



## DSM Implements Taleo to Standardize its Staffing Process & Effectively Manage its Global Workforce

DSM, a dynamic specialty chemicals company with 200 offices and production sites in 40 countries, is a leading producer of life science products, performance materials and industrial chemicals. These products and services make their way to the pharmaceutical and automotive industries, food sectors and to manufacturers of electrical equipment and electronics around the world. DSM, headquartered in Heerlen, The Netherlands, employs 22,000 professionals world-wide, whose activities are aimed at creating value: value for its customers and shareholders, as well as for its employees and the communities in which the company operates.

According to DSM Chairman Peter Elverding, “Investing in talent is crucial for DSM. Our increased global presence means we need to find world-class professionals and managers capable of leading us successfully into the future. People aware of their own competence in entrepreneurship and leadership, result-oriented people, will have the opportunity to blossom at DSM.”

DSM Director of Executive Sourcing & Corporate Recruitment Bas van Buijtenen stated, “People are the key to the success of any business, and this is no different in a science and technology-based company like DSM. Our employees are the ones who ultimately determine the strength of our enterprise, which is why DSM strongly encourages their development and involvement in the company.” He added, “DSM’s current strategic transformation into a world-wide specialty chemicals company needs entrepreneurial and flexible people. Our staff can rely on an international employer, which will support them in their personal growth and development. After careful due diligence and as a fundamental part of our business strategy, we selected Taleo to optimize our enterprise staffing processes and support our global goals and needs.”

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### The Business Case for Enterprise Staffing Solutions

Prior to implementing Taleo, DSM’s recruiting and staffing processes were very decentralized and, as a result, not coordinated in a standard, consistent fashion across the organization. Some business entities posted positions on the Internet while others did not post at all, but relied on other sometimes very expensive sources such as local advertising. At some entities, recruiters included particular practices to complete the staffing process, while other offices did not use similar business practices at all. DSM wanted consistent global practices and processes across all entities, allowing candidates to know exactly what to expect, and for the company to streamline its efforts and collaborate to ensure that the most talented professional were employed and redeployed. Furthermore, on September 3, 2002, DSM announced the acquisition of Roche’s Vitamins and Fine Chemicals Division. It was essential that the staffing processes of the two companies were integrated.

DSM allows employees to take charge of their own careers. The company has a personnel policy based on the idea that the company never stops learning. DSM instituted and maintains a formalized Management & Development Program to support this policy. DSM wanted to be positioned in the labor market as ‘employer-of-choice’ while broadly extending its brand and employment culture to the marketplace.

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van Buijtenen stated, “For the last 30 years, our company has invested in its successful Management and Development Program and we wanted to take that program a step further to remain competitive in terms of finding, keeping and retaining talented professionals. You may start in an area related to your experience or degree, but your future is what you make of it. At DSM, we stimulate people to determine their own career path. So, it’s very common for people who begin in a technological job to cross over into a commercial function at some time, or for commercial professionals to explore a range of commercial disciplines. DSM also encourages international careers.”

He explained, “So, we began the vendor selection process by analyzing all of our processes; some were right, but others, we thought, could be improved more strategically. We feel the selection process for open positions and the career development processes should be systematically aligned. This is one of the most important reasons for which we selected and successfully implemented Taleo.”

#### **Strategically Aligning Staffing, Career Development and the Organization**

As part of its strategy to ensure a more consistent process, DSM decided it needed an enterprise staffing solution to deliver long-term results, one that would attract the right candidates while also communicating and managing ongoing relationships with candidates that were not best suited for a particular position, and communicating to all candidates in a timely and responsible manner. The six key elements of DSM’s Recruitment and Staffing plan included:

- ▶ Policy making, which included practices for the development, enhancement and deployment of quality standards and procedures;
- ▶ Implementation planning, which included practices for succession planning, vacancy plans and consolidation;
- ▶ Labor market communications, which included the regional strategy for sourcing and branding outside headquarters;
- ▶ Recruitment and staffing, which included procedures, the website, candidate database and reporting to find, deploy and redeploy talent;
- ▶ Selection, which included criteria, assessment tools, and guidelines for interviews; and
- ▶ After sales evaluation, which included on-boarding, mentoring programs and ongoing evaluations.

