

# Welcome to the Webcast

## Pre-Hire Assessments - An Asset for HR in the Age of the Candidate

### Speakers

**Rob Calvin**, Assoc. Director, Talent Acquisition at UnitedHealth Group

**Zach Lahey**, Research Analyst, Human Capital Management at Aberdeen Group



Alisa R.  
Strategic Account Executive



# Talent Acquisition Delivery

Approach and Innovation of a Screening and Selection Ecosystem

# Rob Calvin

## Assoc. Director, Talent Acquisition

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UnitedHealth Group has positioned its Talent Acquisition department, within a Human Capital division that also focuses on the enterprise-wide Talent Development and Mobility Programs.

Rob joined the organization 8 years ago as a Talent Acquisition Manager, focused on the fulfillment and strategic account management for the Employer and Individual Service Centers.

In 2011, Rob was asked by leadership to step in and manage the hiring of 2022 employees to staff up 3 new Pharmacy Fulfillment centers, as UnitedHealth Group moved forward and severed its contract with its dedicated PBM, Medco. Since this time, OptumRx has won a JD Powers for process efficiency and receives accolades as an admired place to work.

Due to the advanced hiring goals in 2013 and the volume of screening and selection vendor partnerships and integrations, Rob was asked to head up the Project Management for integrations in their Talent Acquisition Delivery team. In this space, he migrated the assessment vendor, took on several technical integrations and oversaw the projects that supported the screening and selection program used by the department's 1,000 staff members globally.

Rob is currently focusing on aggressive hiring delivery mitigation and brings his screening and selection knowledge to the acquisitions and large scale hiring ramps, once again.





**ZACH LAHEY**



Research Analyst,  
Human Capital  
Management

**Expertise in the talent acquisition, human capital management, HR, and research spaces.**

### **Industry Experience:**

- ⑨ Research Analyst for Human Capital Management, Aberdeen Group
- ⑨ Senior Research Specialist at Forrester Research, Inc.
- ⑨ Recruiter for two different startups, including TripAdvisor


### **Education:**

- ⑨ Bachelor of Arts, Dickinson College

### **Related Recent Research:**

- ⑨ [Talent Acquisition Technology: Today, Tomorrow, and Beyond](#)
- ⑨ [Pre-Hire Assessments: An Asset for HR in the Age of the Candidate](#)

# TODAY'S AGENDA:

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1. **Talent acquisition today** – where are we now.
  2. **Pre-hire assessments are on the rise** – what you need to know.
  3. **Performance is top of mind** – for both candidates and the organization as a whole.
  4. **Where to go from here** – how to optimize pre-hire assessments.

# DRAWN FROM WORLD-CLASS RESEARCH



- ❑ Studying hundreds of organizations and their strategies
- ❑ Covering a wide variety of industries and geographies

# PACE: ABERDEEN'S MATURITY CLASS FRAMEWORK

## PRESSURES



What are Best-in-Class Companies doing differently?

External and internal forces that impact an organization's market position, competitiveness, or business operations.

## ACTIONS



What pitfalls are they avoiding?

The strategic approaches that an organization takes in response to industry pressures.

## CAPABILITIES



Why are they achieving greater success?

The business competencies (organization, process, etc...) required to execute corporate strategy.

