

Optimizing Talent Acquisition Strategy during Hyper-growth

Company Overview

This company (hereafter referred to as the “company”) is an American molecular diagnostics organization that develops, manufactures, and markets fully integrated systems for testing in the clinical market and for application in its original non-clinical market.

The company employs over 5,000 people and had a reported annual revenue of \$538 million in 2015. The company is headquartered in the United States, but operates global distribution centers in the Americas, Asia, Africa, and the Middle East.

Challenges

In 2015, the company was recognized as one of the fastest growing manufacturers in the Molecular Diagnostics industry. This growth generated an intense demand for skilled talent, creating significant challenges for the company.

The company did not have a highly structured or formal, standard process for Talent Acquisition (TA). Recruitment was decentralized, and the process was led by hiring managers instead of a centralized TA function. Innovative tools, efficiencies, and standard processes typically used by TA departments in other large firms were not being leveraged, as every requisition was handled differently. This created confusion, compliance issues, and an inability to scale recruiting and track metrics correctly. In addition, the company was moving to a new applicant tracking system (ATS) and had vacant positions for a Talent Management Lead and an HRIS Lead to manage and champion the implementation of the new system. This caused implementation complexity and knowledge transfer gaps across the organization.

Another significant challenge the company experienced was high fixed costs associated with an internal recruiting team that was unable to deliver a consistent candidate experience and fulfill overall recruitment needs. Meeting goals and targets became increasingly difficult, and hiring managers began to lack confidence in the team’s ability to source and recruit high-caliber talent. This led to extensive agency utilization and overall spend for TA. The 2015 agency spend was \$1,763,727.12, and the 2015 cost per hire was \$6,640.87.

The final challenge the company faced was the need to accommodate hiring volatility consistent with the demands of the business. During the increased demand for talent, the company wanted to reduce its dependence on agency utilization needed to fill the gap created when the internal recruiting team operated at maximum capacity. As talent demands increased, so did the budget line item for outside projected demand. This volatility was intensified by the company’s highly competitive and expensive market, which caused heavy reliance on agencies and put the company in a position where the spend would continue to rise unless it changed its recruitment strategy. Likewise, when hiring needs decreased, the company did not want to carry high salaries associated with an internal recruitment team that was not only ineffective, but also created an unnecessary budget line item. Essentially, leadership wanted to reduce these costs.

Personify’s Solution

Personify joined with the company in a recruitment process outsourcing (RPO) partnership in August 2016, creating a recruitment process that was streamlined, scalable, and effective.

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Together, the company and Personify set goals to reduce costs, increase communication, and implement a standard process that could measure all recruitment metrics. Specific objectives included:

- Reach a time to fill of 77 days or less,
- Reduce agency spend by 20%,
- Obtain a customer satisfaction score of 3.0 or greater,
- Minimize fixed costs associated with the internal recruiting team,
- Implement a “best in class” consistent recruitment process to improve efficiency and candidate experience.

Personify partnered with the company’s TA team and key HR leaders to leverage Personify’s Proprietary Recruitment Process (Figure 1) to provide complete coverage of the active and passive candidate markets and a standardized, compliant, repeatable, and scalable process that clearly identified roles and responsibilities along with metrics that illustrated where improvements needed to be made.

This plan was built in 45 days and rolled out to hiring managers by Personify’s dedicated recruitment team through scheduled weekly training sessions.

Relationships between Personify and the hiring managers grew stronger; as the company’s team became more familiar with this process, trust improved; quality candidates were sourced and hired; and reliance on external agencies decreased.

In addition to the recruitment support, Personify and the company identified the need for a dedicated and robust team of interview coordinators and pre-employment specialists to support the process of moving candidates through the recruitment lifecycle. The company decided to utilize Personify’s SHRM-

certified Client Services team, who had a proven track record of success in reducing time to schedule interviews and on-board candidates with similar customer engagements across the industry. This team managed all interviews scheduled, tracked expense reimbursement requests, and ensured a maximum 24-hour response time for candidate and client requests. Nine months into the project, Personify’s Client Services team had generated 125 offers and scheduled 471 interviews.

Personify’s Results

Personify’s model helped streamline the recruitment process, identified quality candidates more efficiently, returned all functions back to the TA department, and reduced costs. The partnership with Personify became one of the key foundations of the transformation of the company’s TA group from a low efficiency, high cost, reactive function to a high performing, optimized team that was fully integrated across the business.

The company’s internal recruiting team was disbanded, removing an annual fixed cost of \$382,000, compared to Personify’s annual cost of \$90,000.

After the first 9 months of the partnership, the company’s agency utilization decreased to only 3%, trending toward a 94% reduction in total agency spend. Additionally, cycle time, cost per hire, and time to fill decreased (Figure 2).

Company Feedback

Through hiring manager surveys, Personify accessed communication, process, candidate quality, and interview scheduling to continually improve the partnership.

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A key objective at the start of the project was to achieve and maintain a hiring manager satisfaction rating of 3.0 (out of 5.0) or greater; Personify exceeded this with an average rating of 4.03.

"My team really enjoyed working with Personify. Here are the positives they've shared:

- It is easy to work with Personify recruiters; they are responsive, efficient, and flexible.*
- Personify recruiters do a great job screening candidates, saving the hiring manager time.*
- Personify recruiters provided excellent candidates, compared to previous internal TA team, resulting in a quicker turn-around time.*
- Candidates sourced by Personify have a good experience and feel supported throughout the process, and updates are given on a regular basis."*

—HRBP with the company

Candidate Feedback

Throughout the partnership, 97% of hired candidates have rated their experience with Personify as above expectations to exceptional.

