Build a Sensational Talent Acquisition Operations Team!

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Providence Health and Services

Third largest not-for-profit health system in the United States with 76,000 caregivers.

The Sisters of Providence began caring for our communities along the west coast from Alaska to California over 158 years ago.

We serve in over 34 hospitals, 475 physician clinics, 22 long-term care facilities, 19 hospice and home health programs and 693 supportive housing units.

Our Mission is to provide compassionate care that is accessible for all – especially those who are poor and vulnerable.

What is a TA operations team?

In this session…

You'll walk away with a roadmap of how to build a results oriented operations team.

Get proven results: improved cost savings, efficiency, process improvement, business intelligence capabilities and strategic recruiting solutions.

- What business challenges one faces when building a new team.
- How to get approval for your desired headcount.
- How to structure the team for optimal effectiveness.
- How identify and measure the impact and value the team is contributing to the business.

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Address critical business challenges when building a new team

What challenges do you need to solve for?

- Scale for growth.
- Negotiate better rates for cost savings.
- Improve the capabilities of recruiters.
- Standardize and gain process efficiencies.
- Improve data based decision making.
- Leverage experts and innovate.
- Show the value and ROI of recruiting.
- Enhance the candidate experience.
- Advance technology.

Consider these
things when building
a new team

Consider…

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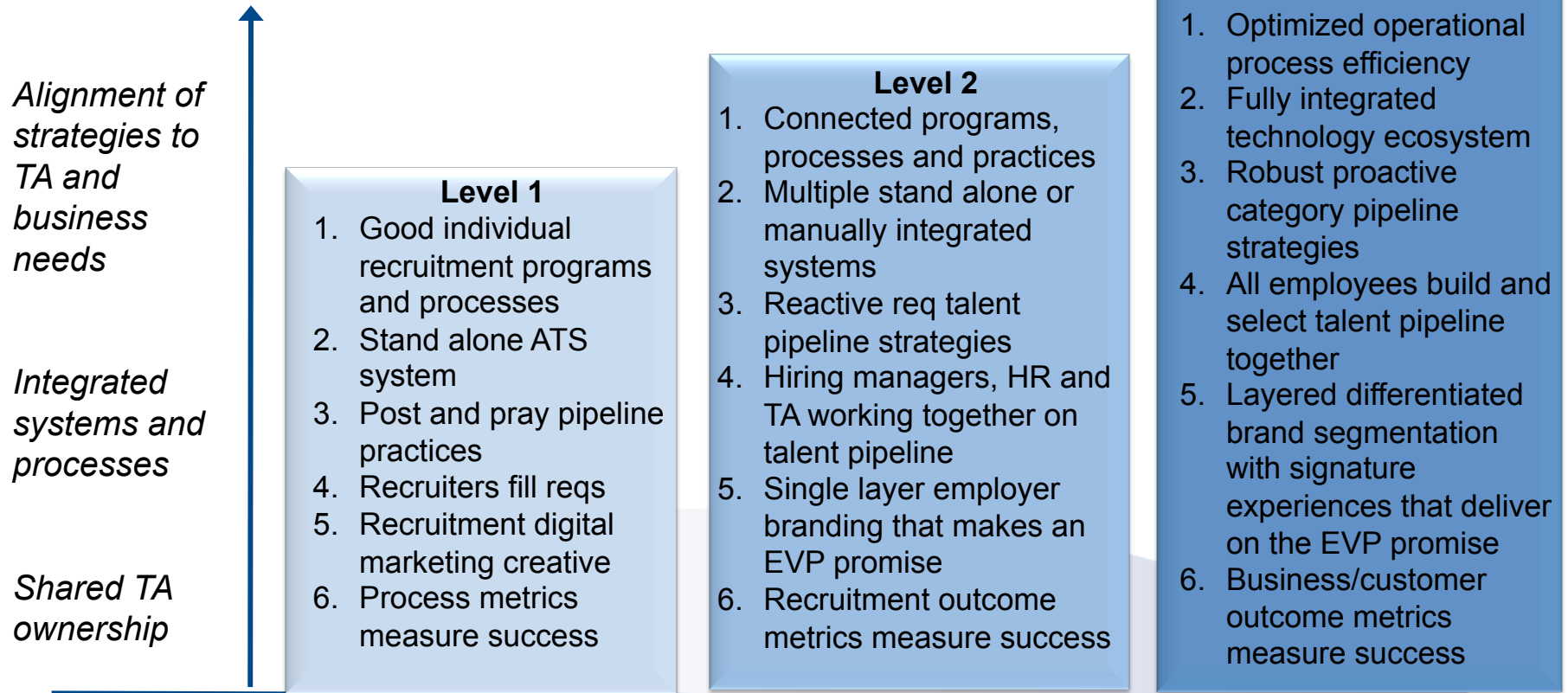| **Design Structure**	• What work needs to be done and what roles are needed. • What structure will support success. • Defining responsibilities and rules of engagement.
Change Management	• Readiness of recruiters to utilize and adopt solutions. • Preparing impacted teams for the work the team will launch. • Ensuring there is shared alignment and priorities.
Champions	• Helping others understand the need for the team, what they do, and how to partner with the team. • Having sponsorship from a TA or business leader. • How to build a cohesive and high performing team.

