

Member Success Story

Rogers Communications Uses CEB Solutions

CEB Recruiting Leadership Council

Built from our insights and best practices, Rogers Communications' Talent Advisor learning program develops recruiters against key next-generation competencies and helps drive their engagement and accountability.



- Telecommunications services industry
- 27,000 employees (2014)
- US\$9.8 billion in annual revenue (2014)

Client Challenge

Transforming Recruiter Development and Engagement

- To achieve its objectives, the recruiting leadership team at Rogers Communications recognized a need for its line recruiters to take up an advisory role and serve as hiring managers' strategic partners.
- It was crucial to transform individual recruiters from order takers, who are tasked with reactively filling positions as efficiently as possible, to Talent Advisors, who strategically and credibly influence the business.

Solution

- The leadership team, in close collaboration with the line recruiters themselves, developed in-house a Talent Advisor learning program leveraging our insights and best practices.
- The program curriculum is grounded in Talent Advisor competencies. Recruiters participating in the program each chart out their development plan based on their unique needs. They may also select the learning method based on their own preferences (e.g., classroom-based training, e-learning, experience-based learning, peer cohorts). Our resources are often used as the actual coursework, which helps drive down program costs. A single program spans 10 months.
- Just as line recruiters were critical in structuring and designing the program, they are critical in driving accountability among participants. Rogers offers reward and recognition opportunities, but cultivating a team spirit is regarded as the most successful lever for driving accountability. And to cultivate this team spirit, learning activities are infused with creativity, fun, and entrepreneurialism (e.g., games, contests, scavenger hunts, guest speakers).

"CEB's Talent Advisor insights and best practices transformed the way we approach recruiter development and engagement."

*Maura Dyer
Senior Director, Talent
Acquisition
Rogers Communications*

Results

Rogers Communications' recruiters are more effective as a result of the development program: 86% of hiring managers now agree that recruiters deliver hires who fit well with the organization.

The leadership team seeks to continually strengthen the offering. In particular, the team is considering introducing a formal training element—such as CEB's Talent Advisor Leadership Academy—that would target the acceleration of the development and leadership potential of Rogers' highest-performing recruiters.

Contact Us to Learn More

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