## ENABLERS

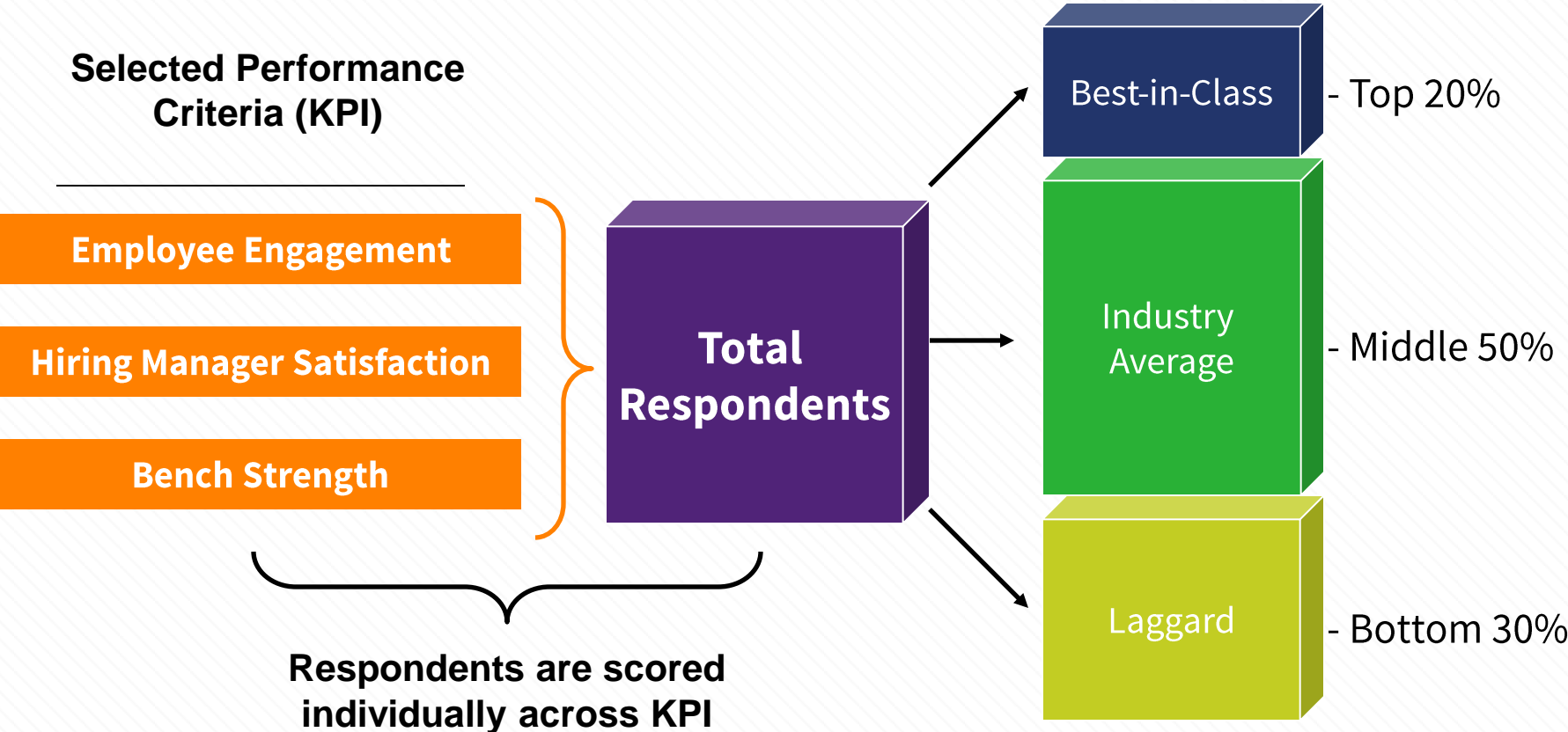


What technologies and services are enabling them to succeed?

The key technology solutions required to support the organization's business practices.

