



UNITEDHEALTH GROUP

Awareness to Onboarding at UnitedHealth Group

A Global Giant in Recruiting

Chris Staley, SVP Digital
Horizontal, An Experience Forward Consultancy

November 20, 2019





WELCOME TO

DREAMFORCE

DREAMFORCE
OR BUST

Helping the Largest Healthcare Company Find It's Future Through Smarter Hiring

(A 10 Year Adventure Together)

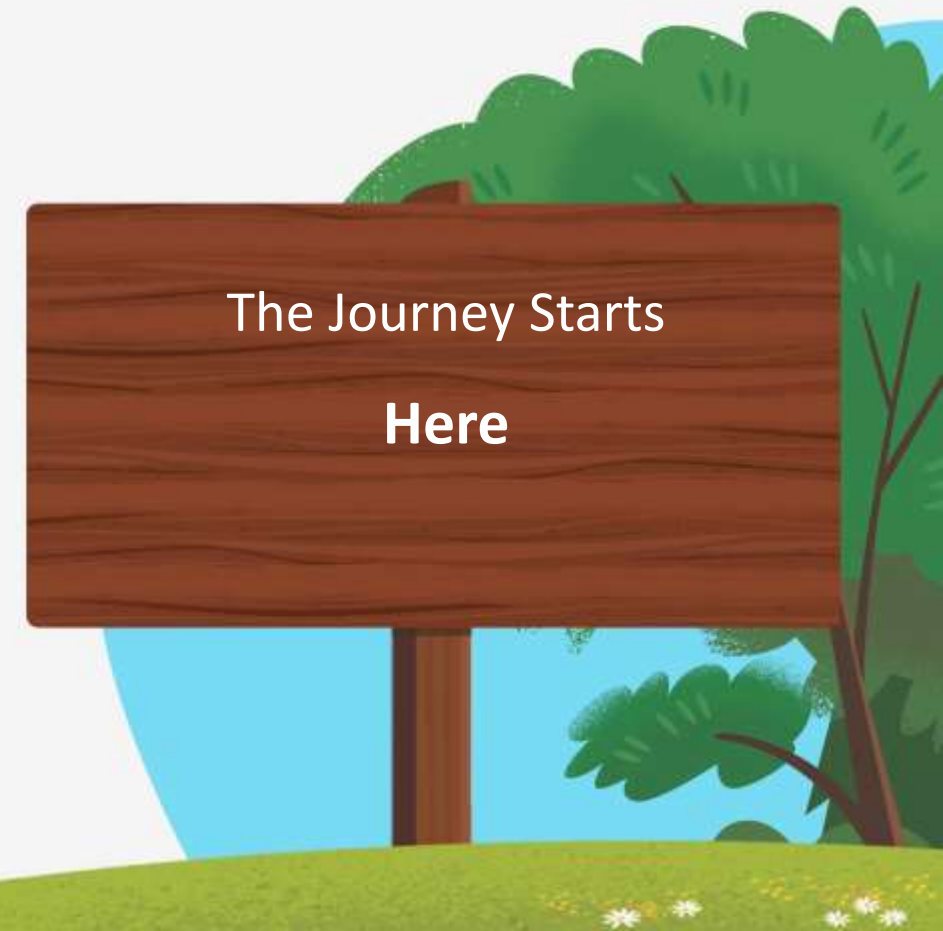
The Problem



People engage with consumer brands everyday but they are **only a job candidate once every 10 years** or so and the time from search to accepting a job is roughly 3-4 months.

So you have a really short window to build a relationship with that potential candidate – every interaction counts. You have to deliver a frictionless journey for them from the moment they start their search all the way to the point of hire”

- Heather Polivka
VP Employment Marketing, UHG



nearly 60% of candidates
surveyed said they had a poor
candidate experience*

*According to a CareerArc Survey:



72% of those candidates
shared that experience online
or with someone directly

*According to a CareerArc Survey:



Vs 46% of consumers dealing with
a company's products or services
share a bad experience with a
friend

