

Booz | Allen | Hamilton

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Kathleen Beneski
Associate
Booz Allen Hamilton

Booz Allen Hamilton Accelerates User Adoption and Optimizes Performance with Taleo Education Services

Booz Allen Hamilton is one of the world’s leading management consulting firms, providing services in strategy, organization, operations, systems, and technology to the world’s leading corporations, government and other public agencies, emerging growth companies, and institutions. Booz Allen’s management consulting and technology integration services help Fortune 500 companies and government agencies dramatically improve their business processes.

Booz Allen attributes 90 years of success to the capabilities, dedication, and accumulated knowledge of its employees. The Virginia-based company draws talent from top-tier business schools, academic and government organizations, and also attracts recognized leaders in computing sciences and engineering. Currently, Booz Allen has 17,000 employees serving on six continents. To keep up with the demands of its growing business, Booz Allen recognizes the importance of training its staffing organization to work at full capacity.

As a strategy-driven organization, Booz Allen understands the value of teaming with Taleo’s Education Services to establish user adoption and optimize its solutions. “New hire training is a given, but we were looking for a way to reinvigorate user training. It’s one thing to train people on the system and another to get them engaged and wanting to use it. Taleo Education Services helped us fulfill our strong commitment to help our staffing organization become proficient and knowledgeable so they make the most of their time with the system,” said Kathleen Beneski, Associate, Booz Allen Hamilton.

Prior to Taleo training, Booz Allen found user adoption insufficient. “You can install a system but it doesn’t mean people are going to use it,” said Beneski. “Unless you provide training and education the system doesn’t have benefits. Before Taleo training, users were not proficient in all of the tools or features – [after training] we got them to become effective, good users, and as a result, more productive.”

Taleo Education Services experts outlined Booz Allen’s training needs through in-depth analysis of the hiring life cycle. “Taleo trainers took the time to understand the challenges we face in our business processes and helped us optimize our training programs to address them,” said Sandy Flaer, Senior Associate, Booz Allen Hamilton.

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Recognizing the Value of Partnership

Based on their analysis, Taleo Training Consultants created customized training and curriculum. “This is where Taleo’s training makes an impact,” said Flaer. “We can read it and learn it — but the Taleo trainer brings insight as to how Taleo features or tools can meet our needs and help us streamline our processes. Through her experience with other customers our Taleo consultant brings best practices, creativity, and innovation to our processes that we can’t. She is a good sounding board. She enables us to see another way of doing things.”

“We’ve had great success with Taleo training,” said Flaer. “There is a genuine concern to be successful together – we really believe we’ve found a true partnership.” Booz Allen fulfilled its side of the partnership by forming a Taleo training committee focused on learning strategy and logistical mapping. The Taleo training committee consists of eight Booz Allen volunteers from the Recruiting Services Team. They completed a Taleo Train the Trainer course and conduct regular strategy meetings. Booz Allen offers new hire training once a month with a Taleo Training Consultant onsite, and the Booz Allen volunteer trainers do supplemental training between those visits.

Multiple Training Vehicles Support Global Staffing

Given Booz Allen’s growth and worldwide presence, maximizing training efforts for a large, diverse, and decentralized staffing organization presented a challenge. Taleo created tailored training solutions to fit Booz Allen’s needs. The solutions included an instructor-led training program, Train the Trainer sessions, and Ask the Expert forums. Instructor-led training takes place onsite at Booz Allen’s headquarters in McLean, Virginia, where 100 recruiters handle approximately 3,000 hires per year in the government sector. The New York office, which handles an estimated 100-150 MBA hires in the commercial sector, also benefits from the instructor-led training model.

To meet the significant training needs of Europe and the Middle East, recruiters from the U.S. complete the Train the Trainer course and then travel to the European or Middle Eastern hub to train their counterparts abroad. The global staffing organization benefits from the Ask the Expert forums, which are held onsite and virtually, as needed. This program provides small teams or individuals direct access to a Taleo Training Consultant regardless of location. Ask the Expert sessions allow the trainer to observe individual usage and make specific recommendations. This helps recruiters optimize the system and serves as an additional insurance policy for Booz Allen’s investment in Taleo training.

Experienced-based Training Equals Data Accuracy and Improved Reporting

Recruiting functions at Booz Allen are divided into four job categories. Each contributor is a specialist. This division is efficient but creates a challenge for individuals to understand their role and the importance of accurate data entry to the full staffing management system.

Taleo Case Study: Booz Allen Hamilton

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Taleo’s experience-based training model addresses this issue. “Recruiters by nature are ‘people people,’ they want to deal with people not numbers,” Beneski explained. “The training helps them understand the benefits of entering the relevant information in real time – it helps them see how their job fits into the big picture and this improves accurate reporting.” Both are tremendous benefits.

Reference Guide Provides Help at a Glance

When Booz Allen realized it lacked a good reference guide, Education Services helped them create a Quick Guide to respond to the day-to-day problems users encountered with the system. “This tool was instrumental in overcoming any difficulties users had with the system,” said Beneski.

The Taleo Quick Guide was developed by breaking down the system and translating it into clear functional steps. Trainers tested the usefulness of the guide by asking users to complete scenario-based activities. “The Quick Guide is Booz Allen specific—our users get help at a glance,” said Flaer. The Quick Guide also helps bridge the gap between training sessions. “We needed to a take-away reference guide to provide information between training sessions. The Quick Guide is an invaluable tool that is basic and simple and widely used,” she added.

Going Forward

As noted in the 2004 annual report, “Creating excitement to take action” is a core business value at Booz Allen Hamilton and is apparent in their focus on training. Looking ahead, Flaer said that Taleo will play an integral role in Booz Allen’s training plans. “We will continue with our Taleo training programs. We will use Taleo Education Services to develop more content for our Quick Guide and to help with surveys to identify topics for our department-wide ‘lunch and learn’ training sessions. As we roll out Taleo Manager WebTop™ we will need to develop training programs. We will also look to Taleo to help with brainstorming new program ideas.”

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