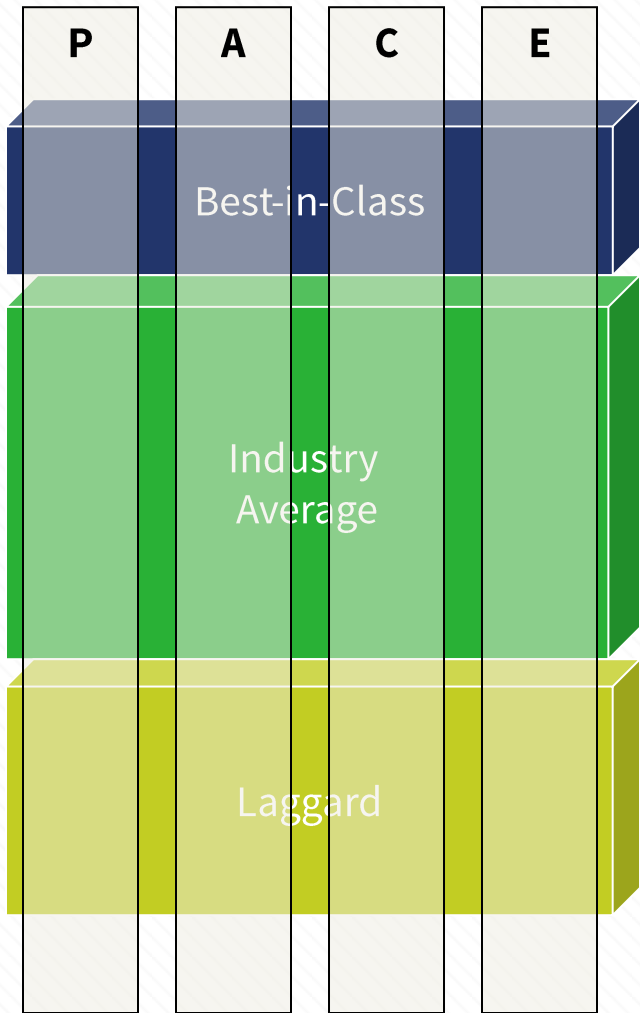
# ABERDEEN MATURITY CLASS FRAMEWORK

## DEFINING THE BEST-IN-CLASS





# UNDERSTANDING WHAT IT TAKES TO ACHIEVE SUCCESS



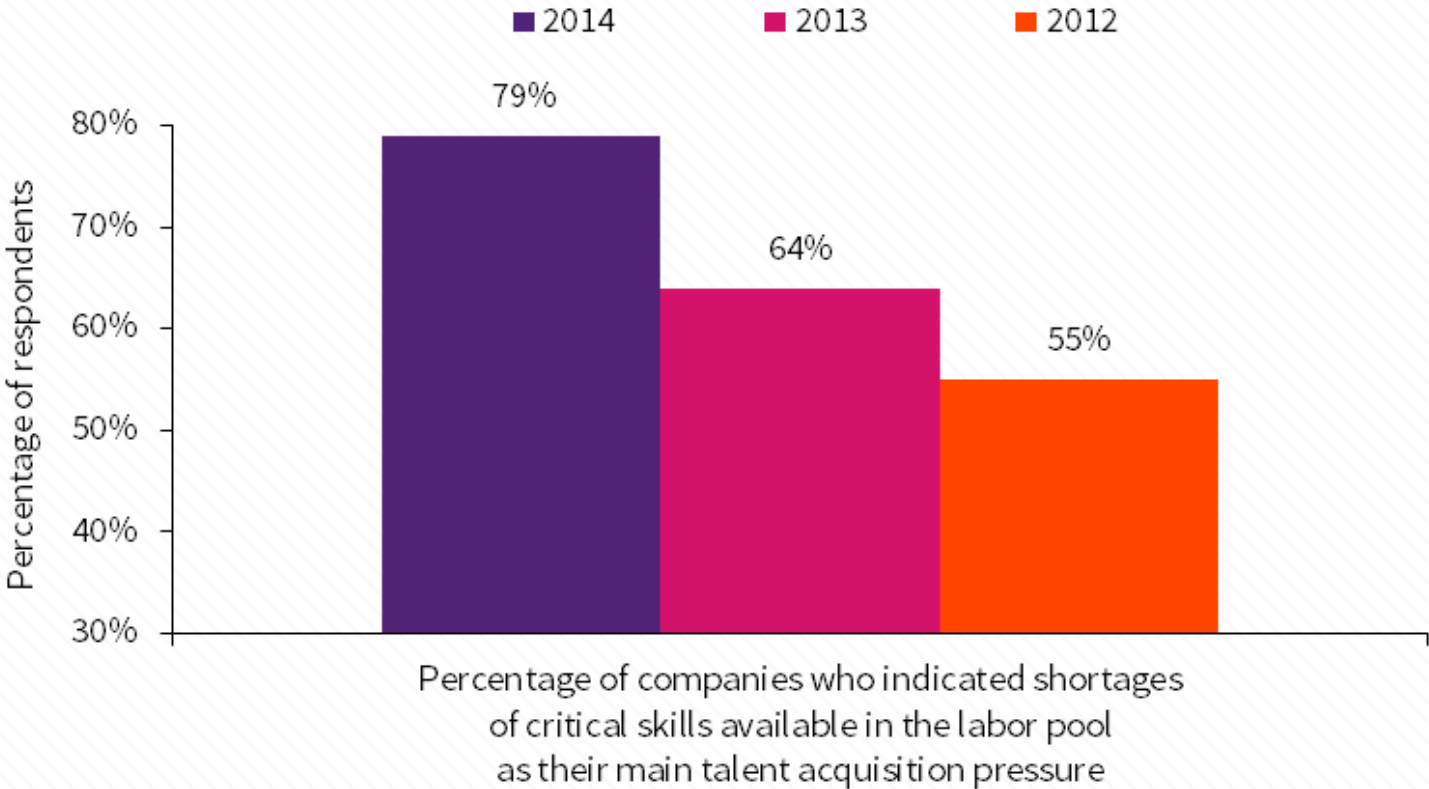
## What you need to do to become Best-in-Class:

- What processes you should have in place
- What you need to measure
- Organizational changes you might want to make
- Data / Knowledge management considerations
- Technologies you should evaluate



# **THE STATE OF TALENT TODAY**

# FINDING THE PERFECT HIRE IS HARDER THAN EVER IN THIS AGE OF THE CANDIDATE



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Source: Aberdeen Group, April 2015

Source: [Talent Acquisition Technology: Today, Tomorrow, and Beyond](#), Aberdeen Group

