

# Kaiser Permanente Case Study

Hiring top talent through  
cutting edge technology



## Company 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.

## 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.

*“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.”*

John Beard, Manager of Talent Acquisition, Kaiser Permanente

## 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.

## The Business Situation

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.

## 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.”

[talent.linkedin.com](http://talent.linkedin.com) | [sales@linkedin.com](mailto:sales@linkedin.com)

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