and the employer. But in many industries, that's no longer the case. Scores of employers have embraced the rise of flexible or remote working that came out of lockdown and this has rewritten the parameters of recruitment.

The best way to significantly widen the talent pool is a fairly simple one. Begin taking work to the talent, rather than the other way around. For example, in a financial services organisation where employees can work remotely, there's no reason a candidate who lives outside of Sydney and Melbourne – the traditional talent hubs – cannot be considered. Equally, those who live in regional areas may jump at the chance to work in a hybrid environment and commute into the city two days a week.

Not only does it give employers the chance to recruit from all over Australia and New Zealand, but moving jobs away from cities and into regional areas will give those economies a welcome boost. It has other flow on effects too, like easing the demand for housing in cities and reducing the wealth disparity between regional and metropolitan areas.

In 2020, Australia saw the largest net inflow of people moving to the regions in almost 20 years[12]. The following year, in March 2021, 11,800 people moved away from Australia's capital cities – the highest figure ever recorded.

But of course, while it's a simple idea in principle, successfully managing remote or hybrid employees does come with challenges. To make it work long-term, organisations must rethink their people processes for a hybrid world.

The benefits of embracing remote

National Australia Bank (NAB) is one example of an organisation that's redesigning its recruitment. Last year, NAB announced it would be hiring 150 remote-only staff to handle support services in South Australia. The bank aims to tap into a wider candidate base outside of major talent hubs like Sydney and Melbourne, while also downsizing its physical office space.

12. Regional internal migration estimates, provisional, ABS, December 2020

Naturally, some jobs cannot be done remotely, but that doesn't mean flexibility is off the cards altogether. Flexibility in terms of working hours is also an attractive option for candidates. In fact, ELMO's Employee Sentiment Index: 2021 in Review Report found the offer of flexible working hours (e.g. flexitime / job-share / part-time) was a more popular counter offer than the ability to work from home more often. It's something worth considering for organisations where remote is simply not an option.

Diversify the talent pool

Adopting flexible work options also enables organisations to tap into a more diverse talent pool. In the past, candidates who were more likely to need flexible working options, for example because of caring responsibilities or a disability, have found it difficult to progress in job interviews. Similarly, neurodiverse candidates may prefer the option of working remotely in the familiarity of their home, either part of the week or entirely.

These examples show how the events of the past two years have thrown open the scope of the talent pool available to organisations – but only if they embrace hybrid or remote options. Forcing employees back into the office full-time will not only drive existing employees to consider their options, it'll significantly reduce the number of candidates to choose from.

A small talent pool is one of the reasons industries such as technology have had such a competitive talent market in the past. Beyond the main technology universities and the geographies of Sydney and Melbourne, as well as the influx of overseas talent, there was no need for employers to look elsewhere. But the game has changed. To stay ahead of the competition now, it's vital for talent acquisition teams to attract new demographics.

Keeping the door open

It's easy to forget that how an employee exits an organisation is almost as important as how they enter. Just like onboarding, the offboarding process should be smooth, positive, and collaborative – especially if organisations want to keep the door open to boomerang employees. Returning employees can be a brilliant source of talent. They likely already know the organisation and its people well, but perhaps it lacked the opportunity for them to take the next step in their career.

Compared to the cost of onboarding a new employee, returning workers usually require significantly less time and money because they're already familiar with the technology, processes, and people. It's likely they'll also bring valuable insight on their return, particularly if they left for a competitor.

According to research, boomerang employees are cheaper to recruit than fresh hires. It's estimated that between 33% and 67% of recruitment costs can be saved when hiring a returning staff member[13] so it pays to design a positive offboarding experience. Organisations can also develop an alumni network on social media sites like Facebook or LinkedIn to help maintain the bond with ex-employees.

Read more: Why your organisation needs to develop an alumni network

All too often, an employee leaving is painted as a negative. They might be shunned by their manager, ignored by HR, or even walked out of the door. But people leave for many reasons, and they're not always bad. As employers, HR leaders need to ensure that while it may be a loss to the business, departing employees are recognised and supported in their offboarding. After all, there is no greater marketing for an organisation than word-of-mouth. Ensuring ex-employees leave in a positive way means they're more likely to speak highly of the company and encourage friends or industry peers to apply for a position, creating a new stream of potential talent.

