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– Matt Rimer  
Director of Recruiting for UPMC

## University of Pittsburgh Medical Center (UPMC)

### UPMC LEVERAGES TALEMETRY TO MIGRATE THEIR ATS AND INCREASE RECRUITMENT MARKETING CAPABILITIES

University of Pittsburgh Medical Center (UPMC) is the largest non-government employer in Pennsylvania with 60,000 employees. Equal parts community focused and entrepreneurial, this healthcare provider and insurer is inventing new models of accountable, cost effective, patient-centered care.

A recognized innovator in medicine and in information technology, UPMC was an early adopter of electronic health records and the interoperability solutions that tie them together.

### UPMC's Recruiting Challenge

To maintain their leadership role as a very large and innovative healthcare organization, UPMC needed to be able to attract and hire a large number of highly skilled professionals in extremely impacted and competitive healthcare delivery professions.

At the time they faced many challenges. First was a highly competitive environment for healthcare talent in a field where open positions can directly impact their ability to deliver services.

They were also recruiting for multiple facilities across Pennsylvania and their recruiting teams were decentralized with their separate talent pools contained in a siloed, non-integrated CRM system. Finally, their corporate career sites were fragmented across their multiple facilities and were not optimized for mobile devices.

They needed to address these challenges against a backdrop of a migration from their PeopleSoft TAM ATS to Oracle Recruiting Cloud Service (Taleo Enterprise Edition). The migration was essential for many reasons, the largest being a need to increase their onboarding effectiveness and efficiency.

"UPMC has always embraced technology as an enabler in patient care," said Matt Rimer, Director of Recruiting for UPMC. "We knew that we could increase our capability with the right technology partner."

In order to keep up with hiring demand, UPMC did not have the luxury of completing an ATS migration, rolling out new onboarding capabilities and THEN addressing their talent acquisition challenges. UPMC needed a solution that could immediately help them:

- Increase candidate flow
- Centralize talent pools and recruiters
- Develop capabilities for engaging passive candidates
- Leverage employer brand across all facilities
- Increase their career site's visitor to applicant conversion rate
- Provide consumer quality candidate experience
- Establish metrics for growth, engagement, and conversion of candidates

As importantly, the solution had to get into the hands of recruiters without interrupting the flow of candidates to fill positions, minimize the technical teams' times, and with no adverse impact to the public face of recruiting for UPMC.

## The Total Solution

UPMC already used Talemetry's Apply Extraction module embedded within their native PeopleSoft apply process, so they reached out to Talemetry to discuss their talent acquisition goals. They soon learned that Talemetry would not only support those goals but also become an invaluable component of their ATS transition process.

During the initial discovery process UPMC learned that Oracle Gold Partner Talemetry's deep integration with both PeopleSoft and Taleo Enterprise Edition could become the foundation of their migration efforts.

Talemetry's recruitment marketing platform supports full cycle recruitment marketing from a single integrated platform, including:

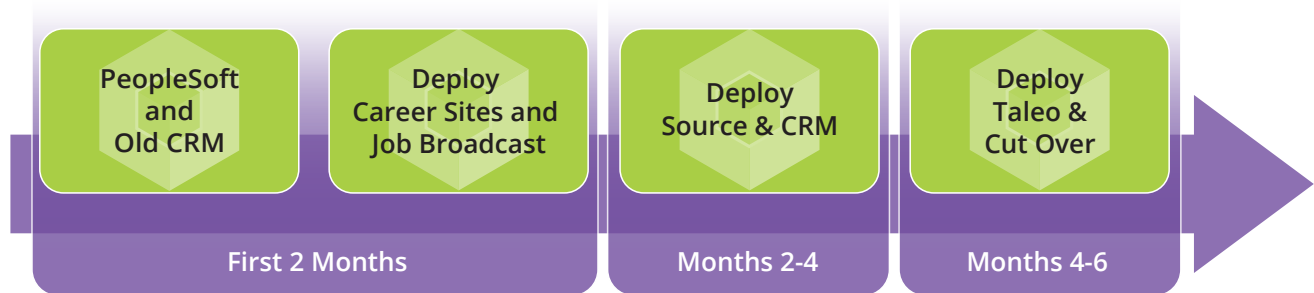
- Centralized and automated job distribution to job boards, social networks, recruiting agencies, digital ads, and more
- A single, centralized talent pool with single search sourcing from internal and external sources, full tracking and sharing of candidate data and recruiter activities, talent pipelining and email campaigning capability
- Full mobile and social optimized candidate experience capability, featuring multiple targeted careers sites and targeted mobile optimized apply processes
- Source to hire analytics to measure effectiveness across all programs and sources of talent

Talemetry's leading recruitment marketing capabilities and analytics are driven by a sync of candidates, jobs, and other data with the ATS. This made Talemetry a perfect vehicle to implement cutting edge recruiting strategies, while at the same time migrating jobs and candidates from PeopleSoft to Taleo.

