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**Randy Goldberg**  
Executive Director  
of Recruiting  
Hyatt



### **Hyatt Applies Supply Chain Principles to Staffing Management to Improve Hire Quality and Reduce Costs**

Hyatt Hotels Corporation, a leader in the travel and hospitality industry, opened its first hotel in 1957 at the Los Angeles International Airport. Today, Hyatt and its subsidiaries operate, lease, and franchise hotels and resorts across the United States, Canada, and the Caribbean. With new hotels under development on an ongoing basis, Hyatt needs to fill thousands of new job opportunities annually. Understanding the value in capitalizing on advanced Internet technologies to manage its anticipated growth most effectively Hyatt began looking for a solution that would re-engineer its staffing management processes for the long-term.

Hyatt’s Executive Director of Recruiting, Randy Goldberg stated, “In today’s knowledge-based economy, finding and keeping top talent is very important to the continuous success of our growing operation. We selected Taleo because its solutions apply supply chain principles, which have been widely successful in the manufacturing industry, to the staffing process. As a result, we have improved our internal mobility and external staffing processes for more than 40,000 employees.”

He added, “Because Taleo integrates the staffing supply chain from requisition management, sourcing, resume scanning, searching, background checking, testing, pre-screening and career preference portals to retention, we are able to increase hire quality and simultaneously reduce costs.”

### **A Need to Change an Antiquated Staffing Process**

Goldberg and his team are committed to finding and servicing candidates both efficiently and professionally. Staffing for such a large network of hotels is a complex process. The hotels employ full-time, exempt, non-exempt and hourly employees. In early 2000, when the unemployment rate dropped to a record low, Goldberg and his team found the quality and quantity of applicants to be relatively poor. Prior to Taleo, recruiting for each hotel was completely decentralized and paper-based. Local staffing managers posted positions in newspaper classifieds, which was very costly. Additionally, job openings were faxed to candidate-centric areas, such as local community centers, to invite candidates to apply by completing and faxing back a paper application. In many areas, candidates were required to physically return the applications to a local Hyatt Hotel. Goldberg and his team felt there had to be a more efficient way to attract, deploy, and retain top talent.

“With the candidate database, positions can be filled without being posted, as recruiters can search profiles of the candidates with whom they have ongoing relationships. To do this effectively, Hyatt takes advantage of Taleo’s configurable workflow staffing platform for external recruiting and internal mobility management for its full-time and hourly workforce.”

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Goldberg stated, “Hyatt has a strong culture for superior customer service. Staffing managers have no difficulties identifying candidates that match our culture. However, because our operations were highly decentralized, we were having a hard time attracting and communicating with large numbers of quality candidates in an efficient manner. The best candidates were disappearing quickly and it was clear we needed to change our process. With Taleo, we have applied supply chain principles to streamline our staffing process and, as a result, are finding those quality candidates in real time.”

### **How Hyatt Optimizes the Staffing Supply Chain with Taleo**

Supply chain management coordinates processes in and among organizations and other entities so demand is matched with supply. Leveraging technology to optimize the supply chain in manufacturing has become mainstream; and, today leading organizations are applying those same principles to staffing management. In the case of staffing, the organization is considered to be on the demand side of the equation while candidates are considered to be on the supply side. Traditionally, candidates were pushing unstructured paper resumes and applications to corporations. Upon receipt via mail, fax or email, recruiters would then sort through thousands of resumes, which at times was like finding a needle in a haystack.

### **Defining and Centralizing the Process**

Today, Taleo’s online staffing management solutions work with organizations to define and structure the business and candidate requirements and processes of each position upfront. Today, using Taleo ACE™ Best Staffing Practices, methodologies, and processes, Hyatt is able to pull (referred to as demand-pull) the candidates from its structured candidate database that meet the requirements for the available position in real-time.

“With the candidate database, positions can be filled without being posted, as recruiters can search profiles of the candidates with whom they have ongoing relationships,” stated Goldberg. “To do this effectively, Hyatt takes advantage of Taleo’s configurable workflow staffing platform for external recruiting and internal mobility management for its full-time and hourly workforce.” Unlimited workflows are available by job function, organizations, location, and work group. Hyatt has also created consistency by standardizing job descriptions. “With Taleo, our team created 400 job description templates, which were centralized for the corporate office. Those templates enable staffing directors to create new requisitions quickly and easily,” explained Goldberg.

