

Getting the Basics Right

Plan to Hire

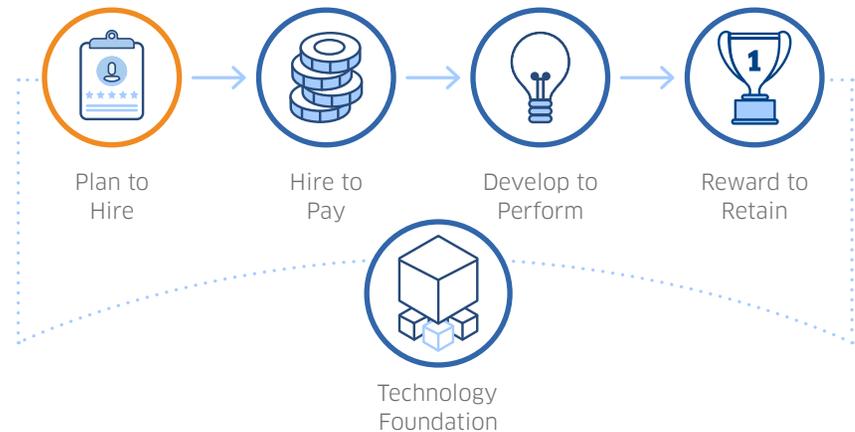


Introduction

Today's growing organizations know that staying competitive in a global economy means investing more time and effort in engaging and retaining top talent. To do so, **many organizations are setting up a data-driven plan-to-hire process that offers the insights necessary to plan for future needs, recruit the right individuals, and onboard and engage their employees.** Moreover, both internal stakeholder expectations and external market pressure are pushing global organizations toward a process that helps them stay ahead of market changes while driving profitability, growth, and employee engagement. Successful companies are using a combination of their own talent, data, and technology to achieve this.

According to a recent Mercer talent trends study, midmarket organizations found that 65 percent of employees say state-of-the-art tools are important for success, but fewer than half (48 percent) say they have the digital tools necessary to do their jobs and only 43 percent have digital interactions with HR. In addition, only 15 percent of C-suite executives across the board describe their company as a digital organization today.¹

The plan-to-hire process spans from workforce planning to recruiting and onboarding, and often each phase is managed by a different team working off different frameworks, tools, reports, and data. As a result, collaboration between teams can prove as challenging as streamlining processes themselves. Some companies also struggle to develop, retain, and engage top employees while providing career growth opportunities or more meaningful work.



When organizations move quickly to drive growth and profitability, they can risk missing business targets due to inaccurate data, gaps in processes, and/or limited visibility into real-time metrics and analytics. These issues can make it hard to focus on the facts and make smart business decisions. In order to effectively plan, recruit, hire, onboard, and train, you need reliable insights about everything from your people to your processes and your business as a whole.

What if you could simplify the plan-to-hire process in a way that enables collaboration and data-driven decision-making, all within a platform that can improve both focus and precision for your organization? What if you could see the full picture of your current global workforce and its composition and identify where talent gaps jeopardize workforce plans, where to target recruiting efforts, and how to prepare your organization for onboarding? What if you could do all of this while still creating engaging employee experiences to better attract and retain the best people?

Thanks to innovative technology, a better plan-to-hire process can be a reality at your organization.

Ten Steps to Mastering the Plan-to-Hire Basics

With the right technology foundation, data, and processes, your teams can continuously plan, execute, and analyze. As a result, you can continue to evolve your plan-to-hire processes while aligning with your company's growth strategies. As you finalize those plans, talent acquisition teams can proactively focus on recruiting and retaining top talent. All the while, your organization can deliver an engaging onboarding experience that not only welcomes new hires to the organization but also identifies key connections, people to meet, and recommended learning so they can hit the ground running on day one.



