

## Case Study

# Fair Trade USA Improves Recruiting Efficiencies with Taleo Business Edition



### CHALLENGES

- E-mail-based resume process became unsustainable due to growth
- Each hiring manager had a different process for handling resumes, causing delays
- Resume screening was done manually—if at all

### SOLUTIONS

- An integrated talent management system with optional modules to meet specific needs
- Automation of formerly tedious and inefficient manual HR processes
- Customizable screening and routing e-mail process for resumes

### RESULTS

- Streamlined recruiting workflow by 40%
- Quickly expanded candidate pool
- Reduced time-to-hire by 30%

Fair Trade USA is the leading certifier of Fair Trade products in the United States. Fair Trade, a non-profit organization, offers farmers and workers in developing countries better prices, improved terms of trade, and the opportunity to improve their lives and their futures. Fair Trade USA works with more than 700 corporate partners to audit and certify more than 7,000 consumer products. The organization employs 63 people and had revenue of \$10 million last year.

Fair Trade experienced growth due to the success of its business model. The company began certifying coffee in 1998, around the time specialty coffees were taking off. Fair Trade added tea, cocoa and a steady stream of other consumer products as American shoppers showed greater interest in supporting fairly traded goods.

## GROWTH BRINGS TALENT MANAGEMENT CHALLENGES

This growth created problems with Fair Trade's talent management processes. Applicant tracking via e-mail became increasingly cumbersome and disorganized, and resume screening was still done manually—if at all. Fair Trade's HR manager was challenged by differing preferences as well. Some hiring manager preferred e-mail resumes to be forwarded by the HR manager, and others wanted resumes printed and ranked. These discordant internal processes delayed hiring.

Manual workflows and checklists resulted in inconsistencies and a low-quality onboarding experience. As for performance management, paper-based goal-setting and performance processes resulted in lost documents and non-standard formatting. This was neither efficient nor scalable to meet the organization's growth.

Top management lacked visibility into goal setting, which contributed to silos of information. Management set the overarching goals for the organization, which cascaded to department goals and then down to employee goals. Because there was no consistent way to get an overall picture, management had to take it on faith that goals were properly aligned and were being achieved.

## FAIR TRADE AUTOMATES AND STREAMLINES

John Keathley was Fair Trade's director of recruiting and special projects when they began looking at integrated talent management systems. "Taleo has a strong reputation in the industry, and the fact that they were turning their expertise and attention to smaller businesses gave us confidence in their system," he says. "When we saw the integrated solutions Taleo was working on releasing, we saw that we could build a whole platform of tools for our employees and supervisors to use."

Other vendors didn't see the value of a multi-module system, offering only a stand-alone applicant tracking system (ATS). "We wanted to go with a company committed to its ATS but was also adding more tools that we could grow into," Keathley says.

Fair Trade began by implementing Taleo Recruit™ and Taleo Smart Sourcing™. Taleo Recruit quickly screens out resumes that do not meet the organization's requirements and highlights those that exceed requirements, so time and resources are focused on the best candidates. The module gives hiring managers greater access to and visibility into the pool of active candidates. Recruiting now involves an e-mail process that hiring managers can choose to look at or opt out of. It's a standard process that can still be customized.

Taleo Smart Sourcing incorporates Fair Trade's career website, social networks, the IE® SourceBar™ and the Outlook® Plug-in for Taleo Recruit. "The last two are life-savers in terms of streamlining," says Keathley. "The plug-in lets you import that unknown contact who's emailed you a resume right into Taleo Recruit. It's easy and fast." The IE SourceBar works with Internet Explorer® so recruiters don't have to switch back and forth between Taleo Recruit and resume sites when looking for candidates. They can import candidates directly from those sites into Taleo Recruit.

The career site's RSS feed enables jobseekers to subscribe to the site and get notification every time a new job is posted. "We get lots of qualified candidates this way." Fair Trade can run referral campaigns and tap into the power of social networks with Smart Sourcing's integration to Facebook, LinkedIn, Taleo Talent Exchange, and other passive candidate databases.

