



Honeywell's Best Staffing Practices Pay Off

RECRUITSOFT HELPS HONEYWELL REALIZE PRODUCTIVITY GAINS AND COST SAVINGS THROUGH INTERNAL TALENT DEPLOYMENT AND HRIS INTEGRATION.

Honeywell

THE COMPANY IS A \$24-BILLION DIVERSIFIED TECHNOLOGY AND MANUFACTURING LEADER.

Honeywell, a \$24-billion diversified technology and manufacturing leader, serves customers worldwide with aerospace products and services; control technologies for buildings, homes and industry; automotive products; power generation systems; specialty chemicals; fibers; plastics; and electronic and advanced materials. Today, as one of the 30 stocks included in the Dow Jones Industrial Average, Honeywell focuses on delivering unsurpassed customer and shareholder value through talented people and innovation. To Honeywell, optimally deploying human capital across the organization is the most important element to ensure not only success in innovation but execution across the company.

David McNulty, Honeywell's Director of Staffing, said, "Hiring and developing the best possible people is critical to our success. Partnering with Recruitsoft to implement a world-class, online staffing management system allows us to attract the best candidates and build a pipeline of talent."

Staffing Systems Analyst Lisa Arnold stated, "Human capital is the key differentiator to any great company. It is not only important to hire the best people but the continued vitality of any organization depends on letting employees grow with their jobs. Recruitsoft helps us do just that."

Honeywell believes it is critical at the point of hire to identify the right candidates for positions, and skills-based staffing is key to assessing the internal and external talent pool. Honeywell's employees are required to complete 40 hours of learning annually. Learning opportunities range from classroom and Web-based training to on-the-job assignments—all with the purpose of advancing employees' skills sets.

Arnold noted that Recruitsoft solutions play an important role in workforce management across the company. "Training and skills deployment have an important correlation with retention. As employees garner new skills and have new employment interests, Recruitsoft solutions enable processes to help them to be considered for other positions within our organization—and this will have a positive impact on retention," stated Arnold.

APPLYING HONEYWELL'S SIX SIGMA PLUS AND DIGITIZATION INITIATIVES TO STAFFING MANAGEMENT

Many manufacturing companies during the late 20th century utilized Six Sigma and its principles to optimize assembly line production. Today, all Honeywell employees are taught an innovative system called Six Sigma Plus, which is designed to eliminate variability and has saved the company \$3.5 billion since 1995. In various departments

across the company, Six Sigma Plus programs work to enhance customer value and reduce waste, leading to an increase in overall productivity and profitability. Honeywell expects digitization, referring to Web-based tools, to deliver more than \$1 billion in cumulative savings over the next three years. In line with these objectives, Honeywell decided to evaluate Web-based staffing management solutions that would improve its processes while simultaneously cutting costs, increasing productivity and improving customer service. Honeywell receives approximately 10,000 résumés per month and prior to implementing Recruitsoft, utilized BrassRing's Talent Gateway posting system.

"As part of Honeywell's Six Sigma program, the Recruitsoft implementation is expected to generate productivity improvement opportunities that reduce management costs by at least eight percent per year," stated Arnold. She continued, "Recruitsoft has streamlined our processes and we expect them to cut costs and help our internal customers succeed."

PEOPLESOFT INTEGRATION AND REPORTING

Honeywell's solution selection process took roughly four months, was led by Kathleen Karneth, Staffing Systems Consultant, and evaluated eight providers. With sites in 95 countries, Honeywell required a global solution as well as integration with its PeopleSoft Human Resource Information System. Under its Six Sigma Plus focus, integration would not only help avoid unne-

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cessary duplication but also ensure that information is shared among systems and ensure data-integrity compliance to reduce administration and increase productivity within the Human Resources department.

"Tracking and reporting on EEO data within the application was extremely important to us as a company," said Arnold,

adding, "Recruitsoft has successfully uploaded over 22,000 job templates to help ensure that the data is tracked accurately and it has been successfully integrated with our PeopleSoft HRIS."