# COMPANIES NEED TO STRIVE TO ENSURE THEY HIRE THE BEST FITS

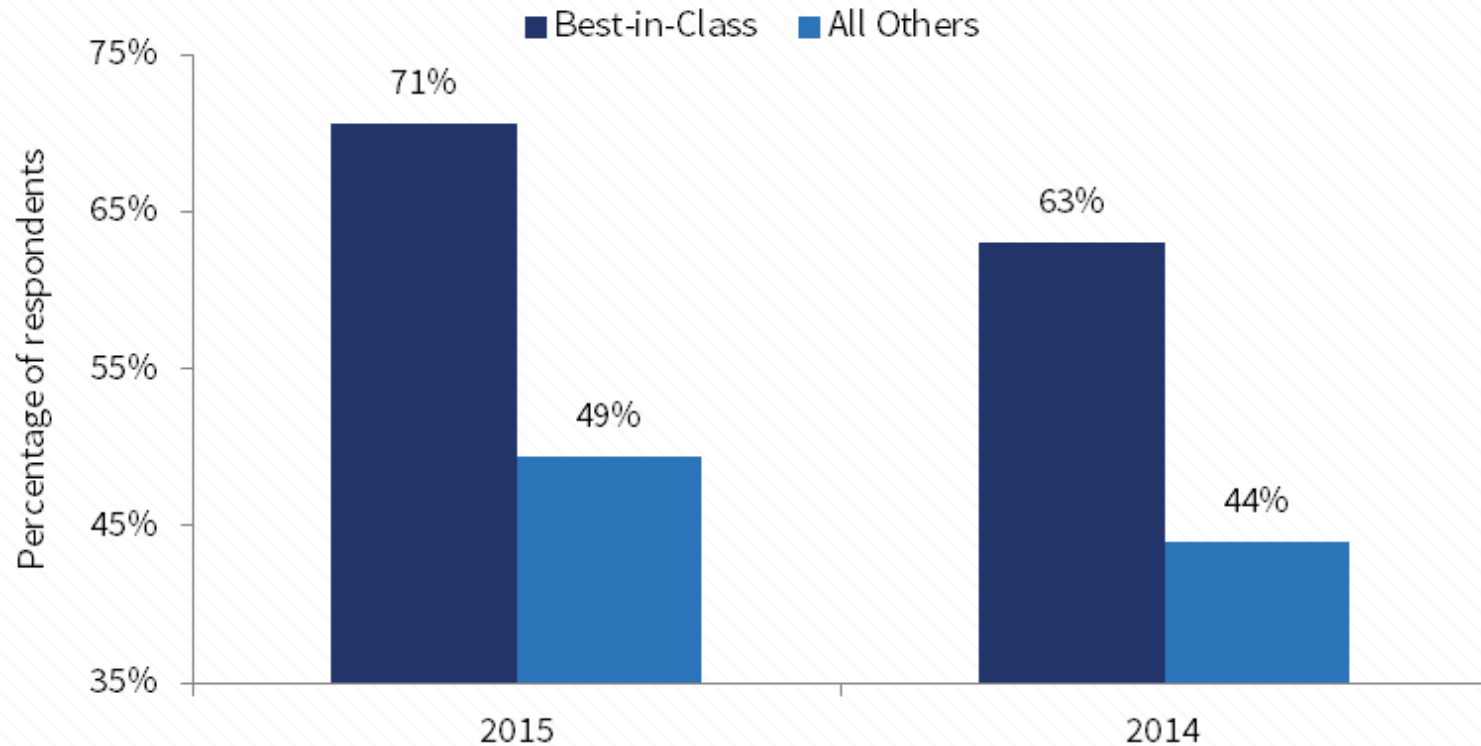


Source: <http://cdn2.hubspot.net/hub/171694/file-23732975-jpeg/images/why-online-advocacy-doesnt-work.jpeg>

A close-up photograph showing several hands interacting with a laptop and documents. One hand is pointing at a document with a pen, while another hand is pointing at a laptop screen. The documents feature various charts, including a 3D pie chart and a 2D pie chart, along with a line graph. The scene suggests a collaborative work environment focused on data analysis and business operations.

**PRE-HIRE ASSESSMENTS  
ARE HERE TO HELP!**

# PRE-HIRE ASSESSMENTS ARE ON THE RISE AND BEST-IN-CLASS COMPANIES ARE LEADING THE CHARGE!



n=246

Source: Aberdeen Group, May 2015

Source: [Pre-hire Assessments: An Asset for HR in the Age of the Candidate](#), Aberdeen Group

# WITH STANDARDS AND SCIENCE ON YOUR SIDE, ASSESSMENTS ARE SUPERIOR

Best-in-Class companies are

# 70%

more likely than All Others to use a consistent  
competency model for hiring.

Source: [Assessments 2014: Consistency is Key](#), Aberdeen Group

# WHEN USED APPROPRIATELY, PRE-HIRE ASSESSMENTS GET YOU YOUR MONEY'S WORTH



n=192  
Source: Aberdeen Group, May 2015

Source: [Pre-hire Assessments: An Asset for HR in the Age of the Candidate](#), Aberdeen Group



# IT SHOULD NEVER BE JUST AMOUNT THE MONEY THOUGH



Source: <http://www.stevenzwerink.nl/wp-content/uploads/2014/11/beyond-money-624x312.jpg>

# EMBRACE HIRING DATA AND OPTIMIZE THE RESULTS



Source: <http://blog.plunkus.com/content/images/2015/03/140113-bigdata.jpg>



**PERFORMANCE SHOULD BE TOP OF MIND  
FOR PRE-HIRE ASSESSMENTS**

# HIRING IS PARAMOUNT



Source: <http://k12dynamics.com/wp-content/uploads/2012/08/JAAS-image3.jpg>

# CURRENT EMPLOYEE SUCCESS PROFILES EASE THE HIRING PROCESS

Best-in-Class companies are

# 2.1x

more likely than All Others to define and create success profiles of top-performing current employees to make the recruitment and hiring processes easier and more effective.

Source: [Pre-hire Assessments: An Asset for HR in the Age of the Candidate](#), Aberdeen Group

