



TALENT
ACQUISITION

Michael Baker International's Journey Upgrading from iRecruitment to Taleo Recruiting

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*Melody Herbert, Michael Baker International
Jared Sandbrand, PEG Consulting
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Presenters

Melody Herbert, ERP Business Analyst, Michael Baker International

Melody is an ERP Business Analyst with 14 years of experience in the HR, Performance Management, Talent, Learning, Recruiting, Compensation and Advanced Benefits space in Oracle eBusiness Suite. In 2016, Melody completed a full suite implementation of HCM Cloud including Taleo Recruiting, Transitions, and Learn.

Jared Sandbrand, Managing Partner, PEG Consulting

Jared has over 14 years of experience implementing and maintaining Oracle HCM with specific focus on the Talent Management modules. His consulting experiences range from leading US-based projects to managing full-scale International implementations including an organization with employees in 130 countries and 5 official languages. Jared is a subject matter expert on Talent Management with many years experience implementing Oracle eBusiness Suite and transitioning into HCM Cloud bringing Best Practices expertise forward. Jared is a regular presenter at OHUG on Talent Management and Recruiting topics.



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Michael Baker International

- » Legacy dating back to 1940
- » Global provider of engineering and consulting services, which include:
 - Planning
 - Architecture
 - Environmental
 - Construction
 - Program management
 - Full life-cycle support services
 - Information technology solutions
- » More than 6,000 employees in 90+ domestic offices and numerous international locations
- » Consistently ranked by *Engineering News-Record* in the top 8 percent of professional design services firms



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PEG Consulting

- » Boutique firm delivering premium HCM consulting services:
 - Oracle HCM Cloud implementation services
 - HCM eBusiness Suite implementation services
 - Taleo Enterprise implementation services
 - Cloud Reporting
 - Managed Support for HCM Cloud, Taleo, and eBusiness Suite.
- » PEG Consulting was founded in 2006 to create a firm that would place its clients' interests and employee's interests ahead of short term financial goals, believing this approach would deliver long term success for all parties
- » Gold Partner on Oracle Partner Network
- » One of first companies to receive HCM Cloud specialization



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HCM Cloud: Project Roadmap

Oracle platform status

- » Oracle E-Business Suite, v.12.2.4 (2002 - Present) – Full Financial Suite, Project Accounting, Sales
- » Oracle E-Business Suite, v. 12.2.4(2006-2016) - Core HR, Advanced Benefits, iRecruitment, Learning Management, Compensation Workbench, Performance Management
- » HCM Cloud (2016 - Present), Release 11 – HCM, Benefits, Taleo Recruiting, Taleo Learn, Goal and Performance Management, Talent Review and Succession Planning, Workforce Compensation
- » ERP Cloud for Financial, Project Accounting future – 3 years



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HCM Cloud: Project Roadmap

Project Timeline

- » March 2016 – Go-live October 2016

Project Implementation

- » HCM Cloud – HCM, Benefits, Taleo Recruiting, Taleo Learn, Goal and Performance Management, Workforce Compensation, Talent Review and Succession Planning

Project Go-live Goals

Day one readiness:

- » HR Transactions
- » Applicant
- » New Hires
- » Benefit life events
- » Employee and Manager Self Service
- » Learning

Go-live readiness for:

- » Benefits Open Enrollment – November 2016
- » Performance Management – November 2016
- » Workforce Compensation – March 2017



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Pain Point Drivers: HR

- » Manager Self Service activities and views were very limited in EBS
- » Limited reporting capabilities in EBS
- » Executive management and line managers required more visibility into employee information.
- » Use of Core HR in EBS more as a data repository instead of a management tool
- » Merger and Acquisition activity since 2006 – lead to multiple business unit requirements in the use of HR and Recruiting system efforts
 - Merged six companies (~5,000 employees)
 - Sold one division (~3,000 employees)



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Pain Point Drivers: iRecruitment

- » Manual on-boarding process
- » Applicant and Resume search feature was limited in EBS
- » Visual appearance of iRecruitment was limiting
- » Needed a more user friendly applicant experience
- » Offer letter management was cumbersome and non-useable for MBI
- » Increase merger/acquisition activity



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Taleo Journey: Overview

Company invested in a Talent Acquisition model over the last five years, required systems and processes to support that growth. Invested in recruiters and leadership to manage our talent acquisition strategy. Renewed energy to review applicant experiences.

Talent Acquisition state with iRecruitment:

- » Number of recruiters - 18
- » Number of Talent&Mobility Coordinators (TAM) - 4
- » Average # of open vacancies at any one time ~ 500
- » Number of Applicants/Candidates since 2006 ~125,000
- » Manual offer letter generation
- » Manual on-boarding efforts - deliver paper documents and file in paper new hire employee files
- » Average # of new hires per week – 20

Two main requirements for Taleo Recruiting and On-Boarding:

- » **User friendly system for the applicants, recruiters and hiring managers**
- » **Manage full life-cycle of recruiting activities from requisition > electronic offers > new hire on-boarding**



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Lofty Goals and Expectations for the Cloud

- » Applicant and Candidate History for search and compliance needs
- » Able to view open requisitions from a HR perspective
- » Automate on-boarding process
- » Applicant to New Hire integration between HR and Recruiting using Out of the Box method
- » Take advantage of the Software-as-a-Service model



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Project Approach

- » Drive accountability and ownership of new processes and systems
- » Engage stakeholders early and often throughout the project
- » Applicant and Recruiter experience redesign opportunity
- » Be mindful of OOTB (Out-of-the-box) integration and SmartOrg functionality
- » Adhere to Best Practices as often as possible



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Design Goals for New Processes

- » Automated and integrated recruiting tool in the Cloud
- » Leverage standard functionality and Best Practices decisions
- » Utilize Offer Letters functionality (selectable options)
- » Deep use of Role Management
 - Recruiters
 - TAM Coordinators
 - Hiring Managers
- » Easy-to-use candidate/applicant experience including a mobile experience.



