



Capitalizing On Technology And Best Practices To Successfully Manage Human Capital

National Bank of Canada (www.bnc.ca) provides comprehensive financial services to consumers and small and medium-sized enterprises globally. The company, with more than 17,000 employees, manages assets of over \$75 billion and some 640 branches. As the largest Quebec bank in the area of commercial banking and the sixth largest bank in Canada, National Bank of Canada ensures that its technology and customer service is cutting-edge.

Over the last several years, the Internet has played an important role in enhancing National Bank of Canada's position as a leader in asset-based lending and commercial banking businesses, improving customer service and generating significant cost savings across the enterprise. As customer service levels increase, customer retention and customer referrals will most likely increase as well. National Bank of Canada values its team of professionals and understands that each employee is critical in that they provide a broad knowledge and depth of experience to every customer relationship. In many cases, human capital plays an even more important role than technology. National Bank of Canada understands that by having professionals with the right skills in place and leveraging the best technology throughout its organization, excellence will be best achieved.

On November 19, 2001, National Bank Discount Brokerage, a division of National Bank of Canada, ranked first in terms of brokers' diligence in responding to clients' requests, its team's helpfulness and professionalism and initiative in suggesting options that are to their clients' advantage. The study, conducted between August 15 and October 26, 2001, measured the quality of customer service offered by the seven main discount brokerage firms in Canada.

The decision to automate

The decision to automate was spearheaded by Louise Desjardins, director of recruitment. As a leader in its industry, National Bank of Canada was receiving more than 26,000 resumes per year from interested candidates all over the world. Desjardins felt that there must be a more efficient process that would allow her team of recruiters to identify, retain and re-deploy top talent across its organization. National Bank of Canada wanted to develop an attractive front-end Career Web site that would integrate with the back-end to engineer the entire staffing process while providing strategic benefits throughout the organization. The Company's recruiting efforts were practically 100 percent paper-based and relied heavily on advertising in local newspapers, trade magazines and referrals to fill positions.

In February 1999, she began researching staffing management systems that would offer a more efficient way of managing the recruiting process. Desjardins and her team were looking for a system that would:

- ▶ re-engineer their paper-based staffing process so candidates were most efficiently pre-screened;
- ▶ track candidate sources and develop a large pool of applicants;
- ▶ increase the quality of the candidate and new hire;
- ▶ decrease the time-to-hire a candidate; and
- ▶ decrease the cost-per-hire and increase productivity.

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TALEO CASE STUDY

National Bank of Canada

Desjardins noted that she was impressed by the partnership initiatives taken by Taleo to help recruiters re-engineer the staffing processes. She also noted that the best practice initiatives and technology implementation were both very successful. "Taleo really cares about their customer and the customer vision," said Desjardins. "We feel the solution is flexible and the Taleo team has been very considerate of our needs."

Vendor selection

The vendor selection process took approximately six months to complete. Six vendors were closely evaluated and each one presented to National Bank of Canada executives. At the time, National Bank of Canada used a basic in-house system that only stored the name and contact information of some candidates while most contacts were stored as paper resumes in filing cabinets, which Desjardins found cumbersome and mostly out-dated information. After each company performed an on-site product demonstration, Taleo was selected to be National Bank of Canada's staffing management solution in September 1999.

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Taleo proposed to:

- ▶ re-engineer the staffing process from paper-based system to skills-based real-time staffing management;
- ▶ deliver a quality pre-selection process with true workflow;
- ▶ bring a quality service offering to recruiters, candidates and the company overall;
- ▶ improve the time involved to deliver qualified candidates in real-time and increase the productivity of recruiters, having a favorable impact on the bottom line; and
- ▶ generate cost savings by decreasing reliance on print advertising, staffing agencies and other costly services.

Implementation

Desjardins led the implementation team and the National Bank of Canada went "live" on June 1, 2000. Her team worked closely with Taleo's team of consultants to develop the most efficient way of utilizing the solution. She felt that the Taleo team, including divisions such as consulting, research & development, technical support, and onsite training, was a strong differentiator when compared to her team's other technology related experiences. "A lot of companies profess that their solution was designed to meet your needs and claim that they can deliver it, but not that many companies can really do this," said Desjardins.

One of the biggest challenges for National Bank of Canada was preparing the recruiters for change and helping them to move to a new paradigm. Desjardins noted that she was impressed by the partnership initiatives taken by Taleo to help recruiters re-engineer the staffing processes. She also noted that the best practice initiatives and technology implementation were both very successful. "Taleo really cares about their customer and the customer vision," said Desjardins. "We feel the solution is flexible and the Taleo team has been very considerate of our needs."

Desjardins noted that Taleo has both the most robust staffing technology as well as the right team in place to execute. "The staff at Taleo always knows what is going on in the industry and is very proactive in their approach," she said. "They are constantly evolving the solution to stay at the forefront of the staffing industry."

With Taleo: Results that are second to none

Taleo's ASP-based solution has enabled Desjardins' team to deliver a robust skills-based staffing strategy, resulting in significant efficiencies across the entire organization. Since Taleo's solution is skills-based, National Bank of Canada has the functionality to best optimize talent flow.

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- ▶ the staffing process has been re-engineered from paper-based to skills-based, building a talent pool of over 25,000 candidates;
- ▶ candidates are efficiently pre-screened and sourced, allowing recruiters to be more strategic with their time;
- ▶ the average time-to-hire for first-level management positions declined by 50 percent;
- ▶ the average cost-per-hire declined significantly, allowing financial resources to be strategically redeployed throughout the HR department as it grew its workforce by more than 30 percent; and
- ▶ the service level to candidates and hiring managers has improved significantly.

Looking ahead

National Bank of Canada's current initiatives are focused on enhancing their brand and positioning themselves as an employer of choice. Desjardins noted that she would continue to use iLogos research for value-added information on best practices as it relates to Web site recruiting and enterprise-wide staffing. The company plans to continue working to optimize the entire staffing process.