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Barbara Moyer
Global Talent Acquisition
Program Manager

Business Process Engineering: The Need For Enterprise Staffing Management

Hewlett-Packard Company (HP), a leading global provider of computing and imaging solutions and services, is focused on making technology and its benefits accessible to all. The company, which currently employs approximately 89,000 professionals, has embraced a similar strategy for global staffing management.

Prior to implementing Taleo in late 2001, HP’s staffing process incorporated a centralized infrastructure with decentralized execution. For example, when a candidate applied for a job, his or her resume was forwarded to a processing center; and from there, it was sent to a centralized database. Resumes were neither assessed nor pre-qualified before being added to the database. Hewlett-Packard (www.HP.com) had been accepting resumes online since 1993; however, this did not provide the company’s nearly 300 recruiters and 14,000 hiring managers with an adequate solution for global staffing management.

Selection Process: Stringent Requirements Pare the List From 16 to One Best of Breed Solution

Hewlett-Packard’s selection process focused on finding a complete staffing management solution that would excel in:

- Skills-based assessment through a skills-based inventory;
- Pre-qualification of internal and external candidates around the world;
- Candidate correspondence and associated relationship management; and
- The integration of recruiters and hiring managers into the staffing process.

Hewlett-Packard viewed these features as key to the next evolution in staffing management. The company’s HR vision to have recruiters live in a Web-enabled environment that would be both dynamic and real-time appealed to the entire organization, globally. Hewlett-Packard dedicated the resources necessary to search for an optimal, next-generation online staffing management solution. The company created a team devoted to reviewing products that might meet the company’s needs — one that would do more than automate legacy systems but would rather engineer a better staffing process, leading to reduced cycle-time, higher productivity, lower costs and a minimal administrative burden.

Taleo Case Study: Hewlett-Packard Company

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The selection process took roughly seven months. After an initial review of 16 vendors, the HP team selected six companies to receive its very detailed (more than 100 points) Request For Proposal (RFP). Only three of those vendors' responses satisfied HP's basic requirements and were pursued further. Hewlett-Packard's Global Talent Acquisition Program Manager Barbara Moyer stated, “We found Taleo's staffing management solution to be aligned with our business objectives and long-term direction.” She continued, “We were—and are—confident in the solution's capabilities and felt that Taleo would best meet our goals of hiring quality candidates faster and increase overall productivity. When the Taleo executive team shared its vision with the selection team, the HP team felt that there was a good match for partnership.”

Successful Global Implementation

Hewlett-Packard's implementation was completed on November 19, 2001. Prior to the implementation, with the assistance of Taleo, HP looked at its staffing processes and embraced the ACETM Staffing Best Practices to enhance its business processes to gain quality hires faster. There was a global core project team with global sub-teams focused on process design, content development, technology, implementation, and change management. The project team was comprised of contributing representatives from 17 countries. The team validating the content and testing system had representation from 20 countries. Hewlett-Packard was committed from the start to foster global processes.

“With operations in over 60 countries and localization and multiple languages to consider, a worldwide roll-out is a major undertaking,” said Moyer. “The simultaneous implementation was a success.” She added, “Taleo became a true partner with us and understood our diverse business needs. Thanks to the global implementation and process improvements, today, we're getting short lists of qualified candidates faster.”

Taleo has also deployed its Manager WebTop™ to Hewlett-Packard's 14,000 hiring managers worldwide. “As a technology company, we understand the time and cost savings associated with the self-service model and applaud Taleo for its well-designed application,” said Moyer. “Taleo's Manager WebTop is designed specifically to meet the needs of hiring managers. It works collaboratively with the Staffing WebTop™ and the rest of the solution modules to improve the staffing process for our company enterprise-wide by cutting across business functions.”

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The Immediate Impact

Having 89,000 employees and a leadership position in its industry, Hewlett-Packard’s recruiters are responsible for filling a multitude of positions each year and managing the huge interest in the company from hundreds of thousands of candidates—many of whom may be touched by HP and its products in other areas of their lives. With Taleo, Hewlett-Packard is now able to more efficiently communicate all global opportunities to both internal and external candidates and garner clearly defined short lists of top candidates in real time.

Hewlett-Packard’s staffing solution is available in over 60 countries around the world, and online job descriptions are available in multiple languages, including Japanese.

Important results from the Taleo implementation include:

- Web-based entry for internal or external candidates to enter and view all open positions throughout 60 countries;
- Ability for managers to watch and track the candidate activity in real time;
- All of the important candidate information accessible in one place;
- A pre-screening process that benefits both recruiters and hiring managers alike;
- Effective resume management, search functionality and, most importantly, a longterm skills-based online solution;
- More than 215,000 candidate profiles to date, which can be targeted for new job openings as they occur; and
- An improved systematic business process, globally.

Taleo’s enterprise solution aligns perfectly with HP’s vision, according to Moyer. She noted that Taleo’s team has been instrumental to meeting HP’s evolving needs. She added, “We’ve been particularly impressed with the Taleo team and would especially point to our satisfaction with the dedicated principal implementation consultant assigned to HP. We strongly feel that the Taleo solutions will support our corporation as we continue to grow and evolve within our own industry.”

A Recruiter’s View

Hewlett-Packard’s Lead IT Recruiter Mark Barton has been a professional recruiter for more than 10 years and during that time has utilized several different tools to help recruit top candidates.

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“Taleo is the best solution that I’ve ever used,” stated Barton. “It allows recruiters and hiring managers to post jobs and screen very efficiently.” He added, “More than anything, I like the benefits brought to me from the real-time ACE alerts, which notify me of top candidates quickly and as a result, allow me to be proactive and extremely efficient in pursuing qualified candidates. I want to get a hold of the most qualified candidates right way and the real-time alerts allow us to be more competitive in contacting those really hard to find qualified candidates faster.”

Barton feels that Taleo provides him with a complete solution, one that’s more than just a resume database. “It’s a complete tool that allows me to post jobs at different sites, manage the influx of resumes and pre-screen effectively.” He continued, “The solutions also link all of the staffing processes together which most tools don’t do.”



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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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