

Centralizing Recruiting and Talent Management across Multiple Entities

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Agenda

- Centralized Recruiting Function
- Pros and Cons of a Centralized Model
- MLH Model
- Demonstrating Value
- Talent Management
- Questions

Main Line Health

- 11,000 + Employees
- \$1 Billion in revenue
- Lankenau, Bryn Mawr, Paoli and Riddle Memorial Hospitals, Bryn Mawr Rehabilitation Hospital
- Magnet
- Best Places to Work



Bryn Mawr, Lankenau, and Paoli—
the acute care hospitals of
Main Line Health—
are Magnet® designated.

Centralized Model

- Recruiters report to corporate wide Recruiting leader
- Dotted line to local HR Manager
- Organized by function or by unit
- Budget is created and managed centrally

Assumptions of Centralization

- Common job descriptions
- Common comp structure
- Common policies and procedures
- One ATS
- Tools to enable the Recruiters

Pros of Centralization

- Reduction of costs
- Better experience for applicants
- Efficiencies of scale
- Consistent treatment

Cons of Centralized Function

- Travel for recruiters
- Space
- Managers may have two different recruiters in functional model
- Local management may not feel supported

MLH Model

- Organized by Function
- Full Service recruiting
- Coordinator support
- Team Goals
- Team Rewards

MLH Model - 2003

- Recruiters reporting to local HR Directors
- Dotted line to Recruiting Leader
- No ATS
- Managing huge recruiting work loads
- Little administrative support

MLH Model - 2004

- Recruiters reporting to Recruiting Leader
- Implemented ATS
- Lap tops and cell phones
- Added to and changed mix of Staff -
Recruiters and Coordinators

MLH Model - 2009

- Integrated Riddle Memorial into the model
- Automated more functions
- Continue to change mix of staff to more Recruiters

Selling Structure to Leadership

- Work closely with local management
- Allow for uniqueness of each site
- Selling the Pros of Centralization
- Metrics to track success
- Demonstrate value

Demonstrating Value

- Measure:
 - Cost per Hire
 - Monthly Fills per Recruiter
 - Recruiter Efficiency
 - Applicant Satisfaction
 - Manager Satisfaction
 - Time to Fill

Main Line Health Data

- Cost per Hire - \$1,635 (\$4,650 National Hospital Benchmark)
- Monthly Fills/Recruiter – 15.7 (8.5 average)
- Recruiter Efficiency – 97.3% (85.7% National Hospital Benchmark)

Main Line Health Data

- Applicant Satisfaction – 95.3%
- Manager Satisfaction – 94%
- Time to Fill - 40 days

Demonstrating Value

- Strategic Initiatives
 - Improve the quality of hires
 - Develop strategies to create a pipeline of applicants
 - Develop strategies to reduce first year turnover
 - Consider outsourcing

Demonstrate Value

- Tactics
 - Quality recruiting materials
 - Interview Training
 - Pre-employment Testing
 - Improved Reference Checking
 - Orientation
 - On Boarding

Orientation

- System wide program
- Local programs

OnBoarding

- Recruit the new employee
- Create programs and tools to ensure the new employee is feels welcomed, is oriented appropriately and understands what is expected of them

Talent Management

- Master Vendors
- ATS