Ten Steps to Mastering the Plan-to-Hire Basics

Steps	How to Get It Right	Workday Customer Success Stories
Plan		
1. Plan the work	Start with a complete picture of your head-count data and workforce mix to understand the financial impact and cost of your workforce. Consider accurate business metrics, such as attrition and time to fill, to help build a more accurate plan while also including external assumptions in your planning process. Leverage data you trust across the business to inform your plans for future growth.	Identified about \$2.4 million in HR staff savings through non-replacement of departing employees, deferring hires, and reassignment of workers to higher-value roles. ²
2. Protect yourself	Keep your planning data, candidate information, and most other aspects of the plan-to-hire process confidential. Invest in a platform that prioritizes security and data privacy, so you know that information is in the right hands at all times and can support governance and compliance with regulations such as GDPR .	Reduced time to report on EEOC compliance – previously a manual effort – by 50%. ³
3. Cultivate collaboration	Select a system that is easy to use and also encourages connection and collaboration with finance, human resources, recruiting, payroll, and even candidates in the plan-to-hire process. Keep all stakeholders connected about who to hire, how to pay new employees, what equipment and facilities access is needed for onboarding, and how to introduce them to the corporate culture.	Estimated savings of \$1 million per annum from consolidating multiple systems. ⁴
4. Work the plan	Proactively connect with recruiting teams to help support growth and monitor current open job requisitions to better track where you are today against where you want to be. Analyzing your top source for high performers and tapping into your referral networks can help focus your recruiting team's efforts.	Reduced time to fill open positions from 60 days to 30 days. ⁵

<p>5. Build the pipeline</p>	<p>Empower everyone at your organization to be recruiters. Your people can attract and connect with referrals and current and prospective applicants to build the pipeline of candidates. Promote internal candidates to fill key positions by using data-driven insights into career preferences.</p>	<p>Increased internal referrals from 5% to 13%; reduced recruitment agency spend from 13% to 8%.⁶</p>
<p>6. Automate your processes</p>	<p>Reduce your time to fill and improve time to productivity by eliminating gaps in your recruiting process while staying aligned with hiring regulations. Ensure day-one readiness by connecting internal stakeholders in the right regions and offices, such as IT and facilities, while creating a positive new-hire onboarding experience.</p>	<p>Decreased manual data entry for HR by 90% and for 80% of new hires, onboarding paperwork is completed before start date.⁷</p>
<p>7. Oversee the process</p>	<p>Monitor progress with dashboards and actionable analytics, such as head count vs. open positions, candidate pipeline, and new-hire onboarding engagement status reports. Enable your teams to continuously update and plan with real-time metrics, ensuring alignment of resources and programs.</p>	<p>Reduced time to produce global head-count report from 6+ months to 15 minutes.⁸</p>
<p>8. Instill and reinforce your culture</p>	<p>Promote your company's culture at every touchpoint, from the candidate experience through the new hire employment journey and beyond. Provide more than just tasks and to-dos to new employees by leveraging welcome videos, content, and a superior onboarding experience. Reinforce your company values and mission as you provide new hires with tools, resources, and global connections to get started, including potential mentors to get them up to speed quickly.</p>	<p>Achieved a 40% lift in candidate interest per position.⁹</p>
<p>Analyze</p>		
<p>9. Provide metrics that matter</p>	<p>Give business leaders a line of sight into key metrics, such as turnover, retention risk, internal mobility, and demographics, that might include pay equity and compensation parity. Encourage leaders to continuously plan, execute, and analyze.</p>	<p>Decreased employee turnover by 16% in one year.¹⁰</p>
<p>10. Foster diversity, inclusion, and engagement</p>	<p>Plan, recruit, and hire with an eye toward diversity, inclusion, and pay equity. Track length of service and turnover with insight into gender, age, and ethnicity. Monitor candidate pipeline diversity and attempt to reduce hiring bias during the recruiting process. Focus on diversity metrics related to both internal promotions and career advancement to proactively engage your workforce.</p>	<p>Achieved \$1.7 million in savings from improved employee retention and engagement.¹¹</p>

How Workday Simplifies the Plan-to-Hire Process

By providing one source for data, Workday makes it easy for organizations to take advantage of automation, cross-functional touchpoints, and streamlined workflows to move quickly on your hiring objectives. This brings greater focus to the most important aspects of the business: helping your organization grow with the right talent in a sustainable and manageable way while ensuring compliance. Workday helps you focus on what matters most, from defining your hiring plans through the onboarding process and beyond. This seamless, collaborative process helps improve time to productivity as well as retention and engagement rates. And with analytics, reporting, and dashboards tied to one source for data, organizations can utilize real-time insights to identify gaps, continuously improve processes, and course-correct on the fly.