# MEASURING THE QUALITY OF HIRE ACCOMPLISHES A LOT

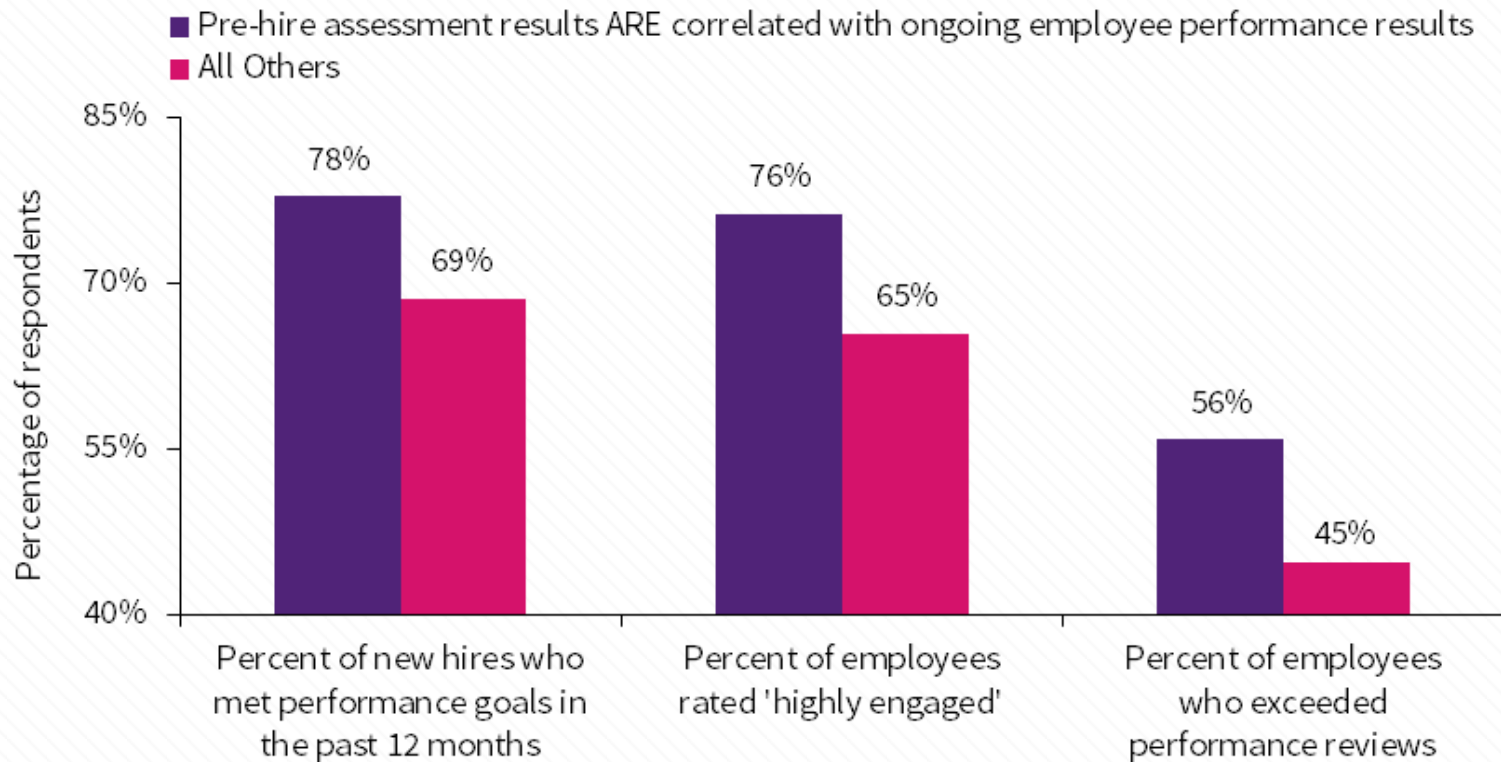
Companies that correlate pre-hire assessments with ongoing employee performance results are

**24%**

more likely than everyone else to have a greater percentage of employees who exceed performance expectations on a year-over-year basis.

Source: [Pre-hire Assessments: An Asset for HR in the Age of the Candidate](#), Aberdeen Group

# THERE'S A STRONG CORRELATION BETWEEN RESULTS AND PERFORMANCE



n=254

Source: Aberdeen Group, May 2015

Source: [Pre-hire Assessments: An Asset for HR in the Age of the Candidate](#), Aberdeen Group

# HIGH PERFORMERS ARE NO LONGER JUST FOUND DURING HIRING – THEY CAN LEARN, GROW, AND BECOME BETTER THAN EVER



Source: <http://theperformanceclinic.com/wp-content/uploads/2012/02/sustained-high-performance-emergin.jpg>



# BEST-IN-CLASS ORGANIZATIONS EXTEND THE IDENTIFICATION PROCESS TO HIGH POTENTIALS

Best-in-Class companies are

49%

more likely than All Others to have a process in place to identify high-potential talent.

Source: [Human Capital Trends \(2015\) - The Age of Transparency is Upon Us](#), Aberdeen Group

# ULTIMATELY, HIRING HIGH POTENTIALS CAN HELP REDUCE COSTS ASSOCIATED WITH TURNOVER

The use of pre-hire assessments also results in a

**39%**

lower turnover rate among high-potential talent.

Source: [Getting the Most of Your Pre-hire Assessments](#) Aberdeen Group

# IT'S IMPERATIVE TO SUPPORT HIRING MANAGERS WITH USEFUL INSIGHTS TO HELP MAKE BETTER HIRING DECISIONS

© Randy Glasbergen  
glasbergen.com



**“I pruned a tree once, so technically I’m allowed  
to put ‘branch manager’ on my resumé.”**

Source: <https://s-media-cache-ak0.pinning.com/736x/35/38/42/3538423315ad28cb64708f9bbfff48e8.jpg>

