



INTERMOUNTAIN HEALTH CARE

Intermountain Health Care's Implementation of Taleo ACE™ Best Staffing Practices & Solutions Reduces Costs, Increases Productivity and Improves Service Levels

Intermountain Health Care (IHC), based in Salt Lake City, Utah, is a charitable, not for profit health care system that offers high quality medical and health care services at the lowest possible cost to the community. IHC's four core values, which include mutual respect, accountability, trust and excellence guide interactions with patients, customers and colleagues. In 2000, IHC celebrated its 25th anniversary. Over the past few years, IHC has been nationally recognized for its accomplishments in areas of accessibility of care, quality of care, clinical outcomes and patient satisfaction. IHC has substantially reduced hospital costs by standardizing clinical services system-wide. Since IHC has a not for profit mission to benefit the community, it passes cost savings along to consumers in the form of lower rates.

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Brett Hart

Intermountain Health Care
Project Manager

Intermountain Health Care Project Manager Brett Hart stated, "In line with the way we run our health care operations, IHC's Human Resources department wanted staffing solutions that would benefit our primary customers, including hiring managers and internal and external candidates. We wanted to reduce cycle time in a way that provided a better match or job fit between the candidate and open positions. Bringing the right candidates on board faster favorably impacts time-to-employee-contribution, productivity and retention." He added, "We also needed solutions that would help engage every employee in on-going career opportunities within our organization."

The Business Case for Advanced Staffing Management

Providing World-class services for managers and candidates to improve productivity and increase retention. Since inception, having the right team of professionals in place has been a huge part of IHC's overall success. One of IHC Human Resources department's core objectives is to continuously provide opportunities and world-class services to its employees, hiring managers and candidates. Finding the right talent in health care is very important to IHC. In addition to improving its ability to find quality talent, there were a number of factors that compelled IHC to search for an internal mobility and external staffing solution. Surveys of newly hired employees and managers revealed dissatisfaction with IHC's response rate to candidates. Additionally, employee turnover was roughly 19 percent, and there were a lot of open positions in several areas of the organization. Prior to implementing Taleo, IHC's time-to-hire averaged 90 days, and there was not an adequate job posting solution for internal employees in place. IHC wanted solutions that would improve productivity of stakeholders involved in the staffing process and increase overall retention.

Changing demographics and motivation to drive costs down. According to Hart, the need for upgrading IHC's legacy-based recruiting systems was also driven by internal and external demographic trends. At the time, 19 percent of all IHC employees were 50+ years of age; and by 2010, 27 percent of IHC employees would be 50+ years of age. Furthermore, while researching staffing management solutions in 2001, 50 percent of IHC's recruitment dollars were being spent on newspaper advertisements that resulted in only 10 percent of the received applications for those posted positions. IHC's HR team wanted to employ solutions that would bring bottom-line savings that could, in effect, be passed on to its health care members.

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“With more advanced staffing technologies being offered in today’s knowledge-based economy, it is more important than ever that our hiring managers and recruiters have the right tools and processes in place. Leveraging Taleo services and technology was important in helping IHC place the right person in the right job at the right time, for the long-term,” added Hart.

“With Taleo, recruiters are able to notify candidates and hiring managers of the next step in the process immediately. We wanted to provide that high level of service. Also, because skills-based solutions are self-service, employees can manage their own profiles, which can easily be used for internal mobility, succession planning or career management activities. This was important to us.”

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The Business Requirements

Prior to implementing Taleo’s services and technology, IHC had two proprietary systems, including a database and basic applicant tracking; but the reality was that the HR team was totally dependent on paper processes for recruiting. The company’s employment systems were antiquated and not integrated with one another, resulting in a significant amount of duplicated efforts between IHC’s 21 hospitals and 85 clinics. The system’s limitations prevented the team from proactively adopting staffing strategies that met the needs of the changing workforce and the organization’s long-term growth objectives. Hart and his team wanted a solution that would meet the following business requirements:

- ▶ Promote meaningful, timely and automated communication among hiring managers, recruiters and candidates
- ▶ Improve internal customer satisfaction rates and increase company retention
- ▶ Focus HR resources on the customer rather than the paper process
- ▶ Eliminate redundancies that existed in the manual staffing process
- ▶ Find quality candidates faster that were also a better fit for the job, which would decrease time-to-employee-contribution and increase productivity
- ▶ Reinforce employer-of-choice positioning and company’s branding in the competitive marketplace for talent
- ▶ Find new online solution that would also adhere to EEO and OFCCP requirements
- ▶ Post internal and external jobs automatically and manage workflow in real-time
- ▶ Integrate with IHC’s Oracle HRIS

Partnering with Taleo

Recognizing the inherent limitations of its current staffing system, after looking at the business requirements, Hart and his team decided not to build upon its own internal system, but instead find a hosted solution that would use a combination of best practices and technology to meet IHC’s long-term staffing needs. Hart noted that in addition to meeting all of IHC’s defined aforementioned requirements, Taleo offered skills-based solutions that would accurately link candidate skills to job requirements in a scalable fashion. Hart was also impressed with Taleo’s ACE Methodology, which ultimately alerts recruiters of quality or ACE candidates in real-time. Hart stated, “With Taleo, recruiters are able to notify candidates and hiring managers of the next step in the process immediately.”

