



Serono Finds Higher Quality Candidates with Taleo Solutions

Serono (www.serono.com), based in Geneva, Switzerland, is a global biotechnology leader—the third largest in the industry based on revenues—with six recombinant products on the market, Rebif®, Gonal-F®, Luveris®, Ovidrel®/Ovitrelle®, Serostim® and Saizen®. In addition to being the world leader in reproductive health, Serono has strong market positions in neurology, metabolism and growth. Serono’s research programs are focused on growing these businesses and on establishing new therapeutic areas. Currently, there are more than 30 projects in development and Serono needed a means of contributing to the delivery of its resourcing strategy of attracting, developing and retaining the best and most appropriate talent in the industry.

Serono Global Staffing Director Madeline Poulton stated, “It is important for us to have staffing solutions that are “synergistic” with the way we do business. We are a high-tech company and it is entirely appropriate that we take a high-tech approach to resourcing candidates. As a company, we aspire to create an environment that enables our people to excel, innovate and contribute to the advancement of our global biotechnology organization. With Taleo, we have employed a self-service model that has improved services for recruiters, hiring managers and candidates worldwide and, today, we are finding quality candidates faster, in real-time.”

Replacing Manual Decentralized Processes with Systematic, Scalable Real-time Solutions

Before implementing Taleo, Serono’s staffing process comprised a mixture of manual and semi-automated processes, and the company’s staffing was very decentralized. For sourcing candidates, the company relied heavily on staffing agencies, advertising in some countries and the management of unsolicited applications in other countries. Former processes were found to be sub-optimal as they generated too many candidates that were a challenge to prescreen or process in a timely fashion. It was also very expensive in some cases. Although some jobs were posted online, not all stakeholders in the staffing process had access to Serono’s job openings and postings due to system access and incompatibility issues. Poulton noted that Serono’s requisition approval processes could be very long in some cases and, at the time, HR Managers were not measuring or tracking important metrics such as time-to-hire, sourcing costs, etc.

The vision was to create a single point of entry for everyone that would make the entire staffing process faster and allow more visibility into the recruiting efforts of the entire organization. As a result, Poulton and a team of HR Managers began researching staffing management and recruitment solutions to help improve upon their process. The selection process involved roughly six vendors. Poulton stated, “After care and due diligence, our team selected Taleo as a partner to improve our global staffing processes. We selected Taleo’s self-service solutions for its configurable workflow platform and proven track record for streamlining the staffing process in a consistent and scalable manner for recruiters, hiring managers and candidates alike. One of the most influential factors in the decision was the global suitability of the solutions, including multiple languages, and the fact that Taleo serves customers specifically in Europe and the US.” Taleo solutions are deployed in more than 65 countries around the world.

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Madeline Poulton
Global Staffing Director

TALEO CASE STUDY

Serono

Implementing Processes that Find Higher Quality Candidates

Taleo's solutions were deployed for Serono across North America and Europe in multiple languages. The processes were designed with respect to Serono's local and data privacy requirements. Prior to the implementation, Poulton worked with Taleo's implementation and knowledge management consultants to define Serono's business processes and job requirements upfront. Due to the nature of its business, many of Serono's job topology requirements command highly specialized skill sets, so defining and structuring the skills upfront and the selection and assessment processes were very important to the success of the overall project.

Serono is using Taleo's application modules to help ensure that it manages its staffing supply chain. The portal allows recruiters and hiring managers to share, source and track specific job requisitions with selected agencies. Poulton stated, "Taleo's Staffing Agency Portal allows us to better manage agency sources, expand global talent pools and be aware of costs associated with agency usage. We are using the portal as an important part of managing the staffing supply chain and in some cases we have found the quality of candidates applying to our website to be higher. We believe this is a testament to our brand and really validates our investment in Taleo."

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Improving Productivity Through Self-Service and Reducing Cycle-time

Using Taleo's Hiring Manager WebTop™, managers can be part of the entire process, making staffing for the organization more efficient because it allows for better communication among recruiters, managers and candidates, and cuts across business silos. Poulton also noted that because the workflow processes are defined according to fields such as job function and location, HR managers can search their structured candidate database prior to posting a requisition, which saves both time and cost. Poulton stated, "There are lots of people interested in working for us, and for the first time we can easily store and retrieve the relevant applications and maintain profiles and relationships with interested candidates having the skills we may need today, tomorrow or two years from now." Many candidates are leaving their skills, interests and experiences in the form of a skills-based profile so that they may be notified about multiple positions that they may qualify for, and update new skills as necessary. Since going live, Serono has received 100 percent more skills-based profiles than completed online applications, which attests to the company's strong brand and staffing process.

Poulton noted that Serono's first quality hire with Taleo took just two weeks. Poulton stated, "Since we went live on the solutions, we have significantly improved the visibility of our open positions globally. Additionally, our processes for staffing in multiple countries have been streamlined and we have started to reduce our hiring cycle-time and costs, while allowing for more effective collaboration among process stakeholders. Since the implementation of Taleo, employees and external candidates can now easily see career opportunities and apply for them in real-time, allowing recruiters and hiring managers to find quality candidates faster.

"We also feel that internal mobility process and practices are giving internal candidates more visibility into career opportunities, which we hope will have a more positive impact on retention and planning for the most effective enterprise staffing," added Poulton.