During the selection process, it was important that DSM found a solution that would support the HR Department’s six key staffing criteria. Additionally, a potential employee at DSM needs to meet a certain set of requirements. Today, recruiters at DSM are certified in DSM selection methods and Taleo before they are able to start recruiting for the organization. Besides level of education and work experience, to be considered by DSM for employment, candidates need to have certain core competencies that relate to leadership, entrepreneurship and results orientation. In addition to the core competency profiles, job requirement profiles are standardized for each job category and also include job specific requirements that are easily updated as necessary.

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**Staffing Management Solution Requirements:** After careful due diligence DSM selected Taleo because the solutions provided DSM with:

- ▶ Consistent practices, processes and advanced technology for external hiring and internal mobility
- ▶ Clearly defined and proven implementation methodology for global customers (Taleo solutions are live in more than 65 countries)
- ▶ Connectivity and integration with SAP and other HR related products and services
- ▶ Opportunity to extend branding and improve communication with candidates worldwide

van Buijtenen stated, “Within the Netherlands, we are very well known. Our new staffing strategy has allowed us to extend our presence and our brand to other areas outside our headquarters. The new processes available to us with Taleo’s solutions ensure that the proper steps are taken systematically to attract and find the right candidates faster. We are able to offer those candidates the chance to grow and develop their careers at DSM and easily move into new positions if they so choose.”

#### **A Successful Implementation: Deploying to Europe and North America**

DSM executives prepared clear-cut objectives and expectations from the new global staffing process and looked forward to benefits of implementing scalable, online staffing solutions across North America and Europe. Over a two-month implementation period, Taleo consultants worked in partnership with DSM to prepare for the official go-live. Today, Taleo’s solutions not only adhere to the regulatory compliance requirements in each geographic region, but also allow DSM to report and track that information in real-time. Additionally, DSM is posting all jobs individually and tracking candidate information in its structured candidate database. As a result, when a new position is posted, recruiters can easily search and screen the existing database of candidate information to generate matches and then immediately invite those candidates to apply.

van Buijtenen stated, “The implementation process took just eight weeks, went very smooth and was on time and on budget. Taleo has delivered on our internal expectations and objectives and our internal customers are very impressed with the solutions and service. The solutions have not only allowed us to go basically paperless, but also to respond to applications more professionally and in a timely manner. Importantly, the management of candidates across the multitude of countries and business units that we operate in has become consistent and easier for our recruiters, and thus, increases productivity.

He added, “Since we are now live in North America, it is important that our online processes comply to EEO and OFCCP regulations. Since the implementation process, Taleo’s consultants demonstrated that they are experts. We are very pleased with their level of service and commitment to being leaders in their field.”

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## TALEO CASE STUDY DSM

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By implementing Taleo in partnership with DSM's strategic plan, today DSM:

- ▶ Employs standard and consistent processes and practices that allow recruiters to find quality candidates quickly across their distinct business units, increasing recruiter productivity and overall retention
- ▶ Reduces search agency fees and better targets future sourcing dollars on those that find the best candidates
- ▶ Ensures opportunities and job requirements are clearly and consistently presented and communicated to the labor market on an ongoing basis
- ▶ Continuously extends its brand to interested candidates and builds a structured database of candidates to maintain ongoing relationships and reduce sourcing expenditures
- ▶ Configures workflows to meet the needs of each business entity on an ongoing basis, allowing each step of the processes to be defined, tracked and shared with appropriate stakeholders
- ▶ Adheres to online regulatory and compliance requirements across North America and Europe
- ▶ Integrated the staffing processes of DSM and Roche's Vitamins and Fine Chemicals Division on one platform

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van Buijtenen stated, "With Taleo's skills-based staffing management solutions, we have a process that better matches candidates with jobs, creating a solid foundation for development opportunities and career prospects. In partnership with Taleo, we have what we need to prescreen, assess, hire, deploy and redeploy the candidates best suited for our culture and the needs of the open positions. DSM has a strong tradition in Management Development and firmly believes that the development starts with the staffing process. Ensuring that the individual and the organization have something to offer each over the long-term has been proven to have a positive impact on productivity and retention."