## Peoplesoft to Talemetry to Taleo

The strategy was based on a desire to ensure stability, deliver early wins, and set up for long term success. This was achieved through a series of deployment steps. Deploy candidate facing mobile and social career sites along with recruiter facing job ad distribution and CRM tools that sync jobs, candidates, and other data between PeopleSoft and Talemetry. This allowed UPMC to establish candidate and recruiter facing functionality that would remain the same before and after the ATS migration. Once rolled out, UPMC could then sync the candidates, jobs, and other data from Talemetry into their new Taleo system, and cut over in a measured, phased approach.

Rather than going through a separate and expensive data migration project, UPMC was able to leverage their Talemetry implementation as their data migration vehicle, taking advantage of Talemetry's structured and proven implementation and integration tools and processes. Talemetry already had all of the candidates' historical information including application data. This not only made it accessible for recruiters, but also ensured that UPMC retained the data from a compliance perspective.



The benefits were significant. UPMC was able to:

- Deploy Talemetry's candidate and recruiter facing talent acquisition improvements prior to cutover to Taleo
- Implement a measured and phased cutover, minimizing risk of disruption
- Increase candidate acquisition capability WHILE migrating their core ATS system
- Save money on data migration to offset Talemetry system costs

## Phased Implementation

Once the selection was made, Talemetry's dedicated team of project management, service, and implementation professionals coordinated with UPMC's internal project team to define a project plan. The phased approach started with integration of Talemetry with UPMC's legacy PeopleSoft ATS allowing them to:

- Deploy Career Sites and Job Broadcast solutions that integrated with PeopleSoft
- Integrate Source & CRM solution with PeopleSoft, migrating candidate data from their old Avature CRM to Talemetry
- Integrate Talemetry platform (and jobs and candidate data) with new Taleo ATS while maintaining PeopleSoft connection
- Cut over to Taleo and disconnect PeopleSoft over time

This approach allowed UPMC to take advantage of improved candidate experience and job distribution capabilities within 60 days of project start and begin using centralized CRM capabilities within 120 days with a full transition to Taleo in under six months.

## Project Results

Since going live with Talemetry, UPMC has seen significant improvements across their recruitment marketing efforts.

### Candidate Experience

UPMC deployed Talemetry Career Sites solution with a cohesive brand for all its facilities. Talemetry has also enabled them to provide several online career pathways to feature targeted content and jobs for their key job families: Nursing, Allied Health, Physicians, Advanced Practice Providers, Professional & Admin, Students, and Service Workers.

UPMC's Talemetry-hosted career sites supported nearly 1M visits, with an average of 5.25 minutes spent on the site, in the first six months after implementation.

UPMC extended their brand identity with Talemetry's auto-broadcast feature that distributed their jobs to preferred job boards. The distributed jobs directed candidates to their new career sites for applying or joining one of their multiple targeted Talemetry talent networks that were segmented for General jobs, Advanced Practice, Military, and Nursing professionals.

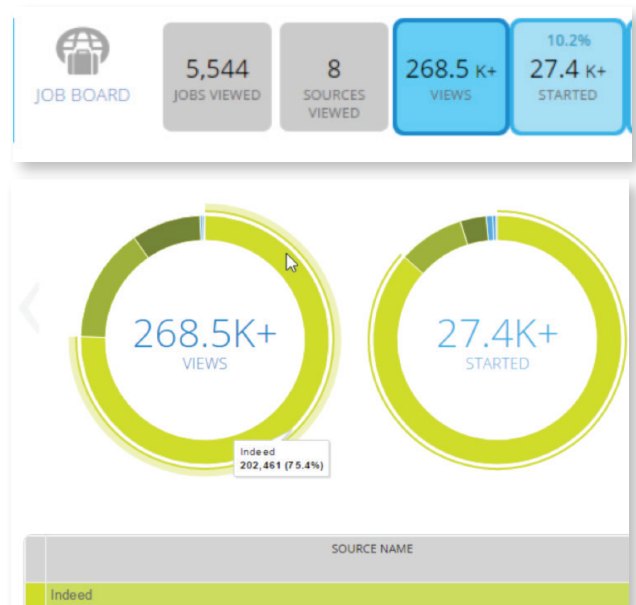
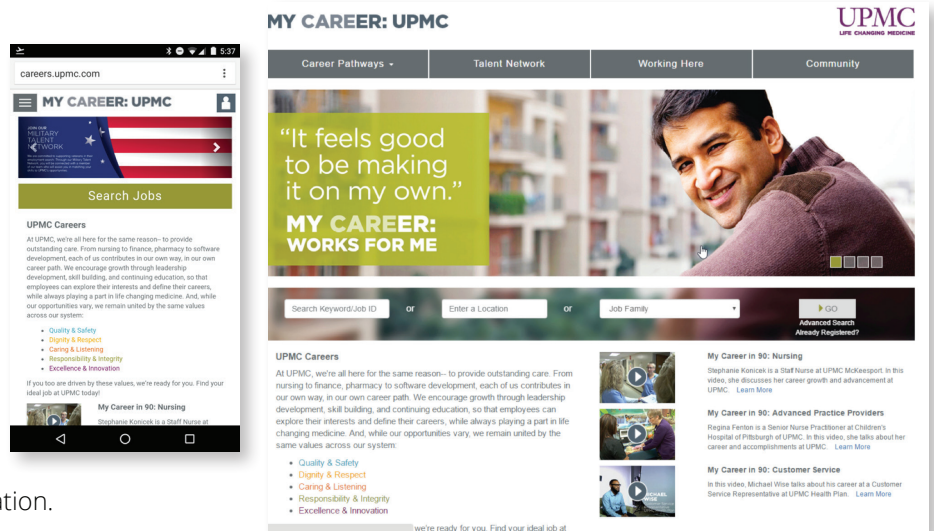
### Proactive Sourcing