What would you consider when building this team?

TA operations maturity model

Alignment of strategies to TA and business needs

Integrated systems and processes

Shared TA ownership

Level 1
1. Good individual recruitment programs and processes
2. Stand alone ATS system
3. Post and pray pipeline practices
4. Recruiters fill reqs
5. Recruitment digital marketing creative
6. Process metrics measure success

Level 2
1. Connected programs, processes and practices
2. Multiple stand alone or manually integrated systems
3. Reactive req talent pipeline strategies
4. Hiring managers, HR and TA working together on talent pipeline
5. Single layer employer branding that makes an EVP promise
6. Recruitment outcome metrics measure success

Level 3
1. Optimized operational process efficiency
2. Fully integrated technology ecosystem
3. Robust proactive category pipeline strategies
4. All employees build and select talent pipeline together
5. Layered differentiated brand segmentation with signature experiences that deliver on the EVP promise
6. Business/customer outcome metrics measure success

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Maturity depends on integration, ownership, and alignment

Build a three year plan

2015	2016	2017
Lay the Foundation	Prepare for the Future	Delivering Innovation

Position yourself for success to get headcount

Create a picture of current resources/work

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Who is doing job postings, technology, sourcing, metrics, branding, or college recruiting?

Building the business case

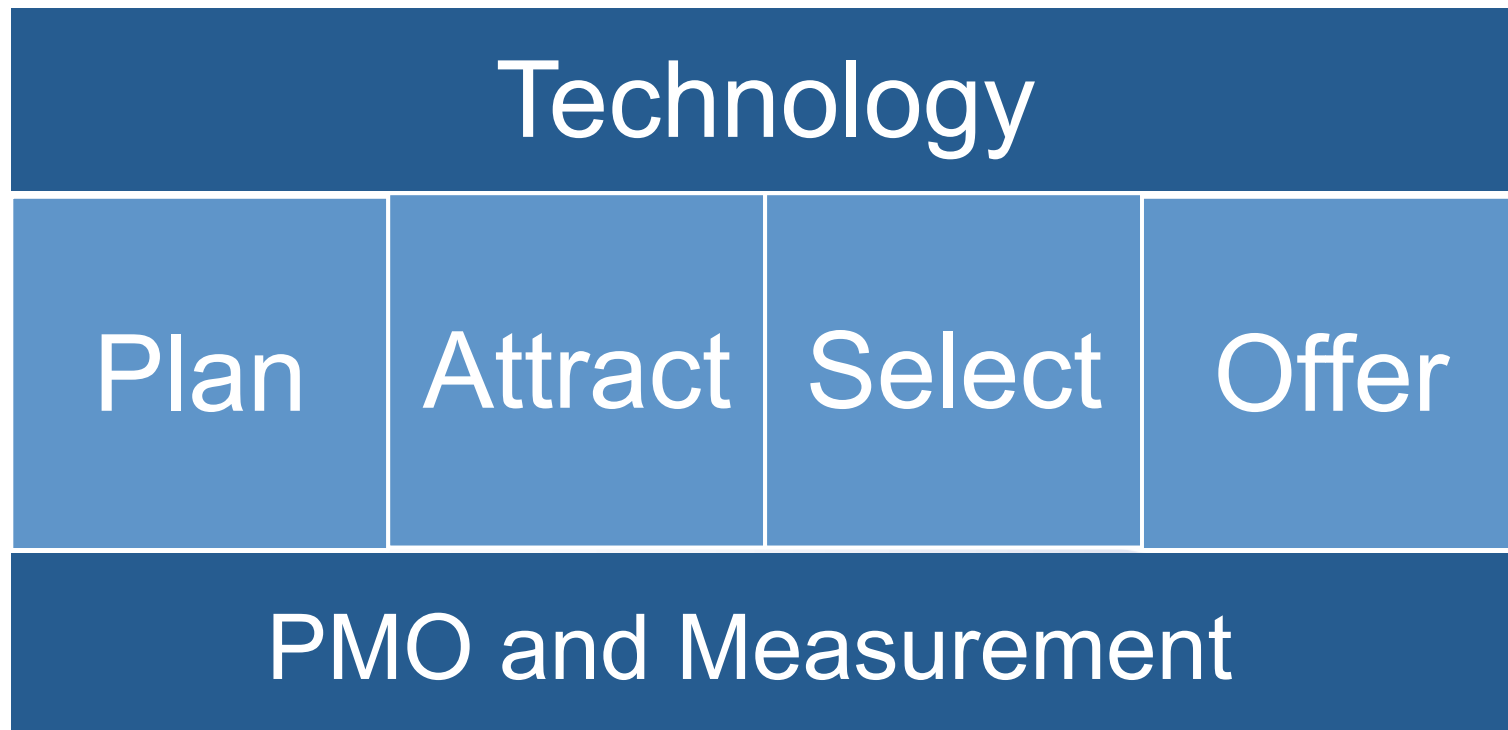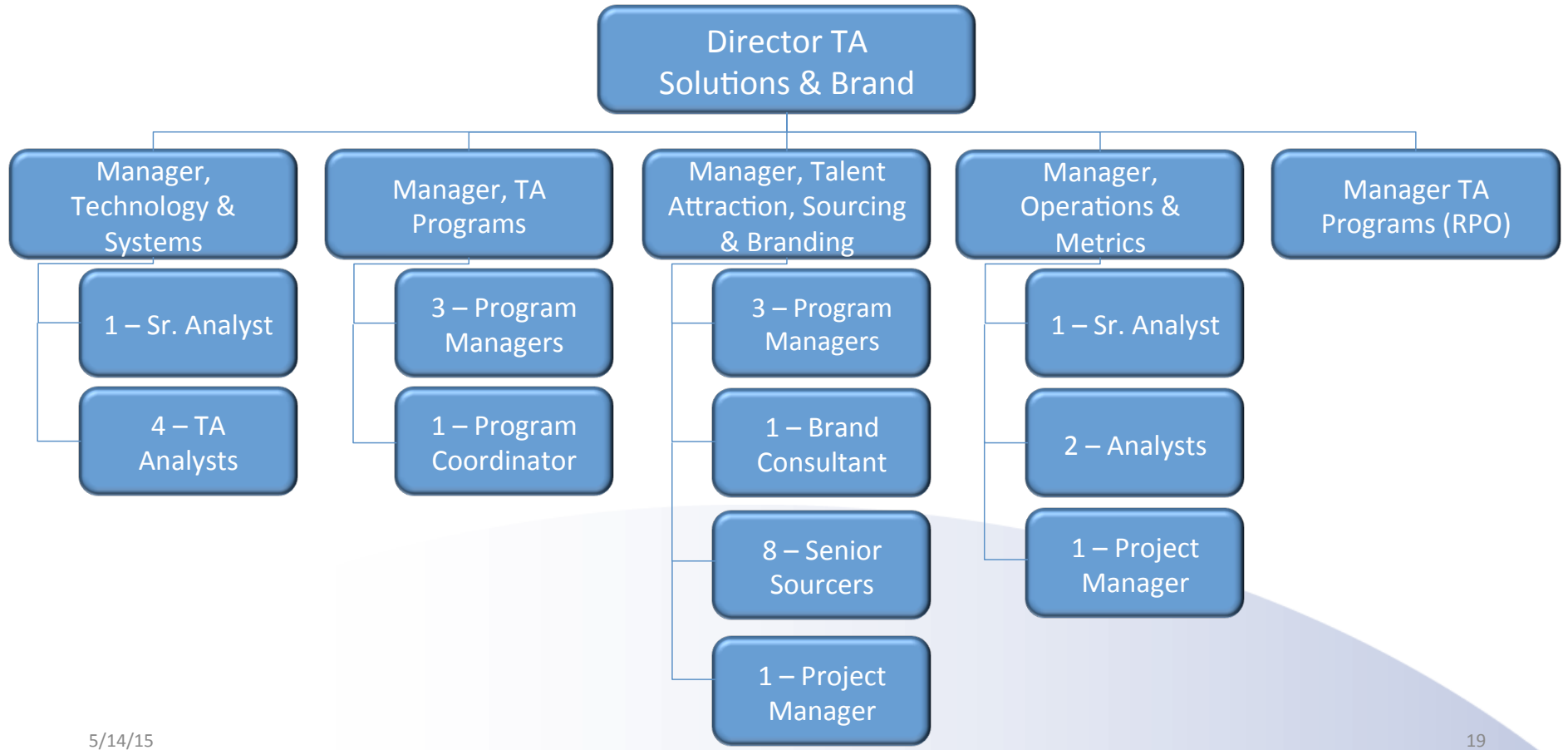| Discovery	Analysis	Pilot
• Where is the work being done now? New FTE might not be new.	• Consider a cost/ benefit analysis.	• Get the business to champion the work.
• Leverage white papers and benchmark with companies to inform.	• What is the current work, current cost, and how much could you save?	• Pilot on a small scale with one region.
• Understand key business issues and the talent needed to solve them.	• What is the potential ROI and how does it align to the goals or strategy?	• Pilot with temp or existing staff.

