

# Leading Global Manufacturing Company

*IBM Talent Acquisition Optimization is delivering a mix of Recruitment Process Outsourcing (RPO) and Employment Branding solutions to fill jobs, increase satisfaction with the hiring process and promote this manufacturer to the next generation of candidates.*

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## Overview

### The need

A leading global manufacturer required an RPO partner who could scale quickly to support expanding recruitment needs.

### The solution

IBM provides a blend of RPO and Employment Branding solutions to support global recruiting, create improved recruitment and reporting processes, and promote this organization as an employer of choice.

### The results

#### A snapshot from 2012 to 2016

Number of Hires	increased 43.5%
External ATTA*	decreased 22%
Quality of Candidate Slate**	increased 29%
Diversity of Candidate Slate	increased 21%
Candidate Satisfaction	increased 16%
Hiring Manager Satisfaction with Scheduling	increased 13%
Agency Use	decreased 2%

\*Average time to candidate acceptance of offer

\*\*Ratio of submittal to hiring manager interview

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This U.S.-based manufacturing firm is one of the world's leading innovators in materials science, with a 166-year track record of life-changing inventions. The company applies its unparalleled expertise in glass science, ceramics science and optical physics, along with its deep manufacturing and engineering capabilities, to develop category-defining products that transform industries and enhance people's lives.

## The need: Scalable global recruitment

IBM's RPO relationship with this organization started in 2001, when the manufacturer hired IBM to recruit 400 employees in six months for its Wilmington and Concord plants in North Carolina.

In 2004, the client signed a long-term contract for recruitment support in Taiwan. There was high demand for qualified candidates in this growing region, and IBM filled 1,180 positions over three years.

Pleased with that result, the manufacturer asked IBM in late 2005 to recruit in North America. Three years later IBM was filling 1,000 job openings, ranging from clerical and administrative to engineering and R&D, annually. We reduced the overall cycle time for all roles we filled to fewer than 90 days, which has decreased to just above 60 today. IBM took on additional duties, including the administration and execution of the client's Enterprise Resource Planning.

In 2011, IBM added resources to support the logistics of the company's Campus Programs for college students, including summer internships. Since its inception, Campus Programs have grown to more than 200 seasonal hires and internships annually. Interns consistently have ranked the Summer Internship Program a 4.5 out of 5 on satisfaction surveys.



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Solution component:

- IBM Recruitment Services
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Over the next few years, IBM expanded RPO support to Germany (2013) and Mexico (2015), and helped the manufacturer with the creation and execution of a new interview selection process and electronic offer process.

### **The solution: A hybrid of RPO and Employment Branding services**

Today, IBM RPO supports recruiting for the client primarily in the U.S., Mexico, and Germany, with limited recruiting in Poland and several countries where single requisitions—for a sales person, for instance—are needed.

A value add to our RPO solution is the use of assessments in the screening process that IBM developed for the company's hourly positions. IBM recruiters screen thousands of hourly applicants for the client each year. Leveraging partnerships with third-party vendors, we post jobs online via a vast network, manage requisitions, determine who fits minimum requirements, apply the assessment and place those who pass into the organization's talent pool. Through creating, refining and managing the hourly hiring process, IBM RPO has produced a larger talent pool with higher-quality, better-fit candidates.

The new hiring process also has delivered consistency to the client. Now, every plant in the U.S., for instance, uses the same process to fill hourly roles.

To support the recruiting efforts of the IBM RPO team, the manufacturer turned to IBM Employment Branding, which has developed online portals to promote the client's culture and employer brand to candidates.

The online talent community has been a significant cost saver for the organization. A third-party vendor formerly ran a similar community, but the client has enjoyed a stronger ROI on the community that IBM developed. Since its launch, the number of annual hires made from the community has increased 540%. In addition, the community, having been built specifically for the client's use, has enabled IBM to

better report on the talent community, prospect data, conversion rates, hires and more.

### **The results: Improved recruitment metrics and a one-for-all mentality**

During the long partnership, IBM's efforts have helped the manufacturer improve hiring manager and candidate satisfaction while reducing the hiring cycle time. (See the Overview sidebar.) However, IBM's sole focus is not just on meeting SLAs—which we do—but also on optimizing the program and the services we deliver.

In 2013, IBM won the Houghton Quality Award based on our support of the client's Project SWEEP, which created the online offer process. The next year the client won the North American Candidate Experience (CandE) Award from Talent Board.

In addition to recruitment success, two primary factors contribute to the longevity of the IBM partnership with this company.

One is the tenure of the IBM team members working for the client. The average lead recruiter has served this company for more than eight years. These recruiters know the business units well and have access and transparent communication with their contacts within the organization. This continuity has built credibility and trust over the years.

The other is that the stakeholders within the company and the IBM recruiting team share a “one for all” mentality. The IBM team members think of themselves as the client's talent acquisition team and operate accordingly. The result is cohesive collaboration and a mind-set of having one another's back.

### **For more information**

For more information about IBM Talent Acquisition Optimization RPO and Employment Branding solutions, visit <https://ibm.co/TAO>.



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April 2018

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