# PRE-HIRE ACTION FOR ULTIMATE BUSINESS SATISFACTION

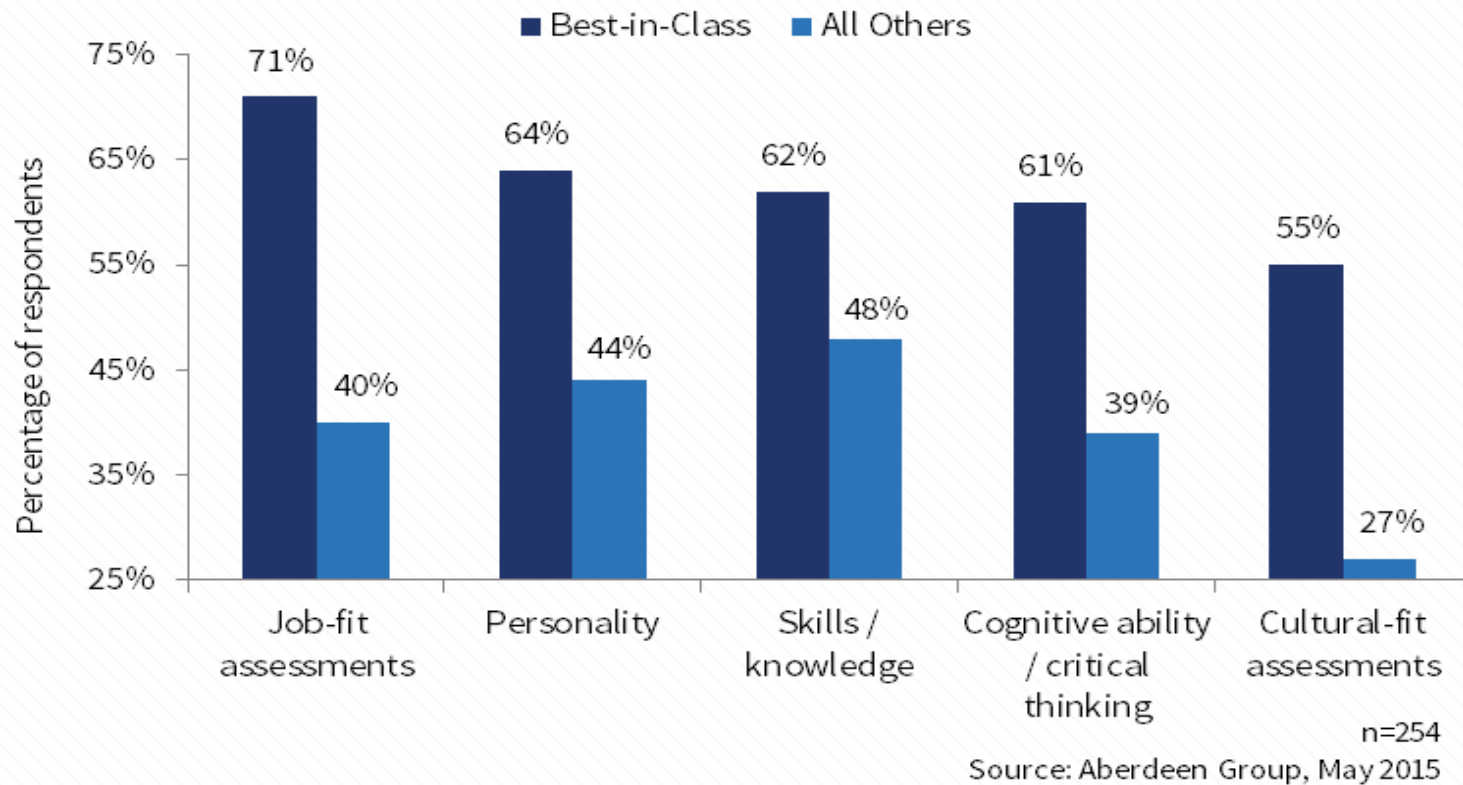
Businesses that use pre-hire assessments are

**36%**

more likely than All Others to be satisfied  
with their new hires.

Source: [Pre-hire Assessments: An Asset for HR in the Age of the Candidate](#), Aberdeen Group

# TOP COMPANIES PRIORITIZE SUPPORTING HIRING MANAGERS WITH VALUABLE INSIGHTS



Source: [Pre-hire Assessments: An Asset for HR in the Age of the Candidate](#), Aberdeen Group

A group of four business professionals in a meeting room, looking at documents and a laptop. In the foreground, there are business charts, a pen holder with pencils, and a pair of glasses on a desk. The text 'WHERE TO GO FROM HERE' is overlaid in a semi-transparent grey box.

# WHERE TO GO FROM HERE

# THERE ISN'T A ONE-SIZE-FITS-ALL APPROACH TO PRE-HIRE ASSESSMENTS



Source: <http://hudsonvalleynewsnetwork.com/wp-content/uploads/2014/12/One-Size-Fits-All.jpg>

# SOME BUSINESSES NEED TO OVERCOME MAJOR HURDLES TO GET THERE

36% of all companies indicate that a lack of urgency among senior management is the biggest barrier keeping HR from implementing pre-hire assessments for hiring.

If this situation rings a bell, insights like these will surely help to overcome such hurdles.

Source: [Assessments 2014: Consistency is Key](#), Aberdeen Group



# STEPS TO TAKE TO MAKE PRE-HIRE ASSESSMENTS WORK FOR YOU

- Establish profiles for success based on current top performers in the company
- Support hiring managers as extensively as possible
- Correlate pre-hire assessments with ongoing employee performance results
- Extend assessments behind talent acquisition and incorporate into other aspects of HR

# Talent Agenda:

## Shared challenges and goals as defined in the Aberdeen white paper

UnitedHealth Group is one of fortune's fastest growing organizations, spanning several industries such as healthcare and tech.

A health plan kick-started in the late 1960's, UnitedHealth Group (UNH) has growth to over **200,000** employees worldwide, accounting for over **35 million members** in the US alone.

Competitive talent is a vital asset to an enterprise of this magnitude, with a mission as impactful as "Helping heal healthcare, one member at a time."

While we generate over 2 million applicants for roughly 35,000 annual openings, our Talent Acquisition Development and Mobility have refined our approach to candidate screening.