UPMC recruiters gained access to Talemetry's centralized talent pool that shared all their candidate profiles, including past applicants from their old PeopleSoft and new Taleo ATSs simultaneously. They successfully ran initial campaigns for targeted hiring segments and subsequently engaged Talemetry to help drive a national email campaign for nurse recruiting which resulted in nearly 1,800 applicants in the first month.

### Lessons Learned

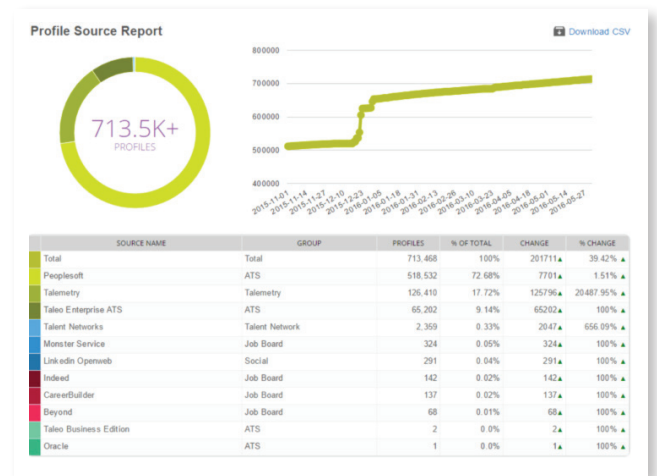
In implementing a recruitment marketing system and migrating to a new ATS within a six-month period, UPMC achieved a significant increase in capability in a short time frame. As a result, they learned some initial lessons very quickly.

One of the most noticeable results was the increase in traffic as their Talemetry career sites made their jobs indexable by search engines and optimized for search ranking.



They have centralized their talent pools and recruiting function, but are taking steps to establish consistent processes and practices around the pre-applicant recruiting function, like standardized tags and programs. Despite good initial user adoption, they realize that centralization is a significant change in recruiting culture and will require strong processes to support ongoing acceptance and utilization by recruiters.

With the large increase in candidate volume being driven to their jobs and career sites, Talemetry's analytics uncovered a bottleneck with their ATS native application process. These insights have accelerated UPMC's move to Talemetry's Apply Workflow module to increase the visitor to applicant conversion rate.



## Supporting the Success of UPMC

Like all Talemetry clients, UPMC gets the benefit of a dedicated Customer Success Manager. Talemetry's support team and UPMC's project team meet regularly to discuss issues and trends that are affecting the system and their business. In addition, Talemetry conducts a quarterly business review in which they present important analytics data for the last period's recruiting activity.

From outbound sourcing to source effectiveness and recruiter performance, UPMC is using Talemetry performance data to improve efficiency and automate as much of the recruitment marketing process as possible.

UPMC is also building upon their Talemetry relationship, utilizing Talemetry support services to run more sourcing campaigns for key positions.

"We were tremendously impressed with the Talemetry platform and their service team," said Rimer. "This was an ambitious project and Talemetry turned out to be the perfect partner."

## About UPMC

UPMC is Pennsylvania's largest nongovernmental employer, with more than 60,000 employees. A world-renowned health care provider and insurer, Pittsburgh-based UPMC is inventing new models of accountable, cost-effective, patient-centered care. It provides more than \$888 million a year in benefits to its communities, including more care to the region's most vulnerable citizens than any other health care institution.



### About Talemetry

Talemetry® works with your applicant tracking system enabling you to get more of the right candidates to apply for jobs using all recruitment marketing and sourcing channels and activities on a single powerful technology platform.

The Talemetry suite helps large organizations automatically distribute jobs, search and source candidates, build talent pipelines, engage candidates with full CRM, provide rich social and mobile candidate experiences, integrate external recruiters, manage all recruiting vendors, and measure and optimize their recruitment operations.

To learn more, visit

<http://talemetry.com>

or follow

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## The Talemetry Recruitment Marketing Platform

