

CASE STUDY



Table of Contents

UnitedHealth Group Gets a Pulse on Global Talent Impact with Talent Intelligence

Managing for Success	3
Scaling Through Self Service	5
Ensuring Talent Management Program Effectiveness	7
Strategy Through Analytics: Assessing Quality of Hire Locally and Globally	7
Uniting Hiring, Engagement, and Development Using Talent Intelligence	9
Talent Intelligence in Action at UnitedHealth Group	11

UnitedHealth Group Gets a Pulse on Global Talent Impact with Talent Intelligence

Uses Taleo Analytics to Measure and Improve Quality of Hiring in Growth Markets

UnitedHealth Group (UHG) has grown to become one of the most innovative suppliers of health care solutions by focusing on ideas that help improve medical outcomes while reducing health care costs. UHG serves the health care system itself across the care community.

As one of America's leading health care companies, UHG serves more than 70 million Americans each year. Partnering with more than 650,000 physicians and other care providers, 5,200 hospitals, 80,000 dentists, and 65,000 pharmacies in all 50 states, they touch nearly every aspect of health care delivery and financing. UHG is also a global company comprised of six business units: UnitedHealthcare, Ingenix, Americhoice, Ovations, OptimHealth, and Prescription Solutions.

Employing 80,000 people across five business units in 44 countries around the globe, UHG prides itself and drives its business on innovation. The company has been recognized by Fortune magazine as a Leader in Innovation and one of America's Most Admired Companies.

Managing for Success

Indeed, when it comes to growing their business—which has delivered a 17 percent combined annual growth rate over the past five years—Michelle Fernando, International Recruitment Technology Lead at UnitedHealth Group says that innovative talent management practices are always at the top of their business priority list. “We touch so many lives and so many people, that hiring, developing, and retaining the right people has to be a key priority,” says Fernando.

“Our big driver was to ensure that our strategies are in sync with the local cultures to ensure success.”

Michelle Fernando

International Recruitment Technology Lead
UnitedHealth Group



For existing staff, talent management at UHG starts at the top. Across UHG's business units, the organization's key performance goals are filtered down to employees to help ensure a clarity and synergy around the company's purpose and perspective. Beyond that, UHG is adding more rigor to succession planning. The corporation has executive level succession planning in place and is working to develop director and leadership levels for succession as well.

In addition to retention and assessment of current staff, UHG puts workforce planning as another key initiative, which includes modeling growth plans with a “blueprint” for the best people in the right roles for the future of the business. This includes both developing their internal workforce and hiring new employees. Though the company slowed hiring in 2009, it is driving growth with more aggressive hiring in 2010.



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Scaling Through Self Service

In 2002, UnitedHealth Group chose Taleo Enterprise Recruiting™ on demand software to automate the hiring process and to empower both employees and candidates with self-service tools. By setting up a career website that includes pre-screening questions for applicants, UnitedHealth Group could vastly simplify the hiring process for the business. Benefits included better alignment of critical skills, compliance with the myriad industry and business requirements, and focusing time and resources on prescreened talent.

Taleo's open talent management platform also made it easy for UHG to integrate core recruiting with a whole host of technologies—from systems developed in-house at UHG to point technologies used for applicant background checks, assessment, employment verification screening, and more. “Easy integration was huge for us since we're such a large organization,” says Fernando.



Using Taleo, UHG built a robust online career site for job applicants that reflects the healthcare leader's vision, mission, and brand value. Information ranges from resume and interviewing tips to online testimonials from current employees on the company culture, a top 10 list of why people should work at UHG, and real-time chat access to UHG recruiters.

“It was really important for us to create a career site for candidates to better navigate our large company and easily search for jobs and filter by any criteria,” says Fernando. “In parallel, we needed to add value to hiring managers with a useful, efficient resource helping them filter and find the best candidates for the role.”

“We take a lot of time defining the role and criteria of a position up front so that it is easy for us to automate the process on the back end and determine which candidates best meet the criteria. Hiring Managers are able to leverage pre-existing libraries of job descriptions and pre-screening questions that are associated with specific jobs.”

Today more than 300 recruiters at UHG around the globe use Taleo as their technology backbone to power their staffing strategies.



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Ensuring Talent Management Program Effectiveness

Since UHG implemented Taleo, it has come to rely on robust reporting capabilities to highlight recruiting related production metrics and scorecard reports including: time to fill open positions, most impactful outlets for sourcing strong candidates, and the percentage of jobs it was able to fill with internal candidates. Taleo also provided UHG with services support to create targeted reports mapped to UHG’s strategic priorities.