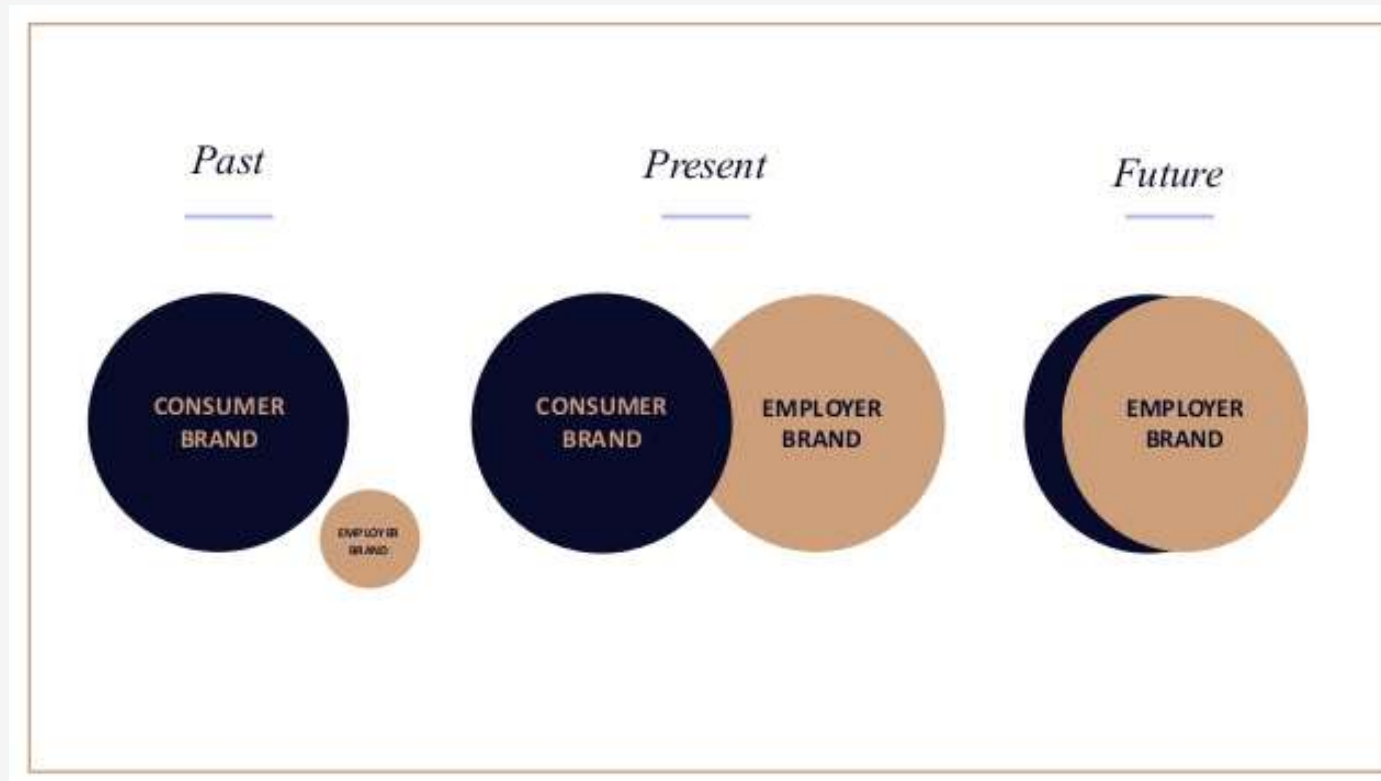


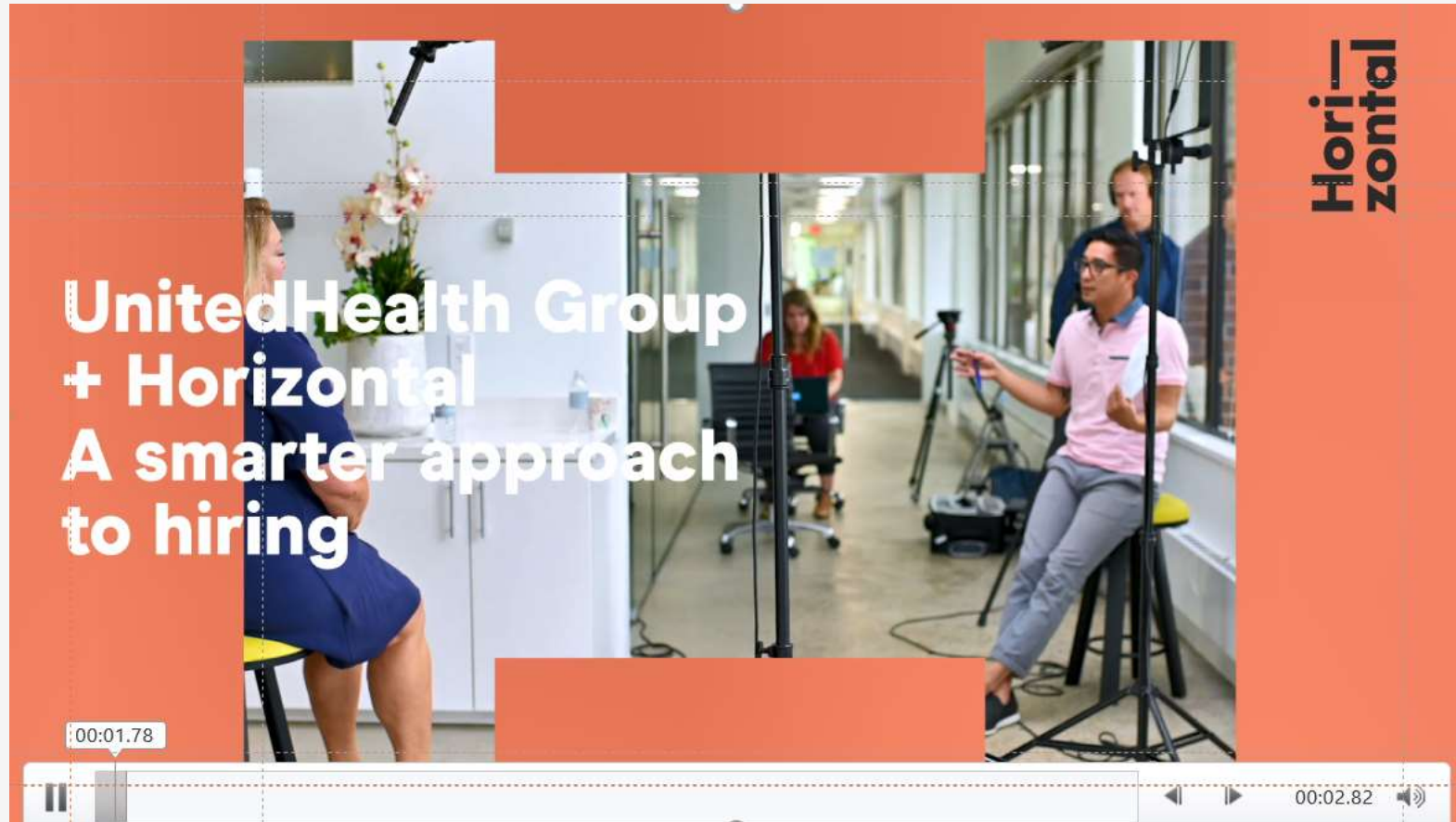
Candidates are more reactive to a bad job search/application experience with a company than they are as traditional consumers



