



UNIVERSITY HEALTH NETWORK (UHN)

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*James Fehrenbach,
Manager of Staffing and
Volunteer Resources,
University Health Network*

About University Health Network (UHN)

A major landmark in Canada’s healthcare system and a teaching hospital of the University of Toronto, UHN consists of three hospitals - Toronto General Hospital, Toronto Western Hospital and Princess Margaret Hospital. UHN brings together the talent and resources needed to achieve global impact and provide exemplary patient care, research, and education to the greater Toronto area.

Creating a workplace where people are challenged, recognized and valued is important for UHN’s employees, medical staff, students and volunteers. In 2004, UHN was one of only two hospitals selected to Canada’s Top 100 Employers list and the only one in Ontario to make the list in 2005.

The Challenge

A need to elevate the role of HR from administrative to strategic

The University Health Network had an existing paper-based, manual recruiting process that was not meeting the recruitment needs of the organization. With approximately 11,000 employees and an average of 3,500 to 4,000 recruitment transactions per year, the inefficiencies of the manual, filing-cabinet-and-spreadsheet approach to recruitment administration was taking its toll on the department. Too much time was being spent managing the administrative burden of the paper-based recruiting process, making it difficult for the group to provide the level of service that was required by the organization.

“The unfortunate reality was that we had experienced recruiters doing administrative work, which didn’t satisfy them or the needs of the organization,” stated James Fehrenbach, Manager of Staffing and Volunteer Resources at UHN. “The need for our department to provide more consultative, value-added support to our managers was the primary driver for UHN seeking a recruitment solution.”

Furthermore, the inability to track, measure and report recruitment activity within the organization was proving problematic. There was little insight into the efficiencies of key recruiting processes, such as the effectiveness of recruitment advertising dollars spent, time to hire and hiring source effectiveness.

The Solution

Workstream Recruitment selected for ease of use, functionality and overall value

In January 2002, UHN chose Workstream Recruitment to help ease the administration burden of managing their ever-increasing hiring demands, streamline and automate the overall recruitment process, reduce hiring expenditures and time to hire, and improve communication between the recruiters and hiring managers throughout the entire recruitment process.

Workstream Recruitment is an On-Demand solution that can be implemented quickly to help companies automate and manage the entire recruitment process including job requisition, job profile creation, job posting, applicant attraction, candidate screening and tracking, interview scheduling, offer letter generation and hiring.

After evaluating several solutions on the market, UHN selected the Workstream Recruitment system for its ease of use, functionality and overall value.

"Compared to other Applicant Tracking Systems (ATS) we evaluated, Workstream Recruitment provided the best bang for the buck," said James Fehrenbach. "It's easy for companies to get caught in the trap of paying for software functionality they never use or for the promise that it will one day exist."

Workstream's On-Demand Enterprise Workforce Management solutions make it easy for HR organizations to access all of the applications they need via the Internet on a monthly subscription basis, while giving them the flexibility to use only the applications they need, when they need them. This saves companies from the complexities and high costs of traditional software deployment and maintenance.

"Workstream's On-Demand approach to delivering HR software is revolutionizing the way strategic HR solutions are purchased," said Michael Mullarkey, CEO and Chairman of Workstream. "On-Demand solutions allow companies to quickly and easily turn on applications to manage critical HR processes like recruitment, while reducing costs and improving productivity."

The Results: Workstream Delivers

Rapid implementation and product's ease-of-use delivers quick results

The implementation of the Workstream Recruitment system took under one month. The product's ease-of-use allowed UHN's recruitment department to get up and running quickly. Within 3 months of implementation, UHN started to realize the value of their Workstream investment. Most notably, the organization was able to track, measure and report on recruitment activity; assess areas of inefficiency and begin the process of honing and refining their current recruitment strategies and procedures.

For the past three years, UHN has utilized the Workstream Recruitment system with impressive results in all areas of the recruitment process. Moving from a paper-based system to Workstream's automated recruitment system has made the recruitment process quicker and easier to manage, more cost effective and less time-consuming for hiring managers.

Recruitment automation reduces administration burden & improves HR service level

From an administration standpoint, the company has reduced the number of full time employees required to administer and manage the recruitment process by twenty percent (20%). Instead of pushing paper, these resources can focus more time and energy on strategic recruitment activities – like consulting with hiring managers to develop more effective screening questions and interviewing skills. For UHN, this benefit alone provided the bottom-line, ROI justification they needed to green-light the project.

"Automating the recruitment process with Workstream now gives us the capability to engage managers in the recruiting process and get feedback," stated James Fehrenbach. "The pre-screening feature of Workstream Recruitment allows managers to spend more time doing their jobs and less time reviewing resumes."

Real-time reports provide greater insight into the recruitment process & earn HR credibility

Providing insight into the overall recruiting process was another key benefit for UHN. With the click of a button, recruiters can generate real-time reports to reveal important data such as the average time to fill an open requisition, media cost and hiring source effectiveness.

UHN's improved ability to track and measure key steps in the recruitment process allowed them to reduce their media advertising expenditure by more than fifty percent (50%) in the first year alone.

The benefit of automating the recruitment process and ability to effectively track, measure and communicate results with Workstream Recruitment has also earned the HR department more credibility within the organization. The solution also makes it easier and less time consuming to post and manage jobs. As a result, the organization's overall time to hire has decreased substantially and the recruiters have more time to spend consulting with managers regarding posting effectiveness, trends and costs.

About Workstream

Workstream provides on-demand compensation, performance and talent management solutions and services that help companies manage the entire employee lifecycle - from recruitment to retirement. Workstream's TalentCenter provides a unified view of all Workstream products and services including Recruitment, Performance, Compensation, Development and Transition. Access to TalentCenter is offered on a monthly subscription basis under an on-demand software delivery model to help companies build high performing workforces, while controlling costs. With offices across North America, Workstream services customers including Aspen Ski Company, Chevron, EMS SATCOM, Kaiser Permanente, Nordstrom and Wells Fargo.

For more information visit www.workstreaminc.com or call toll free 1-888-221-4005.

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