



Driving global consistency and local engagement through change



Toll Group is an Australian-based subsidiary of Japan Post Holdings with operations in freight forwarding, warehousing and logistics. Founded in 1888, Toll Group now employs c.16,000 people globally. Toll Group's global Talent Acquisition (TA) operating model was country based, with inconsistent and varied processes. There was a lack of dedicated and focused technology which created needless administration.

“ Toll required an agile solution that could work across both blue and white collar roles for a consistent hiring experience to both hiring manager and candidates – AMS aligned to this vision and effectively engaged stakeholders early on to understand how to embed within each country. The result so far has been: (1) Successful hiring delivery across Toll's many locations including flexing the team where hiring volumes increased within a short time frame; (2) Providing valuable consultancy support to enable the business to move forward; (3) Continuously listening to what Toll requires to succeed and partnering with AMS to achieve targets.”

David Bell
Group GM, Talent
Management

The challenge

Toll Group engaged with AMS in 2021 to support the implementation of a new applicant tracking system (ATS) which was developed into a solution where recruiters were deployed in key locations to support hiring in India, Singapore, China and Malaysia.

In most countries, the TA function in Toll Group was owned by the Human Resource (HR) department. Toll Group wanted to set up a separate TA team to create a more consistent hiring experience for both candidates and hiring managers, where recruiters would be talent partners. Historically, the hiring process at Toll Group was mostly administrative and not always supporting business growth.

A lack of built for purpose technology meant that the candidate and hiring manager experience was less than satisfactory, candidate sourcing channels were underutilised and internal

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mobility was limited. A reliable and accurate data source and the resulting reporting was also missing.

AMS supported Toll Group with the implementation of a new ATS and a refreshed hiring process that can be implemented across all countries outside of Australia (22 in total).

A number of consultancy projects enhanced the partnership and included:

- Diagnostics (including branding, assessment and process recommendations) - *completed May 2021*
- Assessment work: creating 'great candidate profiles' and interview guides for key roles - *completed August 2021*
- EVP localisation review: providing 'localisation recommendations' on how to best utilise the current EVP manual in the Penang site - *completed August 2021*

The solution

Shortly after entering the partnership, Toll Group shared that they would close their shared services centre in Songjiang, China and move business critical roles, to Penang, Malaysia. In partnership with Toll Group, AMS worked to restructure the Malaysia team to include 4 recruiters and 1 team leader over a 12-month period, in line with demand plan. The AMS team also developed the attraction strategy for the market, and provided consultancy services around diagnostic review, assessment work and employee value proposition (EVP) localisation review. As a result, the closure of the Songjiang branch was completed within the stipulated timeframe that Toll Group set with no business impact.

To ensure that the various country offices adopted the embedded global hiring process (which applied to both white- and blue-collar employees), AMS deployed 360° onsite recruiters based in the local offices. This enabled closer alignment with the business and allowed the onsite recruiters to support them in the new hiring process.

With the COVID-19 pandemic severely disrupting the supply of candidates, there was a greater need to build a talent pipeline. As a result, the AMS team promoted a referral scheme internally at Toll Group and partnered with local job centres and Government offices. In addition, the AMS team leveraged Toll Group's social media platforms as well as instant messenger platforms like Telegram, WhatsApp and WeChat to reach a relevant and wider audience.



The impact

Since 2021, the AMS and Toll Group partnership has accomplished the following:

- Hired over 1,700 candidates
- Achieved a 95% reduction in agency usage, which in turn has given Toll Group significant cost savings as a result
- Screened over 32,900 candidates, saving time and increasing team productivity.

For the China market, the AMS team implemented Ajinga – a mobile enabled recruitment platform that harnesses the power of WeChat – in order to attract candidates. This enabled Toll Group to:

- Gain over 1,700 followers on the Toll Group WeChat account from zero
- Receive over 460 job applications through WeChat (approximately 27% of followers)
- Accumulate over 600 clicks on the 'Job Opportunity' portal between August 2021 – July 2022 (approximately 34% of followers)
- Have their job opportunities shared over 1,450 times, resulting in over 11,650 webpage views or 9,700 unique views.