Ever Rising Expectations

The disconnect between rising candidate expectations and the standard HR toolkit focused primarily on hiring regulations and employment processes made the task of **building an Employment Brand** even hard than building a Consumer Brand.





Video: <https://vimeo.com/369352561>

Our Journey Began in 2008



UnitedHealth Group is Hiring 10,000 people a year using:


- Radio
- Newspaper Ads
- And LOT's of Job Board Postings



Candidates Would Land Here



UHG Career Landing Page - 2008



UnitedHealth Group careers

Visit our corporate site: UnitedHealthGroup.com

[What We Offer](#)
[Nursing Careers](#)
[Actuarial Careers](#)
[Customer Care and Claims Careers](#)
[Your Career](#)
[Our Businesses](#)
[Recruiting](#)
[Search for a Job](#)
[Contact Us](#)

You talked. We listened.

UnitedHealth Group is pleased to offer you an improved candidate experience with our recently upgraded applicant tracking system. This enhanced technology will allow access to new features, as well as making existing features easier to use. All in all, your application process becomes more streamlined.

Some of the new functionality includes:

- Enhanced Job Search Capability
- Easier access to jobs matching your profile
- Access to a job cart to assist in the application process
- Ability to pre-populate resume information, minimizing data entry in the profile creation and application process.
- Improved access to information via the Candidate Communication Agent which allows you insight to where you are at in the recruiting process.

This enhanced technology is just one example of our ongoing commitment to make the candidate experience **greater than ever**.

Thank you for considering us as your prospective employer.

UnitedHealth Group



we help people
achieve better health

UnitedHealth Group is a healthy business — in more ways than one:

- We're a growing, **financially healthy**, Fortune 100 company.
- We're a **proven leader** in the health care industry and
- We **make a difference** by helping our customers achieve better health.

Our biggest strength, however, is our employees. Their innovation and hard work are changing the face of health care.

Ready to find a career at UnitedHealth Group?

[search/apply for jobs](#)

[what we offer](#) | [nursing careers home](#) | [customer care and claims careers home](#) | [your career our businesses](#) | [recruiting](#) | [search for a job](#) | [contact us](#) | [www.unitedhealthgroup.com](#)

And End Up Here



UHG Taleo ATS

z://uhg.taleo.net/careersection/cand_profile/moresearch.ftl

Search Jobs

Welcome. You are not signed in. [My Account Options](#) [Sign In](#)

[Job Search](#) [My Jobpage](#)

[Basic Search](#) | [Advanced Search](#) | [Jobs Matching My Profile](#) | [All Jobs](#)

Advanced Job Search

Search Criteria [?](#)

Specify your job search criteria, then click "Search for Jobs". [Hide Search Criteria](#)

Job Number

Keywords

Job Field

Job Field

[Add Job Field](#)

Location

Location

Search Tips
You can search jobs by selecting relevant criteria in the drop-down menus. You can also use a job number as a keyword.

Multiple selections
You can save the current search for reuse by clicking "Save this Search" at the top of the page. Your searches will be saved in the "My Saved Searches" section, under the "My Jobpage" tab.

UHG Recruiting Efforts Definitely Needed a Modern Makeover



A Bold Vision for a Better Experience



Our vision:

To tailor end-end experiences around the interests and needs of job seekers.



What We Did

salesforce

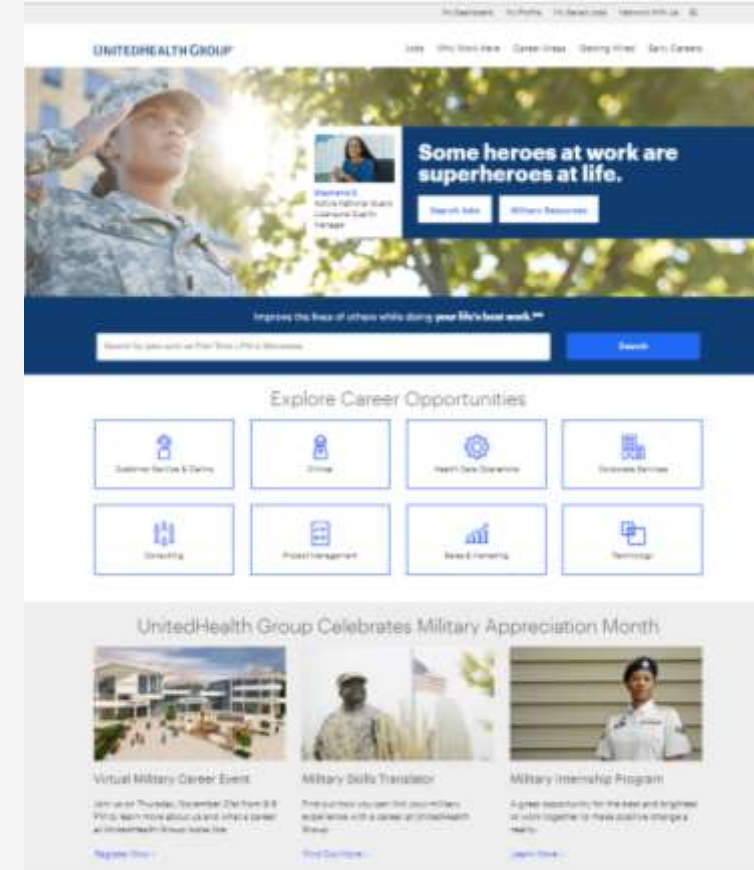
Improving the Candidate Experience One Step at a Time

