



Early Commitment to RPO Provides Key Enhancements

WellPoint is the nation's largest health-benefits company in terms of medical enrollment, with 34 million members in its affiliated health plans and more than 70 million individuals served through its subsidiaries. With an unyielding commitment to meet the needs of its diverse customer base, WellPoint works to simplify the connection between health, care and value, to improve the lives of its customers and the health of its communities.

In 2008, the company's executive management sought a talent-acquisition provider that could bring both simplification and innovative thinking to its front-line operations, recruiting and hiring processes.

Process Evolution

Historically, WellPoint relied solely on internal staff for all recruiting and sourcing needs. The company possessed a fixed internal-recruitment capacity with limits to its scalability. The need for high-volume hiring initiatives—aimed at aligning recruitment more succinctly to the demands of its business—left many of WellPoint's HR resources focusing more on the day-to-day recruitment needs of the organization instead of more strategic HR tasks.

Transitioning into an alternative organizational model in 2008, WellPoint incorporated an RPO partnership with The RightThing to support its front-line operations talent while sustaining an internal talent-acquisition team to support other business areas. WellPoint and The RightThing worked together as strategic partners to create a holistic approach to talent acquisition for these front-line roles. The approach incorporated scalable resources, technology automation and a robust reporting and metrics system to help measure and monitor activity aligned within WellPoint's existing applicant-tracking system, and recruiting processes and procedures. Successful utilization of the new model on a challenging hiring project quickly won the confidence and overall buy-in of WellPoint's hiring managers.

By incorporating on-demand scalability within a challenging talent segment, WellPoint gained the ability to integrate functional experts from The RightThing into its existing recruiting, sourcing, posting, scheduling and interviewing processes. This enabled WellPoint to extend its current structure in a seamless, unified model that met its needs to quickly scale to meet changing talent demands within operations hiring. When hiring volume fluctuated,

additional resources were added and removed at no additional cost. This scalable delivery model provided an economical way to flex with WellPoint's hiring demands without committing to significant internal investment.

With a robust technology system in place, WellPoint also added the utilization of RightThingRecruit to help enhance phone screens and continue to provide a high-touch candidate experience. The technology facilitated an online portal, which enabled candidates to schedule phone screens and interviews at their convenience and also provided automated candidate communications with confirmation and reminder emails.

"The RightThing has provided WellPoint with a seamless, integrated extension of our talent-acquisition organization that yields the ability to concentrate and focus on the end result, making good hires without creating a disconnected process," says Ann Odehnal, director of talent acquisition at WellPoint. "They are true partners in every sense of the word and, when we require changes, their team has been quick to respond. We feel as if the end results matter as much for them as they do for us."

Sustaining Success

Today, WellPoint has seen strong improvements in its front-line operations' hiring metrics, including decreased time-to-fill and increased Day One starts. By ensuring a consistent and disciplined process is in place, WellPoint has the ability to keep proprietary recruitment expertise for front-line positions regardless of economic conditions, which has ultimately strengthened the organization's strategic ability to attract high-quality talent.

"WellPoint's commitment to an RPO solution has brought great value to our staffing organization, adding flexibility where it was most needed," says



Doug Castor, staff vice president of talent acquisition at WellPoint. "The RightThing has taken the time to understand our company and has been a key partner in our ongoing initiative to continually attract the best and brightest talent to support our members and providers."

HIGHLIGHTS

Organization: WellPoint

Headquarters: Indianapolis

Primary Business: Health benefits

Talent-Management Challenge: WellPoint sought an RPO solution that could bring both simplification and innovative thinking to its front-line operations, recruiting and hiring processes.