UHG use of Taleo Analytics™ is widespread. Through nearly a dozen internal professionals worldwide, the organization creates regular reports that are used by Human Capital, hiring managers, recruiting managers, and UHG executives including:

- > Drill down dashboards that let recruiting managers look at open positions.
- > Scorecard reports distributed monthly to senior executives with information on volume of hires, open positions in key business areas, internal hire ratio, and key sources for hires.
- > Auditing reports for system utilization such as compliance reports that track if requisitions are open more than 30 days.
- > Ad-hoc reports.

In 2009, UHG began exploring more strategic leverage of Taleo’s reporting and analytics functionality. The business recognized a powerful synergy of comparing estimates for success when applicants were hired with actual success of new employees in the job after six months. UHG looked to Taleo to help them assess true quality of hire.

Strategy Through Analytics: Assessing Quality of Hire Locally and Globally

As a fast growth company, UHG recognized the critical role of quality of hire assessments in new growth areas to quickly assess—and if necessary, adjust—processes to minimize room for failure.

With this in mind, UHG piloted its first quality of hire analysis with Taleo in its Asia offices in late 2009. “Our big driver was to ensure that our strategies are in sync with the local cultures to ensure success,” says Fernando. “For example, in Hyderabad we’re starting the office from the ground up. It’s almost an entrepreneurial venture—everyone is new. So in that environment, it was critical to see that we hired the right people and that we are keeping those people engaged in our business. This is especially crucial in a market where you’re still learning about the talent pool.”

While UHG understands the importance of localizing in the regions where it operates, there are global core success criteria across every office worldwide. These include strong communications, adaptability, sound decision-making, productivity, and a focus on customer service. These were the criteria analyzed in the first quality of hire analysis in Mumbai. UHG Human Capital professionals asked managers of all new hires to rank their hires against those factors.

The Human Capital team made the process very simple for hiring managers by asking them to rank the effectiveness of each new hire against these five criteria on a scale from one to five. Because they made it simple, they powered a terrific 100 percent participation rate—and got a lot of comments and ideas as well.



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“We’d thought about using other tools like survey tools, but there was real power in using Taleo to tie the results back to the candidate data,” says Fernando. “This helped us in two ways. We aren’t asking a lot of questions since we already know a lot about the new hire from their candidacy which is all captured in Taleo. And we’re connecting that to the survey results where we seamlessly compare the data and achieve faster insights. We have information that is rich and helps drive actions.”

UHG was pleased with the feedback and the ratings which also aligned with pre-hire assessments. In cases where manager assessments were lower, UHG’s Human Capital leaders were able to create process adjustments to compensate. For example, if communication and productivity were a little lower than they’d expected, they could augment learning and development to drive better future success. The company also strengthened the front end assessments around communication and productivity to more effectively screen future applicants.



Uniting Hiring, Engagement, and Development Using Talent Intelligence

This talent intelligence gave UHG a terrific tool to unify the hiring and staff engagement and development processes in the new operations and more quickly and nimbly adjust strategies for success. For example, they now put more emphasis on communicating career mobility options earlier in the employee experience and emphasize exit interviews to better separate cultural behavior from company engagement shortcomings.

“This talent intelligence has created a greater level of discussion among recruiting, learning, development, and hiring managers, which makes us a better, more connected organization. With Taleo Analytics in our quality of hire analysis, we brought our talent management process full circle, making us a better employer,” says Fernando.



“When we recruit, technology is secondary to the process. So it is important that functional employees are easily able to configure the system to run how we need it to.”

Michelle Fernando

International Recruitment Technology Lead
UnitedHealth Group

Talent Intelligence in Action at UnitedHealth Group

Today, UHG is putting talent intelligence at the core of its talent management strategies to drive better self service for staff and better insights for managers into talent—the single biggest expense and greatest appreciating asset for growth.

Specifically, talent intelligence is showing where to focus talent management priorities and providing increased visibility into:

Recruiting Success. Filter reports show total number of candidates vs. total interviewed vs. total offered vs. total hired to see streamlined value. These results help UHG establish service level estimates and agreement with business units.

Quality of Hire. Informs both proactive development and pre-emptive assessment actions for the business. Since establishing this metric UHG has been successful in decreasing the number of Quick Quits in Mumbai, India.

Critical Hires. Taleo tools also help UHG screen for critical positions throughout six business units which have been scoped as: Platinum (critical but hard to find), Gold (important and competitive to recruit), and Bronze (important and somewhat easier to attract).