1. Rebuild Careers Site from the ground up
2. Capture rich candidate data
3. Gain personal insights
4. Deliver personalized candidate journeys



We began with a site redesign & leveraged Sitecore

The Sitecore Experience Platform



Sitecore Allowed Us To Create Digital Content Based On



- Marketing campaigns
- Recruiting events
- Geo-locations of audiences
- Types of content visitors were consuming
 - Creating personas they aligned with



Gained More Personal Insights

About each & every prospect

- 1) Career area they were interested in
- 2) Geo-location they are searching from
- 3) What they learned about UHG on the website
- 4) What step they took (applied for a job, joined the talent pool, etc.)
- 5) What level they were in their career
- 6) If they were former military
- 7) If they were a cultural fit

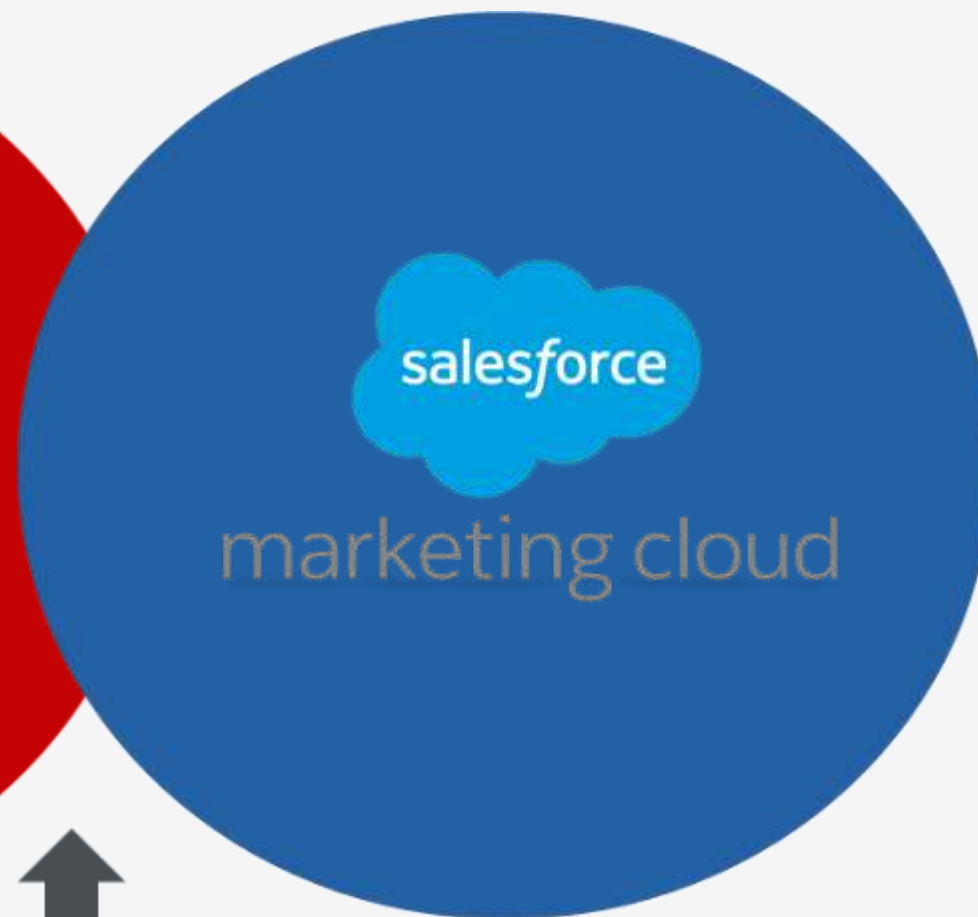


Engaging Beyond the Careers Site



Outside of a “perfect” closed looped career landscape - the candidate experience **stills breaks down** when the candidate leaves the site without applying for a job or requesting to join the network.





