

Case Study

Customer Profile



Kaiser Permanente is the largest nonprofit health plan in the United States, operating in eight states and Washington D.C. Six thousand of Kaiser Permanente's 160,000 employees are in the IT department, which is growing rapidly. Two and a half months into the year, the organization had already hired 400 new IT employees and was planning to continue hiring at an increasing rate.

Hiring Top Talent Through Cutting Edge Technology

The Business Situation

At Kaiser Permanente, complete, up-to-date and accurate data is vital for Kaiser's members. The IT Talent Acquisition Group takes its mandate to hire the best technology talent to support Kaiser's mission of best quality, service and affordability very seriously. But filling upper level, specialized positions has always been a challenge. The technical and communications skill sets and organizational experience required are rare, and candidates at that level tend to remain below the radar.

When Manager of Talent Acquisition John Beard was informed by Kaiser Permanente's Chief Architect that he planned to grow the architect group significantly, it caused John "many sleepless nights." Typically, top candidates at these levels do not put their resumes on job sites, and often they do not even answer job postings. John worried it might not be possible to find such a large number of stellar candidates in this highly-focused niche. John said, "Passive candidates have always been hard to find. In the past, it was very time-consuming and required a lot of cold calls. When handling 30, 40 reqs or more, there is no time to do that legwork." John expected the department would have to outsource the recruiting to fill those positions.

The Solution

Speeding the Search for Elusive Talent with LinkedIn Recruiter

To avoid agency fees during the IT department expansion and essentially save Kaiser a significant amount of money, John decided to have the Talent Acquisition Group try to fill the positions before resorting to outsourcing them to agencies. To help the team access a wider pool of top candidates, organize work and save valuable time, they implemented LinkedIn Recruiter, which quickly improved their results.

Where John had expected to spend heavily on outsourcing, the department has not had to outsource any of these positions to date. ***"We have enough of a candidate flow and are having such success that we don't need to,"*** said John. ***"It's quite a surprise. In fact, we expect to significantly reduce the number of executive hires made through retained search in the coming year."***

Lead Technical Recruiter Meghan McArthur explained how Recruiter helps her find a wider pool of candidates much faster than ever before. In the past, she searched for profiles on LinkedIn, printed those that were promising, then went back and repeated the searches when it came time to contact the candidates. Now, using Recruiter's built-in tools, she saves profiles to project folders so she can send InMail® to candidates at anytime without duplicating searches.

Recruiter enables Meghan to save even more time by sending InMail to up to 20 people at once while automatically personalizing each message. Because she creates InMail templates right in Recruiter, there is no need to waste time going back and forth to a word processing application. "It's very handy, because it's all right there," said Meghan. "It's at least twice as fast." The team also successfully reaches out to LinkedIn members for candidate referrals via InMail. "We get a great response of about 80% from referral sources," said Meghan.

Because Recruiter allows them unparalleled access to the ever-increasing millions of professionals on the LinkedIn network, the IT Talent Acquisition Group enjoys a widely expanded pool of both potential candidates and referral sources. Word has spread that it pays to keep up one's LinkedIn profile. One new vice president has been telling his friends he got his coveted job because he replied to an InMail message. He reports his friends are all "beefing up" their LinkedIn profiles in hopes of a similar result.

Speaking to the team's success on posting positions, John said, *"I'd be very hard-pressed not to put any job up on LinkedIn."*

Fostering Teamwork

Increased individual success would have been enough for the IT Talent Acquisition Group, but they have found added benefits from Recruiter's collaboration tools. Since these staffing professionals have the option to allow other team members to see their projects, the team can work together much more effectively, even across geographically-dispersed offices. For example, when Lead Technical Recruiter Jennifer Stockton finds a talented candidate that is not quite right for one of her open job postings, she looks at her colleagues' open projects for a potentially better fit.

These team-accessible projects yield yet one more advantage: "From a manager's perspective," stated John, *"the fact that most of the projects are now shared publicly gives me one more tool to get a 30,000 foot view of what's going on."*

Results Speak for Themselves

John concluded, "I was an early adopter of LinkedIn, and I'm a big believer in it. It's done really well for us. Now *with LinkedIn Recruiter, the team taps into a much larger network of highly qualified candidates in a much shorter time period. It easily paid for itself two times over in the first three months we used it.*"

The screenshot displays the LinkedIn Recruiter search results page. At the top, it shows the search criteria: 'IT Architect' with 1,000 results. Below this, two candidate profiles are visible:

- Marc Cho:** Enterprise System Architect at Qualcomm | Semiconductors. Location: Greater San Diego Area. Current Positions: Enterprise System Architect at Qualcomm; Consultant at Healthcare Service Corp; IT Architect at Health Care Service Corp; IT Architect at Blue Cross Blue Shield of IL; IT Architect at AON; IT Architect at HP; Architect at HP; Architect at HP. Past Companies: Consultant at JP Morgan. Keywords: Enterprise System Architect at Qualcomm; Consultant at Healthcare Service Corp; Consultant at Health Care Service Corp; IT Architect at Health Care Service Corp. Network Info: 0 recommendations, 30 connections. Profile Activity: No profile activity.
- Jen Lydia:** Client IT Architect for Danske Bank at IBM | Computer Software. Location: Copenhagen Area, Denmark. Current Positions: Client IT Architect at IBM; IT Architect at IBM Denmark; IT Architect at IBM/Software Group; IT Architect at IBM / Lotus Professional Services; IT Architect at IBM; IT Architect at IBM. Past Companies: IT Specialist at Multi inform; IT specialist at Kabenhavns belysningsvæsen. Keywords: Application Integration, Directory integration and design (LDAP), Single signon, Learning Management Server, SCORM, Notes/Domino, IBM Workplace, Linux, Aix, Scripting, Oracle, C/C++, Z80 assembler, Websphere. Network Info: 1 recommendation, 114 connections. Profile Activity: No profile activity.

Expanded search results and productivity management using LinkedIn Recruiter.

LinkedIn Corporate Solutions, a department of LinkedIn, provides premium tools and services to corporate clients that want to leverage the benefits of professional networking across a team, a region or an entire enterprise.



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