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Vendor Selection. The vendor selection process consisted of 16 vendors and Hart noted that based on all of the RFP requirements and other attributes, Taleo jumped to the top quickly during the due diligence period. Hart stated, “We needed a hosted solution that had the depth and breadth to meet all of our business requirements, not just some of them. This solution also needed to integrate with our Oracle HRIS system. He added, “One of Taleo’s key differentiators is its industry leading R&D bandwidth, which today includes 175 professionals. Following an intense five-month selection process, Taleo was the unanimous choice and partner for IHC.”

IHC Revamps its Staffing Processes to Better Serve its Customers

ACE Implementation and Smooth Oracle Integration Process. The implementation project, spearheaded by Hart, was kicked off in late January of 2002, and IHC went live on Taleo solutions on May 20, 2002. Hart noted that the implementation processes went very smoothly and were under budget. Throughout the process, measurable objectives were set prior to the go-live and milestones were reported at the end of each week. The solutions were live for just 48 hours and IHC received 3,500 candidate profiles. Hart explained, “Taleo’s ACE Staffing Best Practices immediately made a difference. Our process is now skills-based and we use configurable workflows to help ensure the best candidates are brought on board quickly.” IHC has also worked with Taleo consultants to successfully integrate its job codes and other data with its Oracle HRMS system. “We are very pleased with our implementation and integration. Taleo provides excellent resources and professional consultants who are very experienced and ensured that our Oracle integration ran smoothly.”

Taleo provides 24X7 around-the-clock support via web, email and telephone. When asked about his experience with technical support Hart said, “The technical support is amazing. We asked an awful lot, and they responded to us immediately and do just a fantastic job.”

Candidate Centric Services. Using Taleo solutions, IHC created a powerful and easy to use application process for internal and external candidates that allows them to leave “skill-based” profiles. Consequently, as new positions become available within the candidate database, Taleo solutions instantly match qualified candidates among IHC’s existing candidate profiles, and an email is sent to these potential candidates to alert them of the new opening. Furthermore, tailored automated responses are sent to candidates applying or submitting profiles immediately, improving service levels across the board. Alerts are also sent to candidates updating them on their application status throughout the process.

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Hiring Manager Centric Services. Taleo supports multiple best practice workflows that automatically schedule and track specific tasks, helping recruiters to find quality candidates faster. IHC recently deployed Taleo's Hiring Manager WebTop™, which engages hiring managers throughout the process and cut across business silos. With Taleo solutions, short lists and pipelines of qualified candidates are derived faster for recruiters and hiring managers, and include the entire talent pool: internal and external candidates as well as referrals. Hart stated, "Our HR managers are particularly impressed with the details and data available in Taleo's reporting tools. We can run reports on metrics and see exactly what stage of the process a candidate is in, and where he/she will go next, since we are able to configure our workflows."

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Recruiter Centric Services. Using Taleo, recruiters are better able to serve their customers and spend more time interfacing with candidates. This allows time for other strategic HR related initiatives. Multiple staffing and workflow processes that are scalable and repeatable are now implemented and work to find quality candidates faster. Candidate information is now easily shared among various recruiters and hiring managers; and, recruiters now receive alerts and view and search the entire talent pool for quality candidate matches. Automated reports such as new hire and requisition status reports are quickly run and leveraged enterprise-wide as they can be shared internally with HR managers and other departments.

The Results: Improvements in Communication, Productivity, Cycle Time and Cost

With Taleo, IHC has enhanced its staffing services enterprise-wide resulting in improved communication among stakeholders, reduced cycle-time and increased productivity, all of which have led to cost saving affecting the bottom-line. At the same time, Hart noted that IHC has extended and reinforced its strong brand to candidates by building relationships through its corporate careers website and candidate relationship database. Since implementing Taleo solutions, Hart and his team note the following benefits:

- ▶ Eliminated redundancies among recruiters and improved service levels to candidates and managers
 - ▶ Received 100,000 applications in just six months; in 2001, it took twice as much time to attract the same amount of candidates
 - ▶ Hired over 3,500 employees through the solutions since go-live in May
 - ▶ Increased time-to-employee contribution, retention and productivity enterprise-wide as a result of a better job fit at the point of hire and implementing on-going proactive solutions to find candidates
 - ▶ Reduced time-to-hire from 90 days to 39 days, largely due to configurable workflows and better processes
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- ▶ Reduced advertising costs and have better control over sourcing costs
- ▶ Engaged hiring managers throughout the process and cut across business silos with the Hiring Manager WebTop
- ▶ Deployed online solutions that adhere to EEO and OFCCP regulations
- ▶ Track progress and report on results of new staffing processes with Taleo Staffing Metrics Reporting Module
- ▶ Provide integration of staffing data with Oracle HRIS (data such as feed payroll data and job data are easily transferred to other HR areas)
- ▶ Built and maintained a database of candidate profiles to leverage external relationships as well as IHC's own human capital in a timely fashion, ensuring optimal deployment of talent throughout the organization while enhancing and extending company branding

Hart stated, "With Taleo we are optimally deploying talent across our organization. The methodologies, services and ACE Staffing Best Practices have helped us define and implement scalable staffing processes." He added, "We have cut our cycle time in half, improved the quality of the candidate experience and increased customer satisfaction."