## Competition

Time spent screening

Marketing & branding

***Need: Focus on Standards***



## Background

Healthcare

Technical

***Need: Focus on Skills/Strengths***



## Culture

Retail/Medical

Shared Values

***Need: Provide a Realistic Preview***

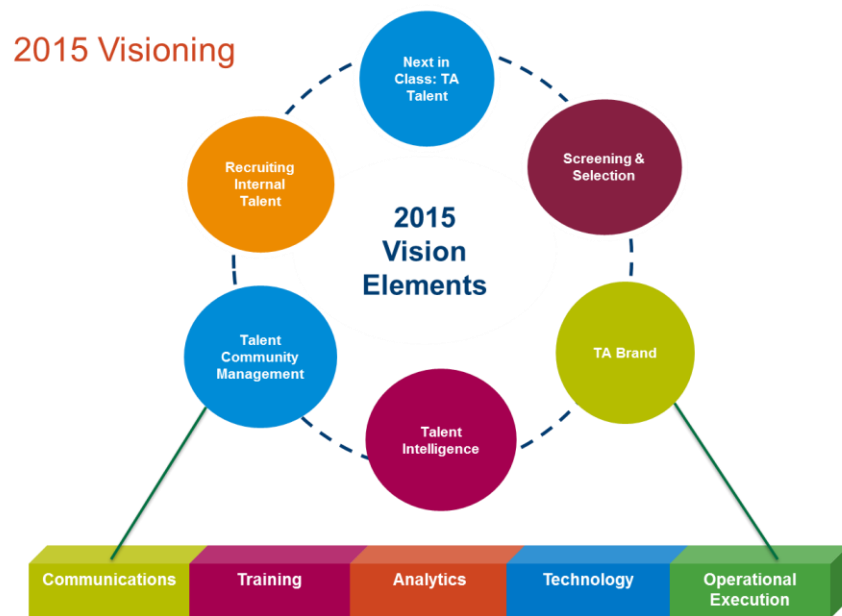
# Approach: Talent Acquisition Global Shared Services

With the scale of UnitedHealth Group's Talent Acquisition needs, a shared services model emerged focusing on Service Delivery that would enable talent solutions that are operationally efficient and innovative.

The shared partnership with Talent Acquisition Fulfillment allows Talent Acquisition to execute on the mission of achieving the right talent, in the right place, at the right time, using the most relevant and effective tools available industry-wide.

We do this by:

- Providing subject matter consultation in the areas of specialty
- Partnering with appropriate TA fulfillment staff to implement and maintain ongoing solutions based on roles and responsibilities
- Managing projects for new technologies, programs and integrations
- Executing tactical programs that impact daily production
- Enabling technology and analytics solutions



# 2015 Vision – Candidate Assessment & Selection

## Our Goal

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To create simple, leading-edge, global, integrated assessment and selection methodology that enables Talent Acquisition to attract, screen and present **quality** talent. Leading up to 2015, partnership with the stakeholders will incorporate enterprise-wide goals into the systemic screening model thereby ensuring that our business leaders have the appropriate tools necessary to make **informed selection decisions**. This collaboration will focus on consistency of the selection tools in order to build out **talent intelligence**.

Our Talent Selection Interventions will:

- Start with smarter sourcing and focus on the candidate's hiring potential across the **organization**
- Drive an **objective** approach of screening talent throughout the selection lifecycle
- Leverage **Values-Based** and **Functional Competencies**
- Create a consistent **candidate experience**
- Drive **efficiency** and **consistency** for all involved in the selection process
- Make assessment and interview feedback available for reporting and **measuring quality of hire**
- Leverage technology to offer **flexibility** for remote, telephonic and onsite interviews/assessments, events and job fairs, and Web 3.0 and Social Media
- Capture screening **data** to understand how to set screening tools/processes and impact candidate funnel

## Drivers of Success

- Continual consultation w/ partners about the positive impacts of a systematic and interdependent hiring model
- Adoption of screening tools and consistent use of “inputs” to maximize quality results
- Strategic use of intelligence we have captured throughout the selection process
- Focus on the different stages of talent available vs. requisition-based fulfillment

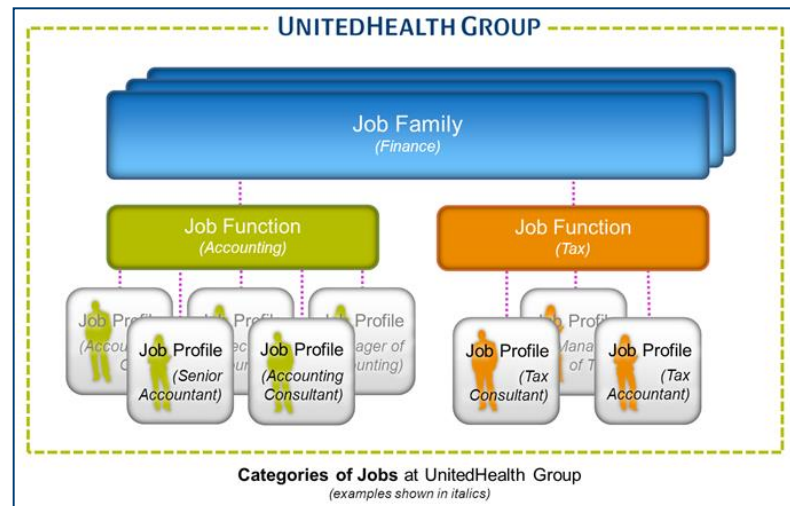
# Input: The Complete Job Profile

A job profile includes the following elements:

1. **General Job Information:** the scope of the job and required education and experience.
2. **Responsibilities & Qualifications:** the basis for a job posting that drive the selection process.
3. **Functional Competencies:** the job-specific knowledge, skills and abilities associated with a job profile.
4. **Values Based Competencies:** UnitedHealth Group's values in action.

