

CASE STUDY: Talent Acquisition Integration and Transformation – Global Insurance Company

Client Issues

Solutions

The client, a global insurance firm, was moving from a holding company to an integrated organizational model, forcing integration of previously acquired companies and driving one brand in the marketplace.

Executive team identified lack of a “Talent Mindset” and quality Talent Management process and disciplines as a critical capability gap. Identified through BT+L Dimensions of Culture workshop with top 55 leader at 2 .5 day annual conference.

The Talent Acquisition (TA) operating model was not optimized, resulting in lack of quality and efficiency.

The TA function was operating under two Applicant Tracking Systems (based on legacy company) and four different processes for identifying, selecting and onboarding new employees.

Over sixteen projects were identified to transform the function.

- Identified new staffing model aligned to shift in company’s integrated operating model
- Facilitated future state process mapping with key stakeholders
- Standardized all processes from sourcing through onboarding
- Redefined key roles, responsibilities and accountabilities across the HR Function supporting Talent Acquisition processes – Workout sessions to align across HR groups
- Identified qualitative, quantitative and operational success metrics and reporting processes
- Initiated staff planning process to assist HR Business Partners and Hiring Managers in accurately forecasting staffing needs
- Identified pre-employment assessments for high-volume positions
- Benchmarked, redesigned and re-launched Employee Referral Program
- Identified Employer Branding strategy to drive “one company” brand and image
- Piloted college relations intern program as sourcing strategy to build early career bench strength
- Identified and implemented new Applicant Tracking System (ATS)
- Developed detailed Talent Acquisition Field Guide for Hiring Managers, HR Business Partners and TA Consultants
- Renegotiated contracts for job boards, background checks and recruiting partners

- Developed and implemented candidate, new hire and manager satisfaction surveys

Benefits

- ✓ Renegotiated contracts resulted in cost savings of over \$100,000 with higher level of services from vendors
- ✓ 3rd party recruiting fees decreased by 28%; resulting in over \$3.7M in forecasted cost savings
- ✓ ATS successfully implemented under budget, greatly enhancing candidate experience and ability to track metrics through a single data source; retired costs associated with supporting two systems
- ✓ Monthly dashboards and defined metrics now guide efficiency, effectiveness and quality decisions
- ✓ Increased Employee Referrals by 14%, exceeded 1st year goal by 5%; Resulted in decreased sourcing costs and increased engagement from new employees
- ✓ TA Workout process modeled across other HR and IT functions
- ✓ Introduction of a workforce planning process for multi-year talent and resource planning
- ✓ TA realignment increased team capabilities and provided a consultative approach to hiring managers resulting in greater manager and new hire satisfaction (while increasing requisitions per recruiter and decreasing time to fill)