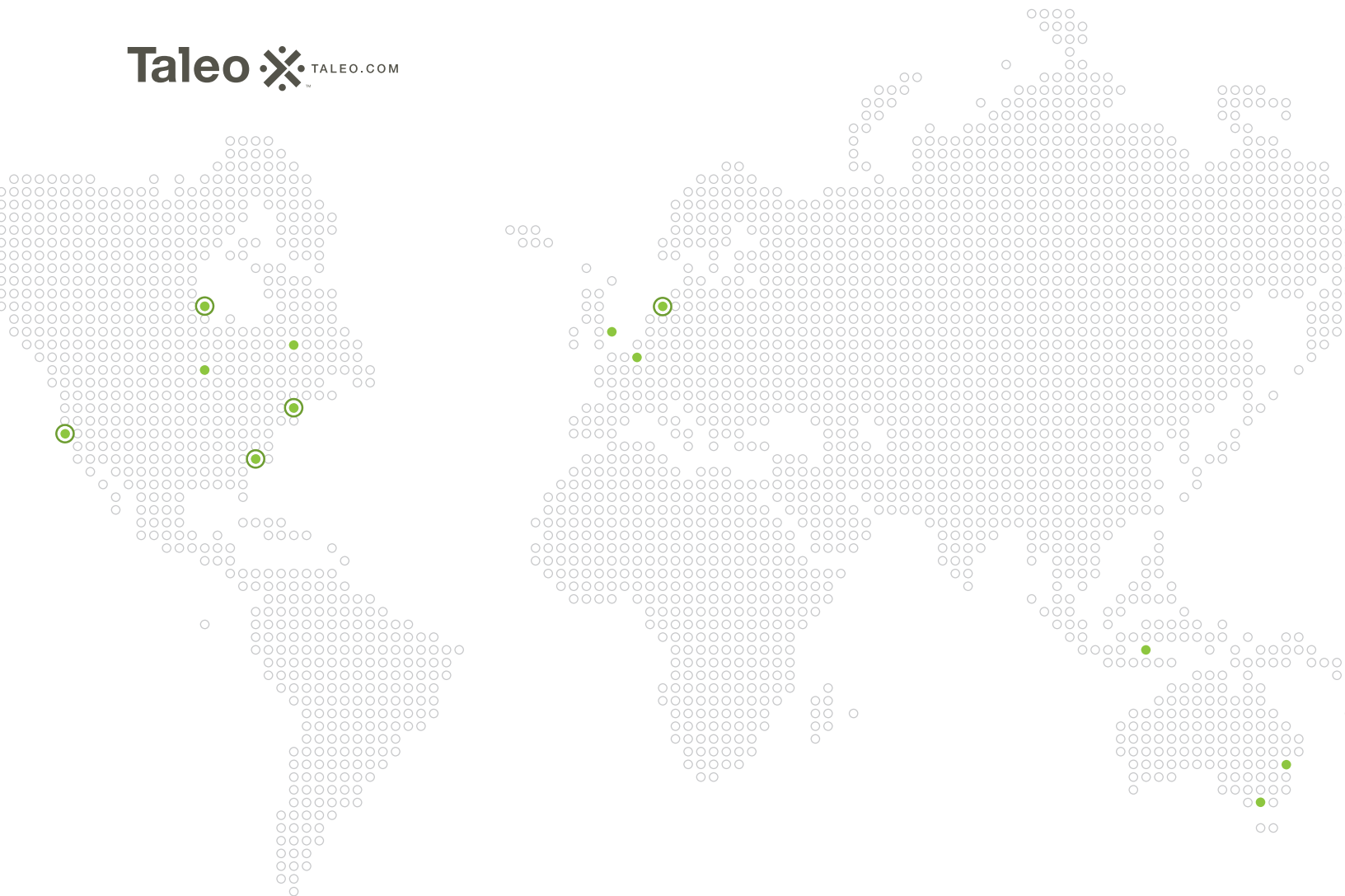
Talent Pools. For example, in India UHG creates a pipeline or talent pool of potential applicants for high volume positions.

Talent Profiles. UHG taps Taleo’s open platform to drive a big picture view of each employee, creating a profile that aggregates information from across various talent management systems to show the past, present, and future of each employee. This way, UHG can better assess and plan for the next generation of key leaders to keep the company on the growth trajectory it enjoys today.

Additionally, UHG is able to leverage the robust Taleo cloud-based technology with no impact on its own IT organization. At UHG, Human Capital functional resources drive the access to Taleo, with no need for IT help which is a significant leverage point for IT.

“When we recruit, technology is secondary to the process,” says Fernando. “So it is important that functional employees are easily able to configure the system to run how we need it to.”

UHG is not resting on its laurels of good talent management. In the area of quality of hire assessment, UHG plans to roll out this analytics initiative throughout the remainder of Asia and EMEA. The company is also piloting “Project Trailblazer” with help from Taleo consulting to transform how it uses analytics and reporting for talent management insights and innovation in Human Capital.



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About Taleo

Leading organisations worldwide use Taleo on demand talent management solutions to attract, develop, motivate, and retain their workforce for improved business performance.

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