- Candidate step & status info
- Hire Info
- Candidate communications
- Channel that drove candidate



Sitecore and Salesforce: Better Together



Best in class Web Content Management meets Salesforce Marketing Cloud and CRM

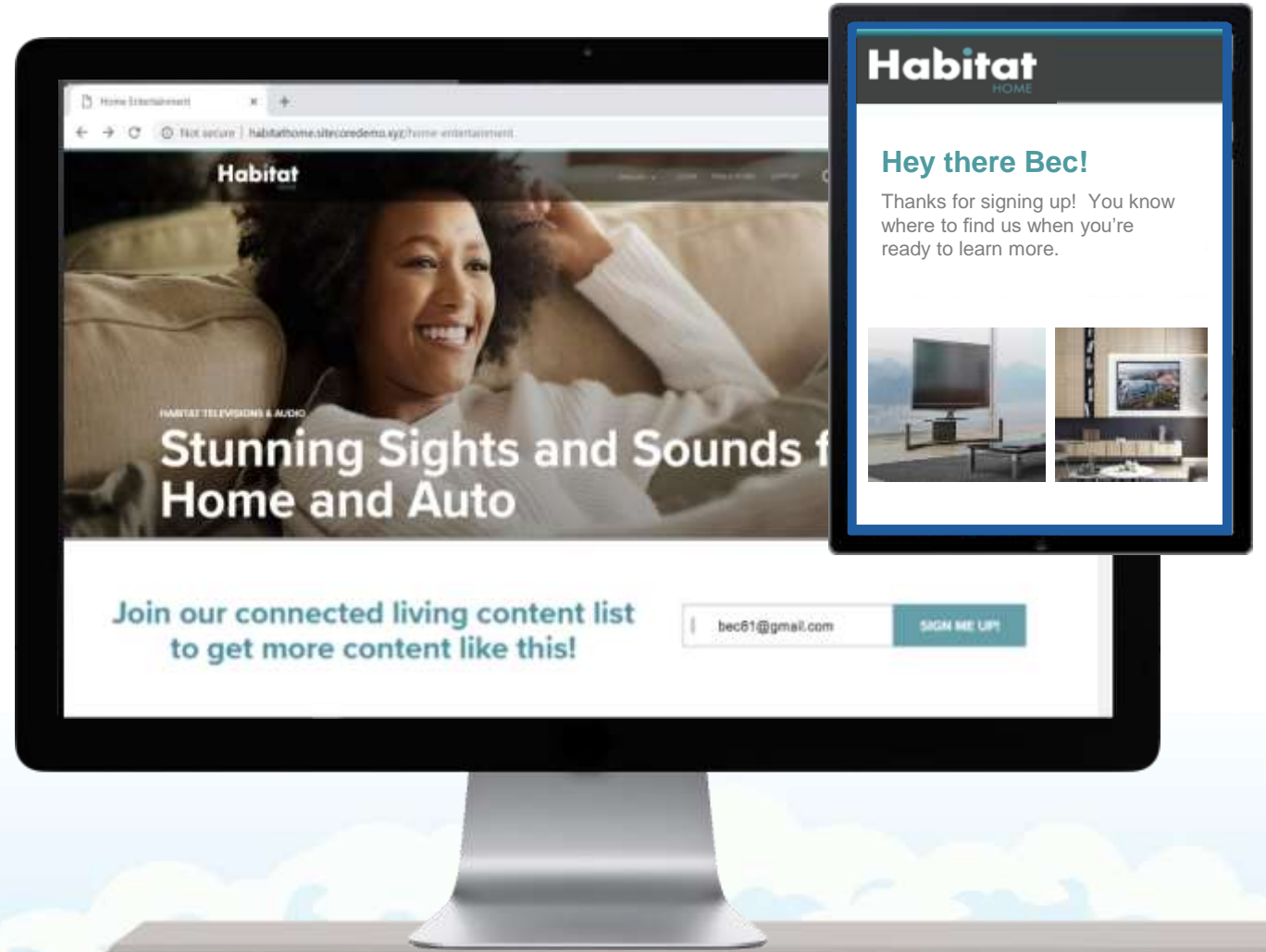
Share Consistent Content across web and messaging channels

Manage Content in One Place for all channels

Sync Web Interaction Data with Salesforce CRM and Marketing Cloud

Drive Deeper Personalization by leveraging data and analytics from every interaction

Trigger messages and journeys based on web behavior



Better Together

salesforce



Digital / website team



Web CMS

- Web content
- Enterprise-grade website building tools
- Personalization



Content Hub (DAM / CMP)

- Content creation & strategy
- Collaboration, version mgmt
 - Approvals & publishing
 - Storage & access control



Content & graphic design teams



Demand gen & social marketing team



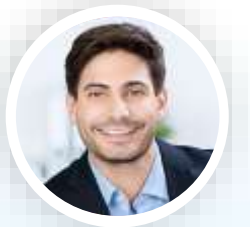
Marketing Cloud

- Journey automation
- Email, social, ads
- DMP
- Mobile/SMS
- Data studio

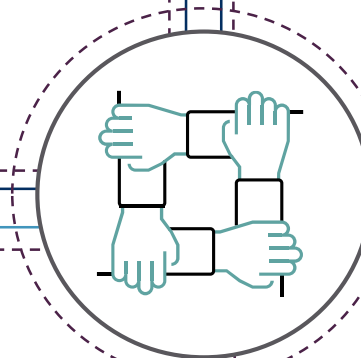


Sales Cloud

- Customer info
- Leads & Opportunities
- Revenue & Forecasting



Sales team



Sitecore off-the-shelf connectors



Sitecore Connect for Marketing Cloud



Web CMS

- Web content synchronization and bi-directional data exchange with SFMC:
- Personalize messaging/content and segment audiences
- Use images from Sitecore in Content Builder for email campaigns



Content Hub (DAM)

- Bring images into Content Builder, Journey Builder, Email Builder and more
- Use images from DAM in Content Builder for email campaigns
- Crop images on the fly when adding them to SFMC

CRM Connect



- Bring CRM data into xDB and work within a single-system with Salesforce Connect SFDC to xDB
- Personalize website based on Salesforce data
- Create segments in Sitecore that combine data from Salesforce & Sitecore
- Associate Sitecore visitor activity with a Salesforce campaign

CMS Connect (by Salesforce)



- Consistent branding from website to Communities
- Embed content from Sitecore on SF Communities
- Easily maintain the UI of a SF Community (no coding)
- Display headers, footers, banners, blogs, articles, etc.