13. "The boom in boomerangs", Workforce Management Online, 2006

The power of referrals

Many organisations out there have realised the immense value of a generous employee referral scheme. It can be a cost-effective way to increase the talent pipeline, leading to a faster time-to-hire and higher quality candidates. Employees are unlikely to refer someone unless they believe they're a good candidate – both in terms of expertise and culture fit.

Once the parameters of the referral program have been decided upon (e.g. if there is a financial incentive and terms for receiving the bonus), it's important for HR teams to regularly communicate the roles that are available, for example in a monthly email blast, including links to the job descriptions, and how to make a referral. Make the process as simple and straightforward as possible to maximise engagement.

Again, like word-of-mouth, referral schemes can be a powerful route to attract new talent but only if current employees feel valued and happy within the company. Unhappy employees are unlikely to refer a contact if they themselves don't believe in the company, regardless of how big the bonus is.

The three must-have elements of an employee referral scheme:

Incentives

Streamlined process

Feedback

Strategy #3
Stand out in a hyper-competitive market

In this post-pandemic world, the dynamic between jobseeker and employer has changed. Organisations can no longer wait for talent to come to them, and so they must define, refine, and sell their employer brand to the market.

The organisations that have been ahead of the curve during this period are those that have doubled down on their offering as an employer. They've asked themselves: What is our purpose? What do we offer our employees beyond salary? How do we differ from our competitors? How does our culture support our goals?

Finding your 'North Star'

Creating a values charter is a useful exercise for organisations that haven't yet defined their purpose. It's a document that sets out the organisation's overall goal and the values or characteristics embodied by its leaders and employees. Rather than commercial goals or a product roadmap, a values charter is about defining the 'why'. The events of the past two years have made many employees question their company's purpose, and whether it aligns with their own. Now, more than ever, it's vital for every organisation to know where it's headed and to define the values it expects of its people.

The values charter also acts as a guiding light – or a North Star – to turn to during times of uncertainty. It should be weaved throughout a business's internal and external communications and employer branding, providing a framework for rewards & recognition, performance management, and onboarding new employees into the business.