Six months later, Fair Trade added Taleo Perform™ to its roster. The organization transferred what was a series of five paper-based performance reviews into one system. Now, employees and managers can log in and see goals within the Taleo system. Because the information is now centralized, everyone is looking at the same source documents.

**"Taleo has a strong reputation in the industry, and the fact that they were turning their expertise and attention to smaller businesses gave us confidence in their system."**

Taleo Perform brought automated workflows and standardized processes to performance management, but it also enabled the Fair Trade team to re-vision how they do performance reviews. They had a schedule of 30-, 60- and 90-day reviews that they then entered into the Taleo system, but in that process they realized this schedule was asking a lot of their managers. Fair Trade has since simplified its performance reviews, which frees up managers' time.

The performance module was soon followed by Taleo Scheduling Center™ and Taleo Insight™. Keathley calls the Scheduling Center a “super-efficient tool.” It enables recruiters to send out a bulk of candidate invitations with a link to an online calendar, where candidates select their preferred interview time. Taleo Insight enables users to quickly create visual, high-level reports that can be filtered by dimensions such as region, location, or department for further analysis. HR professionals can use these reports to highlight department results, such as increased employee referrals and reduced cost-to-hire. “Top management love dashboards! They say, ‘Show it to me in pictures,’ and now I can,” Keathley says.

## LESS ADMINISTRATIVE WORK, MORE STRATEGY

Since working with Taleo, Fair Trade USA has experienced significant improvements in recruiting efficiencies. The organization centralized its hiring operations and used Taleo Recruit's auto-workflow features to reduce the number of steps in the hiring process from 21 to 13. This streamlined the recruiting workflow by 40 percent. Fair Trade also improved the candidate experience, quickly expanded its candidate pool and reduced time-to-hire by 30 percent—from nine weeks to six weeks.

“We've signed up for every module as it became available,” Keathley says. “We are committed to streamlining workflow processes and being more efficient so there's less stress in the workplace. We're a small organization with a lot of modules, but that speaks to our satisfaction with the products we've used and the cutting-edge direction we're going in with regard to talent management.”

Keathley is convinced that cloud-based applications are the most efficient way to grow the organization because they make information readily available. “You don't always have to come to HR for documents or to know what to do and when; the cloud creates self-service and self-reliance.”

This, in turn, frees up time for HR to be more strategic, according to Kim McCarthy, Fair Trade's Senior Human Resources Manager. “This is when the concept of talent truly comes into focus: when you've got a technology system that supports you in processes and procedures, you have more time to look at the talent on your staff and focus on building community and building teamwork.”

Fair Trade rolled out Taleo OnBoard™ at the end of last year. Though the tool is still new, “the response from staff is that they love the reminders OnBoard sends and love having everything organized in one location.” For supervisors seeking greater control of variable compensation within their teams, the organization implemented the Taleo Comp™ module in January 2011 and is looking forward to the flexible functionality it offers.

“I'm relieved—excited, really—to come into an organization that understands the value of integrating its talent management processes. This frees me up to care for our talent in ways that advance both their goals and our organization's,” McCarthy says. Fair Trade anticipates continued partnership with Taleo to build a complete employee profile, increase efficiencies, reduce stress, and enable strategic HR.

Since working with Taleo, Fair Trade USA has experienced significant improvements in recruiting efficiencies.

### CONTACT

[taleo.com](http://taleo.com) – [info@taleo.com](mailto:info@taleo.com)

1.888.836.3669 – U.S.

+1.418.524.5665 – International

1.888.561.5665 – Customer Service

### ABOUT TALEO

Leading organizations worldwide use Taleo on demand talent management solutions to assess, acquire, develop, and align their workforce for improved business performance.

Taleo and all Taleo product and service names mentioned herein are trademarks or registered trademarks of Taleo in the United States, France, The Netherlands, U.K., Canada, Australia, and several other countries. All other product and company names mentioned herein may be the trademarks of their respective owners.