Video: <https://sitecore.app.box.com/s/6mx2ht1qt06d zx7y9eqq79k2l xkessww>



***Average applicant applies to 3.7 jobs**



Our Approach:

We began by mapping out the entire candidate process and then work to systematically improve each area from brand awareness to recruitment to hiring



Improved Candidate Experience



We developed a multi-faceted candidate experience that drove candidates to take one of the following actions:

1. **Search for a job** and email themselves a link for a later date application
2. Decide they were not ready to apply but would want to **join the UHG Talent Community** to receive future career opportunities
3. Potential Candidates would **Apply for a Job** – and be entered into the Applicant tracking system
4. Come back for updates and to **view application status**



Job Search – Talent Community – Job Application – Update on Application



Search Jobs

Welcome. You are not signed in. My Account Options

Job Search My Jobpage

Basic Search Advanced Search Jobs Matching My Profile All Jobs

Advanced Job Search

Search Criteria ☐

Specify your job search criteria, then click "Search for Jobs". [Hide Search Criteria](#)

Job Number

Keywords

Job Field

Job Field

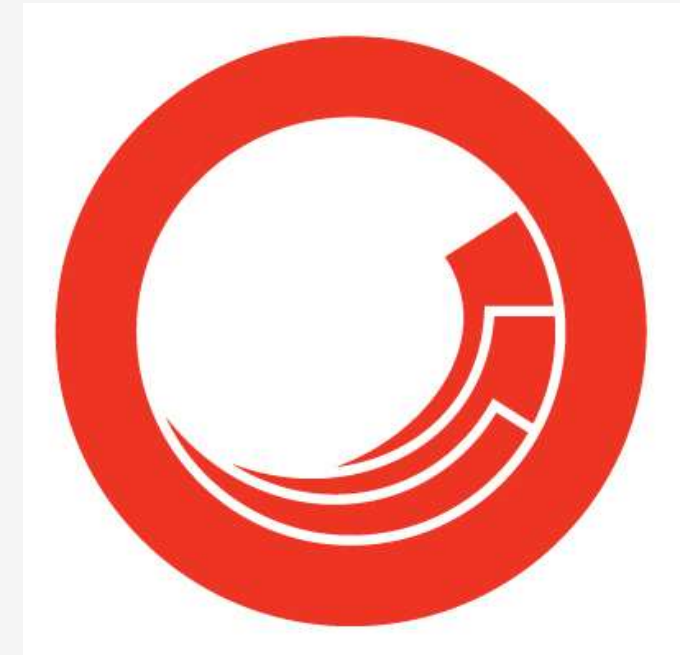
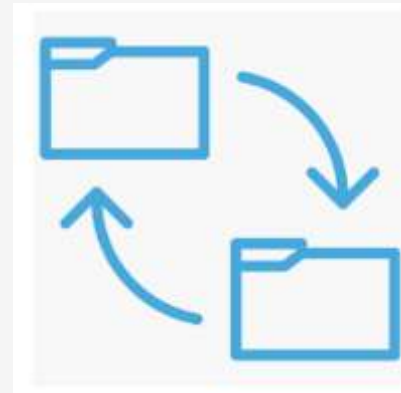
[Add Job Field](#)

Location

Location

Search Tips
You can search jobs by selecting relevant criteria in the drop-down menus. You can also use a job number or a keyword.

Multiple selections
You can save the current search for reuse by clicking "Save this Search" at the top of the page. Your searches will be saved in the "My Saved Searches" section, under the "My Jobpage" tab.



Job Search – Talent Community – Job Application – Update on Application



- Better search experience – Coveo Search
- Index jobs by search engines– 80% of all job searches start there
- Pair relevant content to jobs (i.e. a nursing video next to nursing job)
- Cross sell similar jobs
- Candidates “save jobs” by emailing it to themselves



Job Search – Talent Community – Job Application – Update on Application



[My Dashboard](#) [My Profile](#) [My Saved Jobs](#) [Network With Us](#) [Q](#)

UNITEDHEALTH GROUP® [Jobs](#) [Why Work Here](#) [Career Areas](#) [Getting Hired](#) [Early Careers](#)

Improve the lives of others while doing **your life's best work.™**

[Search](#)

Business Analyst Intern - Duluth, GA (845163)

[Apply](#) [Save Job](#)

Position Description

Internships at UnitedHealth Group. If you want an intern experience that will dramatically shape your career, consider a company that's dramatically shaping our entire health care system. UnitedHealth Group internship opportunities will provide a hands-on view of a rapidly evolving, incredibly challenging marketplace of ideas, products and services. You'll work side by side with some of the smartest people in the business on assignments that matter. So here we are. You have a lot to learn. We have a lot to do. It's the perfect storm. And even better? Join us and you may end up staying for a career in which you can do **your life's best work.**(sm)

Our UnitedHealthcare Networks internship is like no other. As an intern on this team, you'll be empowered to help us solve some of the toughest health care challenges facing our country right now. You will have the opportunity to gain valuable skills and training while working on assignments that will provide you with a depth of challenging experiences. A UnitedHealth Group internship also provides the opportunity to accelerate your early career development by giving you the opportunity to work with experienced professionals that have a strong knowledge base from which to learn.