"My experience working with my Personify recruiter was exceptional. From initial contact until she successfully placed me into my new role, she consistently supported me in my application. She went above and beyond to ensure I was prepared for interviews and provided an approachable, but professional, service."

—Candidate with the company

"My experience with my Personify recruiter was amazing. She was so professional, willing to help, and very detailed, and she definitely made sure I had a great experience. What I liked most about her was that she was always in contact with me and made my decision to

work for the company much easier. She definitely made a good impression for the company."

—Candidate with the company

Personify's Current Engagement

Personify continues to manage and deliver the company's TA strategy with successful results. The company has noted great progress in the partnership, and true business impact continues to be achieved as the TA function is becoming more of a strategic asset that is essential and flexible to hiring volatility and changing business needs. Currently, Personify is working with the company to implement its new Talent Relationship Management solution that combines workforce planning, talent pipelining, and a content marketing strategy to proactively build a bench of "ready now" talent for the company to utilize as the hiring need arises.

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Figure 1: Personify's Proprietary Recruitment Process

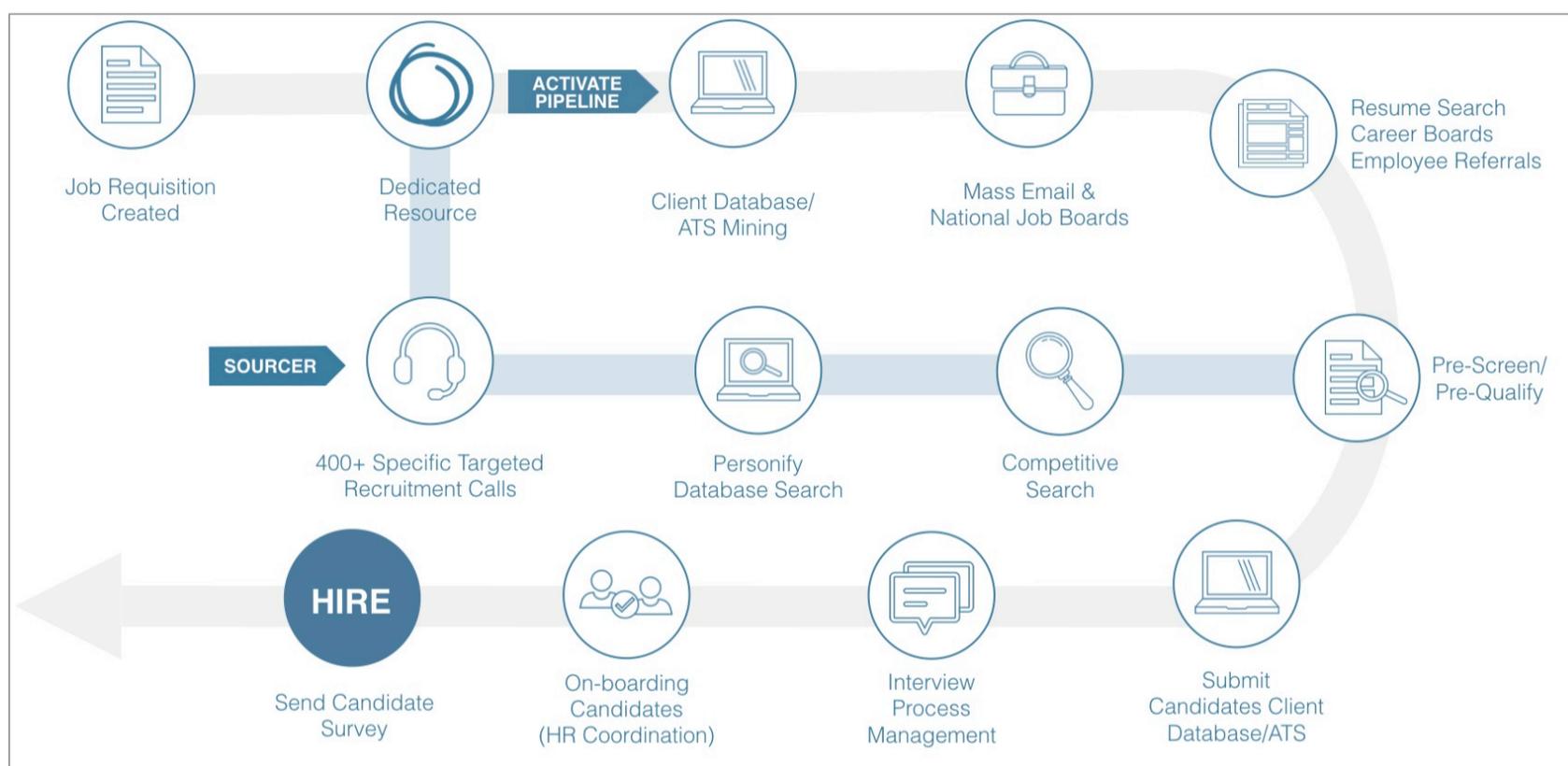


Figure 2: Personify's Cost Savings

Metric	Pre-Implementation Spend	Post-implementation Spend	Percent Reduction
Agency Spend	\$1,763,727	\$97,333	94%
Time to Fill	N/A	61.5 days	>20%
Cost per Hire	\$6,641	\$3,864*	42%
Annual Recruitment Spend	\$2,352,300	\$758,613	68%

*This does not include Personify's monthly RPO fee.