

COMPANY OVERVIEW

This medical devices company (hereafter referred to as “company”) is a global leader in workflow solutions and automation. The company owns the workflow from biopsy to diagnosis and is positioned to break down the barriers between each of these steps. The consistent reliability of its offerings help improve workflow efficiency and diagnostic confidence.

The company owns over 1,500 patents and employs approximately 460 research and development experts and 3,000 associates. It has 14 global centers of excellence for manufacturing and development across North America, Europe, and Asia and is headquartered in the United States.

BUSINESS ENVIRONMENT AND CHALLENGES

In 2010, the company’s Human Resources team was tasked with doubling the size of its North American selling unit. After an exhaustive RFP process that include 10 of the largest Recruitment Process Outsourcing suppliers in the United States, it selected Personify as its RPO Solutions provider. The recruiting infrastructure at the company was non-existent prior to Personify’s arrival. The company lacked a formal applicant tracking system, standard work for recruitment, the industry recruiting expertise to keep pace with extremely aggressive hiring goals set by Sr. Management.

Without an Applicant Tracking system and a very aggressive hiring target, the Human Resources team could not generate reliable recruitment analytics to effectively report and measure against Key Performance Indicators (KPI’s) and Service Level Agreements (SLA’s). In addition to a lack of a formal recruitment infrastructure, the company lacked confidence in its process and viewed the possibility of EEOC and or Affirmative Action as a realistic threat. An Affirmative Action Plan had not been implemented at the company in over eight years. Ultimately, the Human Resources staff was under duress and sought a turnkey solution to keep the company on track with its aggressive and highly visible growth goals and compliance needs. The employee to Human Resources ratio was 130:1, and the internal Human Resources team utilized agency recruiters for 65% of open requisitions to solution the problem, with an average cost per hire of \$15,655.

TALENT ACQUISITION STRATEGY

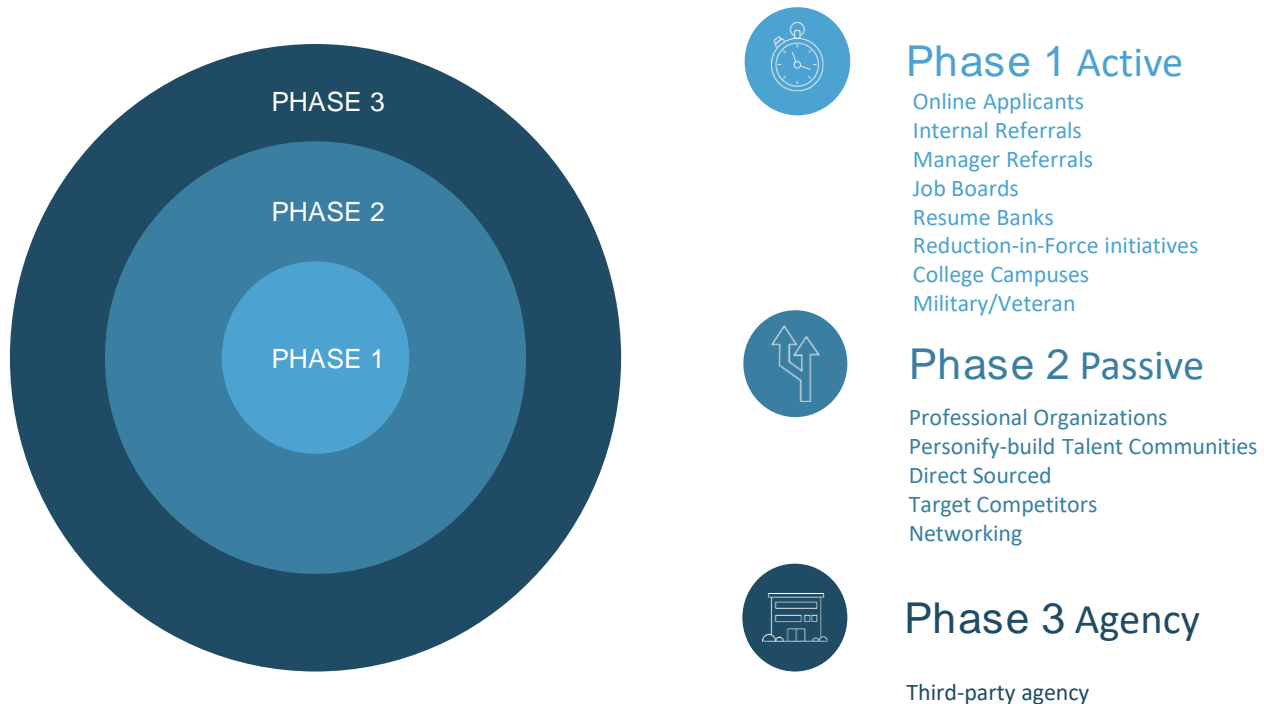
Prior to Personify’s arrival, the Talent Acquisition function consisted of a single internal recruiter. This internal recruiter was tasked with handling the entire recruiting lifecycle, including intake calls, active and passive candidate recruitment, prescreening, travel coordination, expense reimbursement, and onboarding. The business expressed concern of Human Resources’ ability to deliver talent at a rate commensurate with the business’ growth goals. Ultimately, this lack of confidence lead to an alarmingly high agency utilization rate of greater than 65%.