****Housing and relocation assistance are not available for this position.****

****This fulltime intern position will be available Summer 2020****

****H1-B and green card sponsorship is not available for this position.****

Primary Responsibilities:

- Performing quantitative and qualitative data analysis
- Assisting with business development
- Contributing to reports and business proposals
- Project management
- Preparing information for physician provider on-site visits and calls

You'll be rewarded and recognized for your performance in an environment that will challenge you and give you clear direction on what it takes to succeed in your role as well as provide development for other roles you may be interested in

Jobs

★ [View \(0\) Saved Jobs](#)

[Email This Job](#) [v](#)

Similar Jobs

Las Vegas, NV
[Provider Data Analyst - Las Vegas NV 853937](#)

Raleigh, NC
[Provider Relations Representative - Telecommute in Raleigh, NC or Greensboro, NC 855198](#)

Sandy, UT
[Provider Service Representative - Sandy, UT 852833](#)

Job Search – Talent Community – Job Application – Update on Application



With the email address used to “save the job”, we can start a candidate record and begin to store insights we gained about them from their visit to the website in Salesforce helping better personalize future communications



Job Search – Talent Community – Job Application – Update on Application

A screenshot of the UnitedHealth Group "Network With Us" form. The form is titled "Network With Us" and includes a sub-header "Want to stay informed about UnitedHealth Group career-related news and information? Just complete the required information below:". The form fields include: "First Name" (with a placeholder "First Name"), "Last Name" (with a placeholder "Last Name"), "Email" (with a placeholder "you@example.com"), "Mobile (OPTIONAL)" (with a placeholder "1234567890"), "Country" (a dropdown menu with "United States" selected), and "State/Province (OPTIONAL)" (a dropdown menu with "Select a state" selected). There are also checkboxes for "Subscribe to UnitedHealth Group updates via email" and "Subscribe to UnitedHealth Group updates via text message". A "Need help?" link is located next to the mobile number field. At the bottom, there is a small disclaimer about data collection and usage.

- ATS systems have no way to “enter” a candidate - except for applying to a job
- To solve for this we built a talent community
 - talent pipeline shortens time to hire
 - convert career site visitors into a database where they are nurtured until they are ready to convert down the funnel into an applicant in the ATS



- Not Ready to Apply Yet?
 - we keep them interested via General UHG culture/company information campaigns
- Have applied for a single job – but not for their other 2.7
 - we build campaigns around the career interest to keep them warm while they go through the application process on the first job
- Didn't get the Job?
- For longer lead time career application processes (College or India)
 - talent community and related campaigns keeps up excitement



- Only touch candidates once every 30 days
- List pulls were manual
- Unique requests (i.e. India campaign) were consuming the team's time pulling exception lists
- UHG knew Salesforce but not marketing cloud
- Working harder not smarter





10 week training program to train UHG marketers to optimize efforts leveraging Salesforce Marketing cloud and send more personalized content

100%

Salesforce certified

75%

Improved click rate

22%

Open rate increase



Time saved pulling lists let us repurpose effort to building journeys

- The medalist
- Email but not opted in to receive text messages (97% more likely)

Today – there is an entire team focused on finding friction and building Personalized Journeys to solve for it!



This is a crawl, walk run thing.

We started small, built the vision and skillset to grow into more complex strategies

