



Talent Acquisition with IBM

Transforming talent acquisition through scalable RPO
and cognitive-enabled intelligent workflows



Insight

Supporting exponential growth while containing costs

A long history and compelling vision for the future uniquely positioned IBM Talent Acquisition Optimization to extend a partnership with one of our largest clients.

IBM began a recruitment process outsourcing (RPO) relationship with this client in the early 2000s, when we hired several hundred employees for the organization in the first year.

As the client grew, it assigned IBM more requisitions to fill. More requisitions were added—150 to 200 at a time—and with each new assignment IBM succeeded in filling job openings.

By the end of the decade the client had enjoyed accelerated growth. IBM demonstrated our scalability: the bigger the client got, the more hires we supported.

The client's growth didn't slow as we entered our second decade of partnership. By 2018 we hired 31 times the number of employees we hired for the client in that first year.

However, the company was at a crossroads: with exponential growth on the horizon, the client's talent acquisition team realized it needed to ensure its RPO partner could support that growth while the client's investment in talent acquisition remained cost neutral. So the client shopped around and ultimately selected IBM to remain as its partner.

Here's how IBM kept the organization's business.



Idea

A new recruitment framework



We created a new recruitment framework to support the client's rapid expansion. The essence of this approach is ensuring the right effort by the right people and resources at the right time.

Historically, for most of our partnership with this client we had hired two groups of candidates: class-based (high volume) and professional. The most significant variable between the two was the amount of effort required for recruitment processes, along with how repetitive and scalable our hiring practices were.

IBM Talent Acquisition Optimization reimagines talent processes with intelligent workflows that use automation, cognitive applications, and both artificial and human intelligence to deliver better outcomes efficiently. Intelligent workflows provide the speed and flexibility the client needs and change how work gets done by:

- Unifying processes across the enterprise
- Addressing high degrees of variability
- Accessing and using historical and real-time data
- Delivering true operational agility

This approach segments job requisitions based on analytics, market conditions and labor supply, with allowances for pricing and experience variables.

A new requisition is automatically assigned to a delivery quadrant based on historical data and analytics. We track hiring volume for a rolling 12 months and sort demand into quadrants by volume and supply, adjusting automatically as needed.

We also use analytics to determine when a req requires more hands-on work. We check the status of the req a few days after it is in production. It may be assigned a different quadrant automatically, or human intervention may occur, if needed.

The intelligent workflow orchestration and management enabled by the IBM platform provides:

- Soft integration with the client's system of record, using automation
- Automated triggers
- Notifications on workflow effectiveness and team capacity
- Team productivity and performance insights
- Early warning systems and recommendations on remedial actions
- Interface for data-driven decisions across the whole of the delivery team

Impact

Flexibility and choice in allocating resources

The bottom line for this client — and for every IBM RPO client with whom we use this new platform — is that the organization chooses how to invest its recruitment dollars.



Here are some other benefits that IBM delivers using this approach:

Efficiency. IBM recruiters work with 2 million candidates a year, on average, for this client. The model aligns the right people with the right capacities, reducing the number of people with whom candidates work from 12 to 4. This means fewer person-to-person handoffs, improving both the candidate experience and the experiences of the hiring managers our team works with.

Scalability. The model is agile and configurable to meet future needs — including this client's significant growth goals.

Consultation. Increased strategic business engagement between recruiters and business leaders.

Automation and machine intelligence. Each team member has a custom dashboard with real-time insights into req status and workload. We've built bots that complete simple tasks in this complex recruiting environment and

integrated cognitive tools to help stakeholders make better decisions.

Examples of the cognitive tools include:

Prospective Candidate Job Advisor

engages job seekers to educate them and guide their self-selection based on fit.

Talent Match and Search matches many candidates to a single job or match a single candidate to multiple jobs.

Job Requisition Complexity Analyzer

provides insights on the activity and timeline required to fill an open requisition.

Evolution. Our Service Excellence team promises innovation and continuous improvement in areas such as reporting and analytics, process and compliance, screening and selection, and user experience.

Given our history of delivery, tangible innovation and vision for the future, the client awarded IBM another contract, which will extend our partnership to more than 20 years.



For more information about IBM Talent Acquisition Optimization, visit ibm.co/TAO.



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IBM Global Business Services
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Produced in the United States of America
September 2019

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