Structure your team for optimal effectiveness

How to structure the team

- Identify the work and where it starts and stops…
  - And decide how much cross collaboration is needed.
- Match the talent with the need…
  - And create big roles to stretch into.
- Set out with a plan…
  - And be nimble to flex to the skills and structure needed.
- Design for the ability to deploy people to different types of work…
  - And include some who have done recruiting, project/program management and data analytics.
- Design to a structure that enables your team to deliver on the capabilities needed to meet the expectations of the business…
  - And focus on what the team must deliver on and solve for.

Providence Solutions & Brand "Operations" capabilities model

Technology			
Plan	Attract	Select	Offer
PMO and Measurement			

Providence's Solutions & Brand structure

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Director TA
Solutions & Brand

Manager, Technology & Systems
- 1 – Sr. Analyst
- 4 – TA Analysts

Manager, TA Programs
- 3 – Program Managers
- 1 – Program Coordinator

Manager, Talent Attraction, Sourcing & Branding
- 3 – Program Managers
- 1 – Brand Consultant
- 8 – Senior Sourcers
- 1 – Project Manager

Manager, Operations & Metrics
- 1 – Sr. Analyst
- 2 – Analysts
- 1 – Project Manager

Manager TA Programs (RPO)

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MISSION	Create system-wide recruiting solutions, services and programs through a consultative and collaborative approach.			
VISION	We are the orchestrators of success for our customers. We know them, care for them and ease their way by creating simple and sustainable talent solutions.			
FOCUS	Attraction, Sourcing, and Brand	Programs	Operations / Metrics	Technology & Systems
STRATEGY OBJECTIVE	Increase retention by enabling caregivers to move easily within the system. Utilize internal/ external talent awareness, competitive intelligence and sourcing techniques to enhance the talent pipeline	Competitively attract top tier talent with a powerful, compelling and differentiated employer brand image, presence and messaging of our value proposition/ promise	Create system infrastructure by developing & administering effective, innovative, scalable programs that will enable TA to attract and assess top talent	Enhance operational excellence and business intelligence through formal project management, meaningful data analysis, consistent communications and administrative services and resources	Deliver technology solutions that automate streamlined processes and enable TA to effectively hire talent and measure success
STRATEGY INITIATIVES	• Internal Talent Mobility • External Sourcing • Referrals / Outreach • Candidate Experience	• Brand, Creative and EVP • Social Media • Media Strategy • Career Website / SEO • Communications	• Assessment • Relocation • Vendor Mgmt. • RPO	• Portfolio Project Mgmt. • Operational Synergy • Reporting and Metrics • Administrative Services	• ATS Technology • CRM Tool • System Integration • Training
SUCCESS MEASURES	• Employee Retention • % of Internal Movement • Sourcing Metrics	• Website Metrics • Brand Awareness • Awards	• Customer Sat. • Program ROI • Utilization	• Business Outcome Metrics • TA Metrics • Project Delivery Metrics	• ROI of Technology Investments • Feedback on Training and System Support

Measure the impact and value of the team

The value of an operations team

- Quarterly Business Reviews.
- Achievement of TA goals.
- Innovation and awards.
- Achieve the strongest ROI out of investments.
- Adoption of solutions and tools.
- Recruiters focus on their core business and the candidate experience.
- Cost savings and efficiencies.

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Providence's TA operations team impact

Attraction & Brand	Programs	Operations & Metrics	Technology & Systems
• Shifted career website strategy to 135 microsites and increased SEO	• Improved relocation benefits	• Launched new metrics dashboards	• Launched fully responsive mobile apply
• Launched job posting tool and new source of hire measures	• Launched an interactive app event experience	• Leveraged project management rigor	• Integrated a video interview tool
• Improved social media	• Cut RPO costs in half	• Launched hiring manager and recruiter guides	• Implemented an onboarding tool module
• Launched sourcing strategy plans and a sourcing team	• Improved video interview tool usage by 300%	• Process improvement	• Intergrated CRM
		• Launched new HM / candidate surveys	

Identify the impact to different audiences

Business	Candidates	Talent Acquisition

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What impact and value could an operations team create for you?

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Q & A

Thank you!