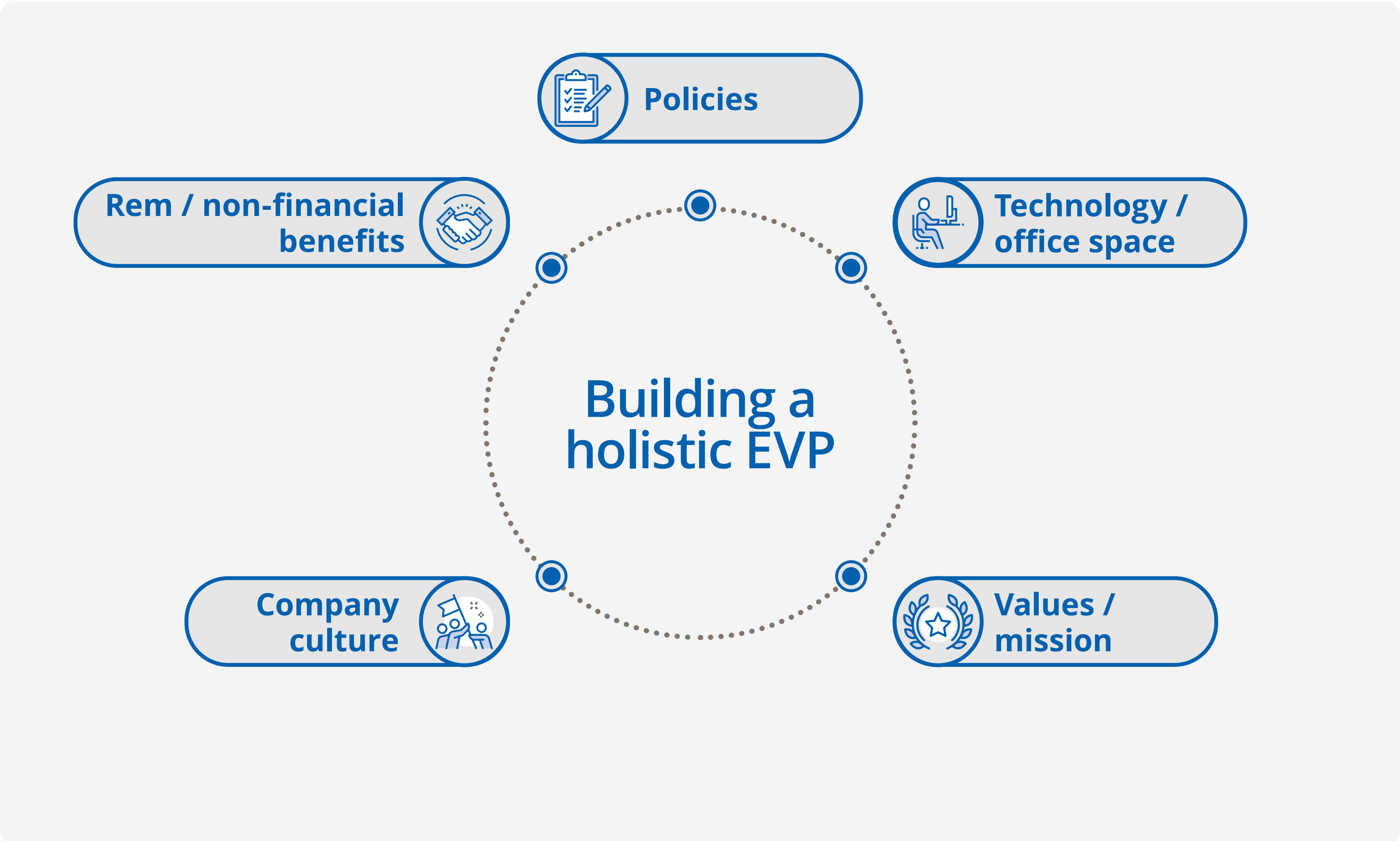
As Josh Bersin states in his HR Predictions for 2022: "Those [organisations] that are thriving focus on employee experience, a 'healthy organisation', and an ever-increasing focus on mission, purpose, brand, and employee growth. So all the things we do in HR to build healthy organisations and expand our recruitment footprint will be needed."[14]

14. HR Predictions for 2022, The Josh Bersin Company, 2021

In a similar vein, HR leaders should re-evaluate their employee value proposition (EVP) to ensure it's as competitive as possible and speaks to a post-pandemic workforce. Consider the following benefits:

- **Paid parental leave:** Is the organisation able to offer equal paid parental leave for primary and secondary carers? Increasingly, organisations are removing the labels, offering longer periods of paid or unpaid leave, and paying superannuation while parents are on leave
- **Life leave:** There's been an uptick in employers offering additional paid days off to combat burnout, e.g. mental health days, wellbeing leave, company-wide shutdowns
- **Training & development:** Offering opportunities for training, upskilling, or learning & development is a worthwhile benefit
- **Flexible working:** Whether it's location or flexibility over working hours, this benefit demonstrates autonomy, trust, and appreciation of work-life balance
- **Culture:** How are you strengthening the company culture, particularly in a hybrid-environment? This could be through regular social events, transparent communication, rewards & recognition programs, etc.
- **Total rewards:** Introducing a total rewards strategy can be influential in the employee value proposition. Components often include: Long service awards, healthcare, an EAP, career breaks, L&D, childcare vouchers, etc. *Read more about total rewards in ELMO's whitepaper.*
- **Overseas working policy:** Another recent trend has been the emergence of overseas working policies, allowing employees who've been separated from family abroad to take an extended break without eating up all their leave. This type of progressive policy demonstrates trust and autonomy, but also a level of empathy for migrant workers

Remember, remuneration is only one pillar of attraction. Now, employees expect benefits that relate to them as people, rather than just workers. A holistic EVP should be designed around a whole-of-person approach, touching on an employee's mental, physical, social, and financial health.



Walking the talk

There are a number of accreditation programs in Australia and New Zealand that aim to promote best practice and signify that a business has taken the steps to become a leading employer. Whether it's Employer of Choice or the Family Friendly Workplaces certification in Australia, or the Gender Tick or Rainbow Tick in New Zealand, there are many organisations out there that offer support and guidance on becoming a fair, equitable employer.

