



# Penn Medicine Gains Efficiency and Improved Time to Offer with Montage

## PRESTIGIOUS ACADEMIC MEDICAL INSTITUTION

- » Includes one of the nation's leading research institutions
- » Expanded to four hospitals with more than 80,000 annual admissions
- » 2.8 million outpatient visits each year
- » Three-part mission of patient care, innovative research and education

## CRITICAL ISSUES

- » Reduce time to offer
- » Reduce interview to hire ratio
- » Improve relationships between recruiters and hiring managers

## MONTAGE RESULTS

- » Reduced average time to offer by 7 days
- » Reduced interviewing to hire ratio from 5:1 to 1.5:1
- » Saved approximately 47.5 weeks— an entire head count – just by reducing time spent scheduling

## Business Background

Penn Medicine is among the most prestigious academic medical institutions in the world. Since the opening of the nation's first hospital by Ben Franklin in 1751, it has expanded to 4 hospitals, more than 1,900 licensed beds, 80,000 annual admissions, 2.8 million outpatient visits, and 25,000 employees - and growing. The system, which includes one of the nation's leading research institutions, supports Penn's tripartite mission of providing the highest level of care to patients, conducting innovative research, and educating future leaders in the field of medicine – which the recruiting team takes to heart when considering candidates.

*"We've saved a considerable amount of time on the front end, since the recruiter and hiring manager can work together on very targeted questions to ask in the on-demand interview. And it's simple for our managers to quickly assess candidates between patient times or time on the floor. A lot of our managers are not in front of computers all day long – we need to make it available on the fly for them."*

- Colleen Diercksen, Assistant Director of Talent Acquisition Operations

## Business Concerns

The Philadelphia area is an incredibly competitive environment in which to attract and keep top talent, especially for healthcare institutions. And, with Penn Medicine receiving a large amount of applicants for each position, recruiters must keep up with their ongoing requisition load, and also build a pipeline of qualified candidates for future openings.

Based on its own internal study, Penn Medicine found that, on average, completing a phone screen took 45 minutes – including the time to identify a candidate, schedule the screen, and perform the screening call itself. Multiply that 45 minutes across 4,000-5,000 annual hires, and the need for increased efficiency became clear.

The team wanted to solve these critical business issues:

- » Reduce time to offer
- » Reduce interview to hire ratio
- » Improve relationships between recruiters and hiring managers



## The Strategy

Every candidate who applies to Penn Medicine goes through a pre-screening process to ensure they meet the minimum job requirements. Rather than scheduling and completing phone screens with each candidate, Penn Medicine began working a Montage on-demand video interview into its workflow.

By utilizing Montage's open invite capabilities, recruiters invite all qualified candidates to complete the on-demand video interview with one email. "I joke with my VP that we screen while we sleep," said Colleen Diercksen, Penn Medicine's Assistant Director of Talent Acquisition Operations. "After sending the invites, we come in the next morning and have 30-70 completed interviews to review. We can quickly identify about half of those people to submit to our hiring managers. It speeds up the process, and it's fun, too."

The recruiter and hiring manager experience has improved significantly – rather than showing a hiring manager a dozen resumes, recruiters can now present a thorough profile of 3 to 5 highly qualified candidates. "We've saved a considerable amount of time on the front end, since the recruiter and hiring manager can work together on very targeted questions to ask in the on-demand interview," said Diercksen. "And it's simple for our managers to quickly assess candidates between patient times or time on the floor. A lot of our managers are not in front of computers all day long – we need to make it available on the fly for them."

## The Results

By using Montage to replace the traditional phone screen, the team found it could quickly move qualified candidates through the hiring process and better manage the high volume of requisitions. Montage has helped drive other key results as well:

- » Reduced average time to offer by 7 days
- » Reduced interviewing to hire ratio from 5:1 to 1.5:1
- » Saved approximately 47.5 weeks– an entire head count – just by reducing time spent scheduling

"The word about Montage is spreading throughout the organization. I was recently approached by one of our directors, saying, 'I've been hearing all about the Montage videos, you have to get me involved in that,'" said Diercksen. "We're also finding that the candidates who use Montage tend to be more interested in the opportunity and more confident when they come in for their face to face interview. It really is a fabulous thing."