With Taleo’s staffing management solution, Hyatt posts open job requisitions internally for Hyatt employees and/or externally on Hyatt.com. “Posting job opportunities in a central location gives everyone responsibility for hiring and the chance to view and track all open positions,” explained Goldberg. “Having the information in a digital format and housed in a central location enables hiring managers and staffing managers an easy way to communicate with each other and manage the numerous open job requisitions available at Hyatt.”

“We actually spent, in years past, an exorbitant amount of money on advertising costs with newspapers. Sometimes we would get a few candidates and, sometimes, no candidates at all. Now, we have some hotels that have gone completely online even with their hourly positions and they have seen, year-over-year, a 50 percent reduction in advertising costs.”

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### **Improving Sourcing and Reducing Costs**

With Taleo, Hyatt is able to increase and maintain relationships with its candidate pool in order to make better hiring decisions, faster. Combined with the right processes, the candidate data is structured in a way that recruiters and hiring managers can easily match the appropriate candidate in real-time. With Taleo, Hyatt also tracks sources that find the best candidates and, as a result, can better target future sourcing spending.

“Hyatt communicates on an ongoing basis with a broad group of candidates through a variety of sources while reducing sourcing costs. We actually spent, in years past, an exorbitant amount of money on advertising costs with newspapers. Sometimes we would get a few candidates and, sometimes, no candidates at all,” explained Goldberg. “Now, we have some hotels that have gone completely online even with their hourly positions and have seen, year-over-year, a 50 percent reduction in advertising costs.”

Hyatt’s staffing managers also use Taleo’s staffing solution to enhance their correspondence with potential candidates. During the recent launch of a new hotel, staffing managers notified job seekers of upcoming job fairs. “This correspondence with potential job seekers allows us to track which types of candidates are coming to the job fair and informs us if we need to do additional marketing in specialized areas. For example, if we need more cooks to attend a job fair, we target the local culinary schools to drive greater attendance,” explained Goldberg.

### **Segmenting the Recruiting Process for College Graduates**

Before Taleo, Hyatt arranged on-campus visits with the career service centers of various colleges and universities. Interested students attended the on-campus visit, but there was no preliminary screening and these typical visits attracted just 20 to 30 students who needed to be assessed.

“With Taleo, Hyatt’s staffing managers now post open job requisitions and invite students to complete applications before the campus visit,” said Goldberg. “With Taleo solutions, staffing managers identify the students they are interested in beforehand and then contact the career service centers at the schools and arrange in-person meetings during the on-campus visit. As a result, the staffing managers reach a short list of higher quality candidates faster and spend face time only with those candidates best suited for the position.”

### **Reducing Cycle Time**

With Taleo, Hyatt’s staffing managers save time because they are able to pre-screen and conduct skills assessments of candidates faster. By defining and centralizing the most efficient staffing processes upfront, managers are able to eliminate gaps and inefficiencies that stall the process. Goldberg noted, “With Taleo, staffing managers reach candidates faster and they can quickly develop a short list of quality candidates to give to hiring managers.

## Taleo Case Study: Hyatt Corporation

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Since implementation, Hyatt realized a cycle-time reduction of 50 percent. Before Taleo was implemented, if someone in management resigned on a Monday, we would have to create the job requisition, have it approved internally and then wait for Sunday to have the requisition run in the newspaper. Now, we post the standardized requisition and start screening candidates that apply immediately.”

### **Adhering to Regulatory Compliance and Reporting**

For Hyatt, enhancing the efficiency and process of internal and external staffing compliance was an important objective. With decentralized HR operations and hiring managers at all locations, Hyatt’s HR department wanted solutions that would allow them to report metrics to various stakeholders across the company. “Leveraging Taleo’s ad-hoc reporting tool, Hyatt delivers all necessary regulatory compliance information to external legal counsel,” stated Goldberg. “The timelines and availability of these data points simplifies Affirmative Action Plan creation for our company and the real-time access to candidate data has proven to be beneficial during OFCCP audits. Taleo solutions also save Hyatt’s staffing managers time because they no longer have to re-enter valuable regulatory compliance data, which improves overall productivity and drives additional savings to the bottom line.”



### **CONTACT**

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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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