Other key requirements that Recruitsoft met included:

- (1) Workflow-enabled solution that would allow for more consistent and real-time processes
- (2) A more effective means of finding qualified candidates faster
- (3) A skills-based staffing solution that also used prescreening questions and had search functionality
- (4) A solution that empowered and engaged the hiring managers
- (5) An improved requisition management process and an automated approval process
- (6) Built in pre-screening and qualifying assessment tools
- (7) The ability to track candidate sources and decrease candidate obsolescence
- (8) An automated employee referral system
- (9) Solid company financials

Said Arnold, "There are so many products available, but, in my opinion, Recruitsoft is indeed the best choice for Honeywell. Not only because it is an exceptional product, but because of its people, whom we consider true partners. The professionalism of Recruitsoft's implementation consultants, sales team members, account managers, customer support specialists, and technical consultants all contributed to making our project a success."

A SUCCESSFUL IMPLEMENTATION ACROSS THE BOARD

Recruitsoft worked closely with five internal Honeywell teams to manage the implementation that was completed in four months. Phase one, which includes the U.S., went "live" on April 29, 2002. The teams developed included the Core Team, Process Team, Content Team, IT Team and Roll-out Team. David McNulty championed the effort with Lisa Arnold, serving as the project manager, and Kathleen Karneth as the business process lead. Each of the five teams had specific responsibilities and deliverables, which were based on Recruitsoft's ACE™ Staffing Best Practices.

Because Honeywell has nearly 400 loca-



STAFFING SYSTEMS ANALYST LISA ARNOLD

tions in the U.S. alone, Arnold and her team chose to manage the implementation project virtually for convenience, cost-savings, and to obtain valued input from representatives across the entire company.

Arnold stated, "The virtual implementation was a huge success. Throughout the process we used Webex sessions, e-mail, and conference calls. Many people wanted to know if it could be done successfully, virtually—and it can."

McNulty noted that Recruitsoft's consulting team delivered ahead of expectations and on budget in the face of a very aggressive timeline to implementation. "Our Recruitsoft team took ownership, got involved, and was as interested in the success of the project as our own employees. Together with a knowledge base and implementation toolkit, the Recruitsoft consulting team helped us tackle difficult change management issues and facilitated a successful implementation and integration." Arnold also referred to Recruitsoft's customer support team as "top-notch" for Honeywell's internal and external users.

WITH RECRUITSOFT: THE BENEFITS

Within the first month, over 18,000 external candidates applied through the solution. Integration with Honeywell's employee data in the PeopleSoft HRIS was successful. "In line with our goal of creating an easy environment for internal talent deployment, Honeywell has transferred 65,000 employee profiles to the Recruitsoft solution," stated Karneth. Profiles include pertinent information on employees such as contact information, experience, education, awards,

certifications/licenses, and training.

Honeywell has also automated its employee referrals with Recruitsoft's solution, greatly reducing administrative processes and benefiting Honeywell's 400 recruiters and 5,000 hiring managers. Prior to utilizing Recruitsoft, Honeywell's employee referral system was entirely paper-based.

Honeywell recognizes the importance of a self-service model for recruiting and staffing, and, in addition to the Recruiter WebTop™, has also deployed Recruitsoft's Hiring Manager WebTop™. Arnold stated, "Today, hiring managers are more engaged and we are very pleased with the results of the eLearning tool and really like that our hiring managers can use it for ongoing training."

Honeywell's staffing management professionals are also utilizing Recruitsoft's configurable workflow. A workflow specified for university recruiting has been designed to ensure that recent or soon-to-be college graduates are identified as viable candidates and are screened and qualified more quickly.

Additional benefits Recruitsoft brings include:

- (1) Real-time process improvements and tracking of important data and information such as EEO
- (2) A means of reporting on important metrics including time to hire, cost per hire and productivity increases
- (3) Significant improvement in the approval process to create and approve a requisition, allowing recruiters and staffing managers to find qualified candidates faster
- (4) A highly improved screening and assessment process based on skills
- (5) The tracking of candidate sources and reduction of advertising costs and third-party recruiters (Honeywell expects agency fees to decline steadily each year)
- (6) Reduction in candidate obsolescence as a result of configurable workflow and collaboration

Arnold reports, "We have worked with Recruitsoft to map our business objectives and though we have only been live for a short time, we have already seen cycle time reduced. As such, we expect the right candidates to be deployed across our organization faster, at the right time. We feel that time to contribution and productivity will be positively impacted throughout Honeywell as well." ●