



“Each position we have to offer at Roche should be visible on a local and global webpage and, at the same time, each person interested in working with our company should be able to leave their data... We needed a solution that would enable us to find the high quality talent among these numerous candidates before they would move to our competitors.”

Christoph Thoma
Head of Corporate HR
Planning and Controlling
Roche

A Single View of Global Opportunities

Headquartered in Basel, Switzerland, Roche is one of the world’s leading research-based healthcare groups in the fields of pharmaceuticals and diagnostics. As a supplier of innovative products and services for the early detection, prevention, diagnosis and treatment of disease, the Group contributes on a broad range of fronts to improving people’s health and quality of life. Roche is a world leader in diagnostics, the leading supplier of medicines for cancer and transplantation, and a market leader in virology. Roche employs roughly 68,000 people in 150 countries and has R&D agreements and strategic alliances with numerous partners, including majority ownership interests in Genentech and Chugai.

Roche’s success and reputation in the pharmaceutical and diagnostics industry attracts thousands of candidates around the world. The need to set up a global and unique entry point for candidates wishing to work for Roche became an important business objective in 2003.

Attracting, Identifying, and Winning the Best Available Talent

At that time, Roche was getting thousands of CVs through paper and the Internet worldwide, but there was no candidate pool that could be shared on a global basis and no automated processes to select the best talent quickly. At the same time the ability to recruit fast and with high quality was identified as one enabler for business growth and future value creation.

Roche made a strategic choice and decided that the online channel would become Roche’s key channel for staffing. After realising a market study, it clearly appeared that the Internet had become the way to attract new talent.

In order to be able to offer a single door into Roche for any candidate in the world, Roche needed technology (careers website, e-recruiting) that would be able to globally support and manage high volumes of CVs and enable the HR department to adapt its staffing processes to business needs and local specificities—quickly and simultaneously.

After evaluating the top providers of talent management solutions and systems that were already used within Roche, Taleo was selected for its experience in managing talent through large and complex organisations. The Taleo solution implementation became a major element in the Roche Global Talent Sourcing Project.

“In the past, our recruiters were operating in the traditional and reactive way. They used to pre-screen CVs we were receiving by using approximate key words. They would then print them and finally go through them manually. Today, the Taleo solution enables us to select the top profiles in a few seconds thanks to the pre-screening questions and processes we put in place, based on our business needs and our culture. We reduced agency costs by sourcing more via careers.Roche.com and by proactively managing and monitoring agency submissions,” states **Andreas Kuhlen**, who is in charge of the project coordination and implementation.

Roche Global Talent Sourcing Project

The project started in August 2004 at Roche Pharmaceuticals division after a process scoping phase in July, realised together with Taleo Services team. It was one of the first Taleo Enterprise Edition™ 6.1 implementations. The project core team based in Basel, Switzerland, was composed of five people from Roche Pharmaceuticals divisions in France, UK, and Australia. These three countries were part of the pilot phase.

From an organizational standpoint, their challenges included:

- Remote and multilingual project resources.
- A global, yet local design.
- Support for different types of staffing organizations (centralized and decentralized).

From a technical standpoint, they needed to deal with:

- Posting integration to a front-end portal.
- Advanced Single Sign-On (SSO) functionality requirements.
- Network-related performance issues.
- Management of “one door” while still having three existing e-recruiting tools.

The following value drivers had been identified in order to create value for each of the stakeholders:

- Line managers by providing them with first class service and high quality candidates quickly.
- Global HR community by realising business efficiencies and by increasing candidate satisfaction.
- Recruiters and Human Resources by saving time and money and by improving performance.
- External candidates with an innovative and candidate-friendly application process.
- Internal candidates with transparency into internal career opportunities all through the organisation.

The main objectives of Roche’s project were to:

- Be attractive in employment market.
- Attract and retain the best talent.
- Create one door into Roche for candidates.
- Create one global talent pool of candidates.

The process steps and status reports in Taleo provide Roche with a consistent view into the recruiting pipeline for both the recruiters and the line managers. They can share candidates’ status and make sure they agree on the

sourcing approach to fill vacancies. With Taleo Manager WebTop™, managers can create requisitions easily, check their status and preselect candidates online, and provide feedback to recruiters instantaneously.

HR can offer more efficiency and better transparency to internal candidates with a clear communication of guidelines and rules. All Roche employees can view all vacancies within Roche worldwide even if they were not posted via Taleo. They can register their profiles into Roche's talent pool and update them easily through their personal access to the intranet. Moreover, with consistent and integrated processes for internal and external candidates throughout the organisation, the value impact of staffing becomes more tangible and measurable.

Technology and Multilingual Staffing Processes Combine to Improve Performance

Taleo's on demand online talent management system covers the whole Roche staffing process from requisition to hire and manages all requisitions and candidate activities.

Roche has now deployed Taleo in eight countries, including Belgium, France, the Netherlands, UK, Australia, Canada, South Africa, and Spain. In the coming months, they will be live in Switzerland. Since the global framework already exists, Roche can easily roll it out to other countries.

The HR departments share a unique pool of candidates and transparent staffing processes that enable them to increase efficiency and reduce costs. Staffing is now viewed as a strategic asset to the company and recruiters are perceived as added-value professionals by providing line managers the best talent fit quickly, whether it is internal or external.

With around 40,000 visitors per month, careers.roche.com is now the main channel for staffing. Recruiters can more effectively establish and manage long-term relationships with important target groups and high quality candidates over the Internet. Around 80 percent of candidates complete the application process. The multiple choice questions offered by Taleo enable them to save time while helping the job applicants know exactly which jobs they want to apply for.

In 2005, Roche received the Highest Climber of the Year Award from The Universum Graduate Survey 2005 (Engineering and Science Students), Swiss Edition, for their Global Talent Sourcing Project.



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ABOUT TALEO

Leading organizations worldwide use Taleo on demand talent management solutions to assess, acquire, develop, and align their workforce for improved business performance.

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