Beginning the journey to achieving a reputable certification shows a clear commitment to existing and future employees. Once certified, it also becomes a tool to help organisations stand out in the talent market and demonstrate their values as an employer. In a hyper-competitive market, being able to walk the talk and achieve a recognised certification can go a long way to retaining and attracting talent.

Re-evaluate the recruitment process

Equally important as a competitive EVP is the need to have a simple, streamlined, and quick job application process. Most people have experienced the frustration of polishing up a résumé, only to then be asked to manually fill out an application form. This double-handling could put potential candidates off from applying altogether, especially if there's another vacancy they have their eye on.

To avoid missing out on candidates at the application stage, use technology to simplify the process. Many organisations now employ user-friendly software that has revolutionised the job application process, allowing candidates to apply on their mobile phones. Similarly, screening tools are increasingly being used in the early stage of the recruitment process, saving time and effort for both candidate and recruiter.

56%

of organisations already have recruitment technology implemented

According to ELMO's 2022 HR Industry Benchmark Report, recruitment is the third biggest area of HR technology. More than 50% of respondents in A/NZ already have recruitment tech implemented, with a further 19% currently in the implementation stage. Only 4% are not considering utilising recruitment tech at all.

Of the specific tools used by respondents, applicant tracking software (ATS) was the most common, followed by psychometric assessment, background screening tools, and video interviewing platforms. Pleasingly, the number of organisations that do not use any tools in their recruitment process has dropped from 38% in 2019 to 28% in 2021.

Embracing video technology for first-round interviews has become another way to streamline the process. Most people have used video technology in some capacity during the last two years. While it may not be everyone's preference, recruiters can make candidates feel at ease by sharing virtual interviewing tips ahead of time.

Our recommendation

ELMO Recruitment helps organisations to attract, engage, and select the world's best talent. As part of the Hire solution, ELMO Recruitment and applicant tracking system (ATS) is a highly configurable system that helps streamline the hiring process from job requisition approval through to offer acceptance. It enables organisations to build candidate sourcing capability, and also helps you refine recruitment workflows, screening questions and interview processes – all while promoting your value proposition to attract the best talent.

A simple way to find out whether an organisation's recruitment process stands up to the test is for HR leaders to try the technology themselves. By standing in the candidate's shoes, they can identify clunky or overly complex steps that might deter a candidate, as well as get a feel for what it's like to be on the other end of the video interview. Too often, decision makers use technology that they haven't tried or tested themselves. It's also a good idea to ask for feedback from candidates. Collecting the feedback, for example in a quick pulse survey, allows HR teams to measure how their technology is performing over time and fix any problem areas as quickly as possible.

After all, in a hyper-competitive talent market, something like a clunky application process could be all it takes to lose out on a potential employee.

Final thoughts

Though 2022 represents an extremely challenging time for talent acquisition professionals, it could also be the catalyst for improving recruitment and people processes for decades to come. The pressure of the tight talent market has forced organisations to rethink every aspect of how they recruit, from the values that underpin the organisation to diversifying the talent pool.

> "In the future, we may look back at this period as the wake-up call employers needed to build a more sustainable, cost-effective, and resilient pipeline of talent."

While overseas migration will eventually return to pre-pandemic levels, it's important that HR leaders don't rest on their laurels. The talent crunch has raised the bar for better, fairer, and more progressive organisations.

From a talent perspective, organisations that fail to listen to the shift in employee priorities will find themselves struggling to compete. The genie is out of the bottle, and so long as we have the technology to work from anywhere, employees will expect it to be an option. The strategies, examples, and tips in this eBook aim to help organisations compete in the war for talent.

With so much upheaval over the past two years, now is the time to rethink recruitment, and ELMO Software is here to help.

How ELMO can help

ELMO Software (ASX:ELO) is a cloud-based solution that helps thousands of organisations across Australia, New Zealand, and the United Kingdom to effectively manage their people, process and pay. ELMO solutions span the entire employee lifecycle from 'hire to retire'. They can be used together or stand-alone, and are configurable according to an organisation's unique processes and workflows. Automate and streamline your operations to reduce costs, increase efficiency and bolster productivity.

For further information:

Contact us