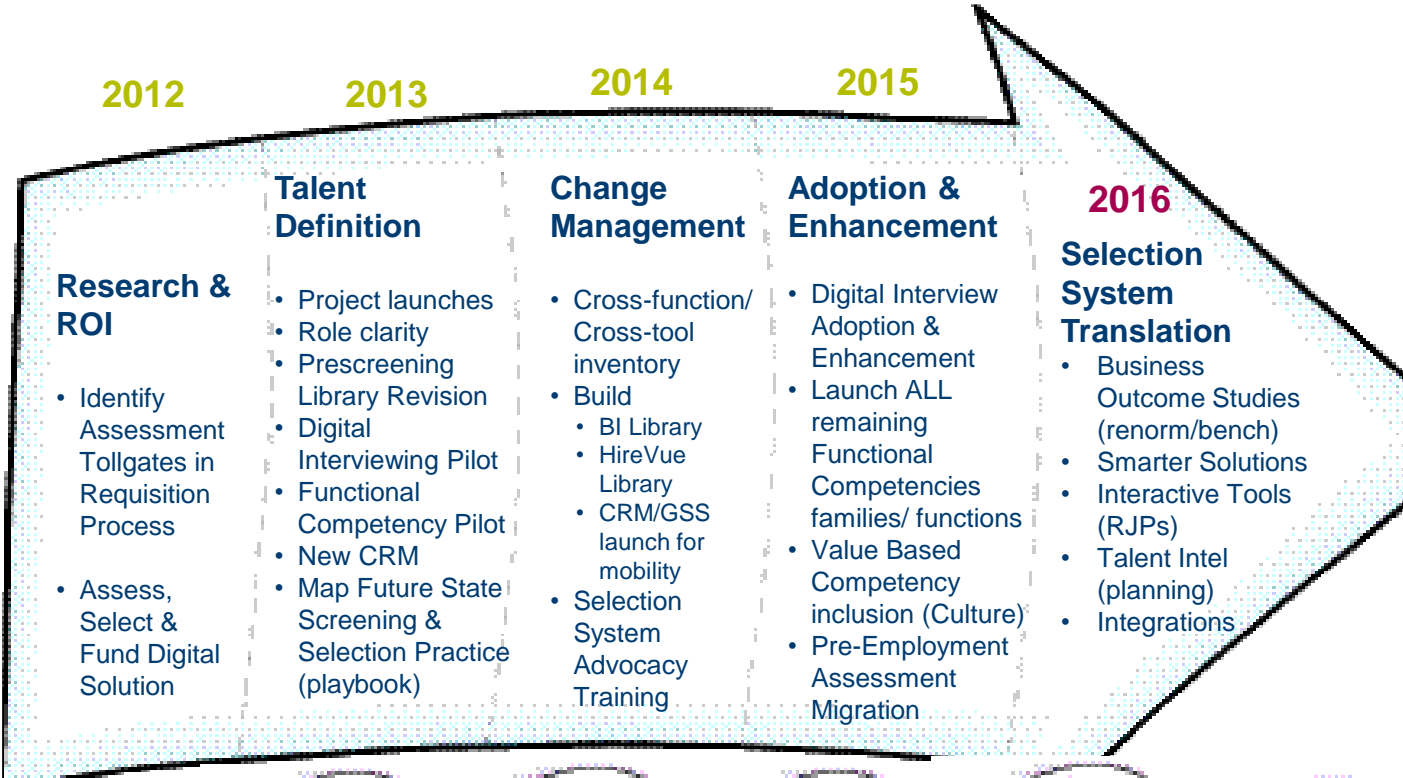
Having this information bundled in easily accessible **job profiles** assists everyone in the selection process by:

- Helping hiring managers, sourcers, recruiters and candidates understand the details of the job.
- Providing a foundation for the discovery call in order to hone in on specific needs to round out the talent in the department.
- Supporting the Talent Acquisition Service Advisor in standardizing and creating the job posting and prescreening questions for early screening.
- Providing a consistent foundation for early orientation and ongoing career development and exploration through the employment life cycle.



# Output: Delivering Top Talent

## Candidate Assessment & Selection Models



### Primary Objectives

- Create a Robust, Comprehensive, Competency-Based Selection System
- Drive Quality of Hire & Feed Talent Intelligence
- Ability to Quantify & Drive Talent to Talent Communities
- Ability to Quantify & Drive Talent to Talent Communities
- Simple, Consistent & Usable to Drive Adoption
- Comprehensive Internal & External Talent
- Standard Approach by Job Function
- Clear Roles w/in Selection & Assessment Processes
- Digital Tools for Efficiencies
- System to Capture Screening Data

### SUCCESS FACTORS



### CHALLENGES

- Complexity
- Adoption
- Change of Mindset – when this starts
- Business-driven culture/performance changes
- UHG IT Support
- Volume
  - Job Functions
  - Candidates
  - Etc.
- Skill & Competency of Constituents (Recruiters, Sourcers, HM, Etc.)
- Integrating Tech & Info Sharing
- Changing functional competencies as enterprise evolves
- Measurement of Quality w/ varying functions

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# Screening & Selection System

## Where this fits in the Talent Agenda

- A small part of what TA does overall end to end
- A collaborative exchange to define, attract, screen and select top talent
- A direct appeal to tangible performance expectations and results
- An impact on the talent development and planning programs and deliverables