Workday helps drive value for your entire organization, and, more specifically, we help:

- **Candidates** through a consistent, engaging experience that starts from the point of outreach and lasts all the way through onboarding and employee self-service.
- **Recruiters** by proactively including them in the head-count process and improving time to hire. Recruiters are able to collaborate with key stakeholders and manage nearly all their tasks in an intuitive system.
- **Businesses** by enabling them to transition candidates from recruiting to onboarding within the same system, bridging the time gap between the initial offer and day one of employment. This helps keep new hires engaged and connected at one of the most pivotal times in their employment journey and also helps you improve time to productivity and overall employee retention.

By providing the right technology foundation and processes, your company can realize business value and scale to meet your goals for success.



Cambridge University Press ¹²

“The level of inefficiency and cost that comes from having to support different tools for different regions is staggering. It’s not just about money though; it’s about what could people be doing if they weren’t piecing together data from lots of spreadsheets. When you start being able to paint a picture of a world where you can quickly and easily pull reports on your workforce and, more importantly, be confident that the data is accurate, that has quite an impact at the leadership level. As we grew as a business, we wanted the system to be able to grow with us, and that’s what led us to Workday.”

– Cathy Armor, Director for People at Cambridge University Press

Unibail-Rodamco-Westfield ¹³

“As we prepare for the future, it is important that we adopt an HR system that can support fast growth and change while also giving us deeper visibility into our workforce globally. With Workday, we will have a flexible foundation for growth, greater analytics to help us make informed decisions, and modern tools and capabilities to more effectively manage and engage our people.”

– Sylvain Montcouquiol, Group Director of Human Resources and Organization at Unibail-Rodamco-Westfield

Executive Summary

When every decision counts, choosing a technology partner that can provide one source for data is pivotal to your organization’s long-term success. Companies have an opportunity to address core operational challenges by creating a solid foundation to:

- Bring the entire plan-to-hire process together by using one source for data for all your HR processes
- Reduce external hiring costs by hiring internally or leveraging successful sources to reduce time to fill and boost productivity
- Adapt to change quickly, with real-time updates, continuous planning, and dynamic workflows to stay aligned with your business initiatives
- Manage your business more predictably with consistent and compliant processes, so you can deliver a more engaging candidate and employee experience
- Analyze employee trends, such as demographic insights and turnover data, to inform strategic management decisions

Selecting a technology partner that offers a seamless and comprehensive plan-to-hire process can launch you toward meeting your growth and profitability objectives. For more information on how Workday supports medium enterprises please visit: workday.com/why-switch

Endnotes

¹Mercer Talent Trends Report: <https://www.workday.com/content/dam/web/en-us/documents/reports/merc-me-insights-report.pdf>

²CHC Helicopter: <https://www.workday.com/content/dam/web/en-us/documents/case-studies/workday-chc-helicopter-case-study.pdf>

³MAZARS USA LLP

⁴diginomica: <https://diginomica.com/replacing-multiple-systems-saves-ensono-1-million-a-year/>

⁵Bronson: <https://www.workday.com/en-us/pages/ig-bronson-gains-key-insights-with-workday.html>

⁶TalkTalk: <https://www.workday.com/content/dam/web/en-us/documents/case-studies/workday-talktalk-case-study.pdf>

⁷MAZARS USA LLP

⁸Customer Value Realization Study 2017

⁹Recruiting Infographic 2017

¹⁰Bill Gosling Outsourcing: <https://www.workday.com/content/dam/web/en-us/documents/case-studies/workday-bill-gosling-outsourcing-case-study.pdf>

¹¹Customer ME Value Study 2017

¹²Cambridge University Press: <https://www.workday.com/en-us/customers/cambridge-university-press.html>

¹³Unibail-Rodamco-Westfield: <https://www.workday.com/en-us/company/newsroom/press-releases/press-release-details.html?id=1999385>



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