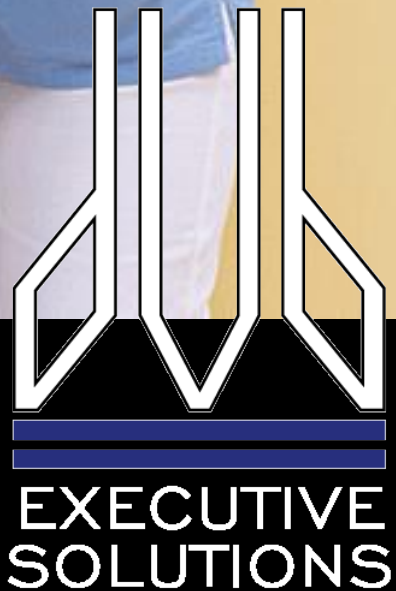




CASE STUDY:

CONSULTING, DEVELOPED TA MANAGEMENT
SOLUTION WITH OUTSOURCED MANAGEMENT



Case Study – CONSULTING, DEVELOPED TALENT ACQUISITION MANAGEMENT SOLUTION DEPLOYED WITH OUTSOURCED MANAGEMENT

Background:

A southeast healthcare company with eight service lines was looking for a new Talent Acquisition solution to stem the growing number of vacancies in their key operating units. DVB was brought in initially to analyze the current Talent Acquisition Team and model and make recommendations to fix the current model and bring all business lines under a single talent acquisition platform.

After the presentation of the Analysis document DVB was asked to design and roll out a new Talent Acquisition solution, re-work the team and outsource the management of the team for a year during the implementation.

Program Design:

- The initial analysis was composed of over 120 meetings with key stakeholders, analysis of two years of trends in actual hiring, analysis of turnover. Onsite data gathering, meetings and development of the analysis paper took 6 weeks to complete. The main areas of concern:
 - Recruiting: recruiters making hires not field based hiring managers
 - Recruiters not meeting candidates during the recruiting process.
 - Turnover: Over 50% in first 90 days with 36 % of that occurring in the first 14 days.
 - Onboarding: No formal onboarding process
 - Orientation: there was no structured orientation process for new employees in place.
 - No Applicant tracking system
 - No position control system in place
 - Openings more than doubling during the prior 12 months
- After the presentation of findings DVB management and consultants developed a model for a completely new Talent Acquisition team. This process took three weeks to complete.
- Prior to the launch of the program, DVB management completed a more thorough analysis of the existing team and transitioned some to new roles and hired new employees to fill out the need team.
 - This process took the existing team of 27 employees to a more efficient and productive 13 employees.
- The program was designed to simultaneously address reworking the staff, systematically folding in all eight business units under a single TA team, implement a new recruiting process from start to finish, develop and deployment of a new onboarding team and providing input into a new orientation process.
- The new model also created a new structure to increase the pool of potential FTEs to the facility by leveraging the resources and methods of a staffing agency at a more affordable rate.
- The outsourced managed team assumed full-cycle recruitment for designated openings, handling positions from requisition creation through orientation reducing time to start.
- New technology components were brought online to further streamline the process.
- After the initial year the outsourced manager transitioned to a new Director of Talent Acquisition.

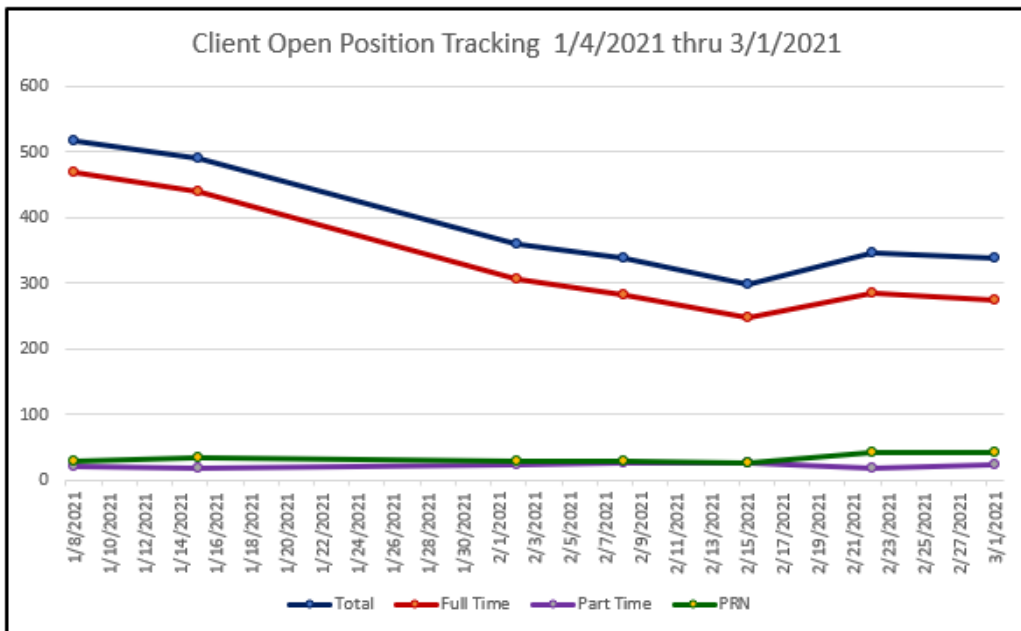
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Program Goal 1st 90 Days:

- Increase Hires into core staff positions:
 - Increased Hires by 37.9% against prior year
- Reduce Turnover Through Better Hires:
 - Reduced 90 Day Turnover by 13% against prior year
 - Reduced first 14-day turnover by 12% against prior year
- Lower Vacancy rate:
 - Vacancy rate reduced from 17.3% to 9.6% in first 90 days
 - Lowest number of openings in three years

Other Program Results:

- Increased Hiring
 - 2021 -v- 2020 Hiring increased by 36%
 - 2021 -v- 2019 Hiring increased by 53%
- All Business units under a single Talent Acquisition umbrella
- All other objectives met with turnover being an ongoing focus



	Total	Full Time	Part Time	PRN	FTE VAC %
1/8/2021	518	468	21	29	16.3%
1/15/2021	491	439	18	34	15.3%
2/2/2021	359	307	23	29	10.7%
2/8/2021	339	282	27	30	9.8%
2/15/2021	298	248	25	25	8.7%
2/22/2021	346	286	17	43	10.0%
3/1/2021	338	274	23	41	9.6%