SOLUTION

Personify developed a standard work process that provided the foundation for the company’s TA transformation and enabled the company to grow the business both domestically and internationally. Personify designed the standard work process to include the following:

- both the design and implementation of a formal intake process
- needs analysis profile
- online advertising structure
- passive and active candidate sourcing (see Figure 1: Personify Phased Recruitment Model)
- candidate screening
- real time candidate disposition
- interview coordination
- pre-employment testing
- offer letter creation
- expense reimbursement
- recruitment metrics tracking and analytics

Figure 1: Personify Phased Recruitment Model



SOLUTION CONTD...

Upon creating a standard process, Personify began to dedicate recruiting resources with subject matter expertise in Sales and Service, Operations, Engineering, Finance, Human Resources, and Marketing. This resulted in sourcing efficiencies, higher candidate quality, and reduced cycle times. Personify engaged its professional Client Services team to support the recruitment functions and process candidates through the entire recruitment life cycle, allowing recruiters to focus solely on recruitment functions and eliminating process inefficiencies. Additionally, Personify supported the company through a successful EEO Audit that required extensive data verification for hiring policies and practices.

BUSINESS IMPACT

The impact Personify had on the business was immediate as the company reached it’s goal for North American headcount in the first eight months of the partnership. Over the course of the next six years, Personify’s agile service delivery methodology paired with its deep candidate network resulted in a 57% reduction in cost per hire, a 15% reduction in cycle time, and a submittal quality ratio of 69.3%. In addition, over 1,300 interviews were scheduled by the Client Services team that included pre-employment testing and expense reimbursement.

Based on the success of the program in the United States, the company would expand its partnership with Personify beyond North America to Europe in 2011. As the partnership strengthened so too did the performance metrics, and 2016 would mark record performance years for time to source (29.7 days), cycle time (62.9 days), quality (73.45%), and cost per hire (\$5,893). Project to date, Personify has reduced the company’s reliance on third party agencies by nearly 60% (Less than 5% utilization), resulting in cost savings in excess of \$2.1MM.

Throughout the partnership, Personify played a critical role in the company’s growth rate of 119%, as the RPO program was responsible for growing the North American workforce from 183 to 400 employees. Project to date, Personify’s 1-year retention rate is 92.5%, with a total retention rate over the last six years (total number of placements currently employed) of 73%.

Figure 2: Growth Metrics with Personify Partnership

GROWTH WITH PERSONIFY	2010	2017
# of Employees	183	400
TTS		29.7 days
TTF		62.9 days
QUALITY		73.45%

TIMELINE

At the onset of Personify's RPO relationship with the company, the North American selling unit was 20% behind its growth target for headcount in the first month of the partnership. After eight months, Personify, through the use of its Phased Recruitment model and just in time service delivery, enabled the company to reach 102% of target. The company mandated that total time to fill be at or below 72 days. Personify has met or exceeded this threshold for the last three years. Additionally, Personify has met or exceeded its annual internal time to source (35 days) and quality (60%) threshold in each of the last four years.

CURRENT ENGAGEMENT

Over the course of the seven year partnership, the company has transformed from an environment with little to no recruiting infrastructure, back office support, or structured talent acquisition process to a formal, structured recruiting format with a proven methodology. The company has built a center of excellence and is presently working with Personify in a blended solution.