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Stakeholder Engagement

» Frequent workshops to familiarize the team

» Workshop sessions cover:

- Foundation Data Structure
 - SmartOrg
 - HCM Cloud Integration
- User Management
- Requisition Management
- Candidate Selection Workflow (CSW)
- ACE Prescreening
- Offers
- Career Sections
- Transitions/On-boarding
- Passport
- Correspondences



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Way Forward - Project Decisions

- » HCM Cloud Integration Method
- » 10+ Years of Historical Recruiting Data
- » Migration of Current Open Requisitions
- » Process Re-Design Improvement



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Key Project Decision: HCM Cloud Integration

» What is it?

- Create/manage job requisitions in Cloud Recruiting
- Using Organizations, Locations and Job Fields (OLF), Departments, and Positions defined within the Cloud HR system
- Candidates hired are then processed in the Cloud HR HCM system of record

» Features

- Foundation data synchronization from Cloud HR to Cloud Recruiting
 - Objects synchronized on a nightly basis (scheduled by customer)
- Candidate to New Hire Conversion
 - Candidate data imported into Cloud HR
- New Hires converted into pending workers within Cloud HR



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HCM Cloud: Cloud Recruiting Integration

HCM Cloud

Recruiting



Work Structures/OLF

New Hire Export

Employee Updates



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HCM Cloud Integration: Options

» Out of the Box Integration (OOTB) - Selected

- Configure Taleo per OOTB Integration requirements
- Oracle supported functionality and zero on-going maintenance
- Simple troubleshooting methods

» Custom Integration

- Custom design which allows flexibility
- Requires development of Taleo Connect Client and import scripts
- Difficult troubleshooting and maintenance is handled by the internal team.



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Key Project Decision: Historical Recruiting Data

- » 10+ years of candidate resumes
- » Professional services – resume searching
 - How much recruiting history did we want to convert? *Last 3, 5 years or all?*
 - What type of history did we want to convert and utilize? *Resumes, former and current applicants, full requisition to applicant history?*
 - What did we want day-one? *View all former applicants, view all resumes, open requisitions with current applicants, current applicants to log in and see where they were in the applicant and hiring process*



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Key Project Decision: Migration of Current Open Requisitions

Requirements:

- » Current open Requisitions converted and posted in Taleo
- » Existing, active candidates attached to current open Requisitions
- » 10+ years of Candidates and Resumes - historical candidates
- » Timing of conversion to minimize downtime in the system and recruiting



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Historical Recruiting Data / Migration of Current Open Requisitions: Conversion Statistics

- » 511 open, active requisitions successfully loaded
- » 6,258 active, candidate records attached to the requisitions
- » 124,121 Historical Candidates successfully uploaded
- » 134,459 Historical Resumes (and other documents) successfully uploaded



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Key Project Decision: Process Re-design Opportunities

- » Review Talent Acquisition Strategy with key stakeholders
- » Identify candidate and recruiter experience improvements
 - Applicant workflow – streamline and improve user experiences
 - Recruiter workflow – improve candidate search functions, automate candidate workflow steps
 - New Hire workflow – use of Transitions on-boarding tasks
- » Social media integration, third-party tools



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Key Project Decision: Implementation Outcomes

- » Align SmartOrg with HCM Cloud enabling OOTB integration between Taleo and HCM
- » Conversion of ~125,000 applicants/candidates with resumes and documents
- » Multiple Career Sections
 - Ease of application process/improves user experience
 - OFCCP Purposes
- » Transitions
 - E-Offer Process + two distinct on-boarding flows
- » Limited downtime during conversion to go-live phase.



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We're Live in the Cloud!!

- » All open reqs with current, active applicants converted successfully
- » All historical applicants/candidates/resumes and documents converted
- » HCM to Taleo and New Hire import integration processes fully functional
- » Transition/Onboarding processes fully functional and available for use
- » Immediate Candidate and Employee access to Taleo
- » Reporting of recruiting activities and management of OOTB integration is live



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Does Taleo Address Needs?

- » Streamlined, simple, user-friendly candidate process
- » Improved candidate search functionality
- » Migrate from paper Offer processes to automation – 12 offer letters with 20+ selectable options
- » Automated on-boarding process
- » Time savings for Talent&Mobility Coordinators
- » Reporting capabilities much improved



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Plans for the Future

Current state:

- » Full life cycle candidate experience from initial application to post-offer steps
- » Incorporated third-party tools from Careerbuilder
- » Full life cycle candidate to new hire integration

Future state:

- » Keep taking advantage of integrating third-party tools (Background check, I9 processing)
- » Mobile recruiting app opportunity
- » University recruiting app



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Knowledge Transfer

- » Prepare for Release Upgrades
 - Cloud vs EBS upgrade model
- » Validate Data: HTML formatting issues converting iRecruitment requisitions to Taleo
- » Convert Ahead of Schedule: reduce number of days impacting Recruiting functions
 - ~135,000 attachment conversion



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Q&A

THANK YOU!

Melody Herbert

Michael Baker International
mherbert@mbakerintl.com

Jared Sandbrand

PEG Consulting
jsandbrand@pegconsulting.com



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