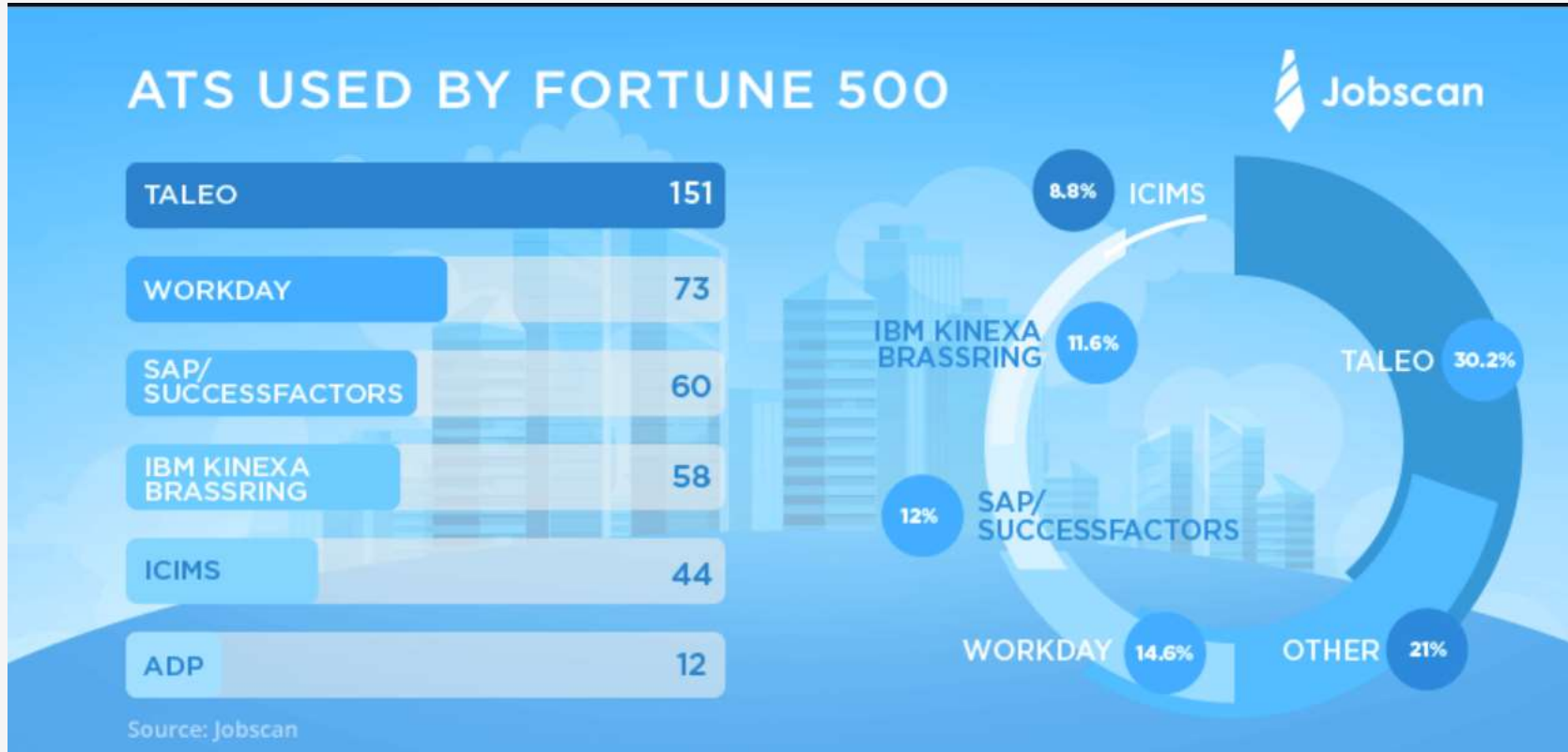
We are way more complex and strategic in our journeys today than when we started understanding the whole idea of leveraging journeys with Salesforce's technology"

Heather Polivka

VP Employment Marketing, UHG



Job Search – Talent Community – Job Application – Update on Application





HOME SERVICES PRAISE RESOURCES EXPERTISE BLOG CONTACT

Why Does Everyone Love to Hate Taleo Applicant Tracking Software

By [Andrew Greenberg](#) | August 27, 2013 | 33

Remember old school job search, in a bygone era long before applicant tracking software scanning the Sunday classifieds with a red pen, circling jobs you want to apply for? Filling paper application forms with a black ballpoint pen, and listening to the receptionist tell you call you if they want to interview you.* Or driving from place to place, looking for help wanted signs in doors and windows, Printing and mailing dozens of resumes and cover letters addressed to "To Whom It May Concern?"

Those days are gone forever. Thanks to applicant tracking software such as iCims, Jobvite, Taleo, applicants can go online and apply for a job across town, across the state, or across country, right from their laptop or even their mobile phone. Before they do that, they can thoroughly research the company they want to apply to, read employee reviews about work there and benefits and compensation, and even talk to current employees by looking them up on LinkedIn.



and complain about Taleo. They feel it's a black hole that is a frustrating waste of their time.

A little sample of applicant comments about Taleo:

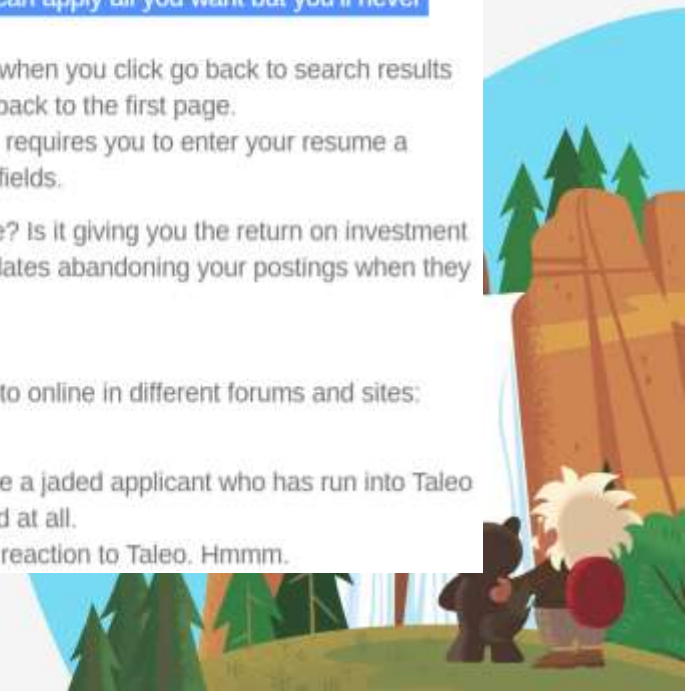
- When it's Taleo, you know you'll be completing a 45 min application.
- **Taleo is just one of the resume black holes. You can apply all you want but you'll never hear anything in most cases.**
- It's a clunky system full of stupid bugs, including when you click go back to search results when looking at a job you get kicked all the way back to the first page.
- And our favorite – the resume uploader that then requires you to enter your resume a second time, piece by piece, into certain special fields.

Are you using Taleo as your applicant tracking software? Is it giving you the return on investment and recruiting effectiveness you need? Are your candidates abandoning your postings when they see the application is in Taleo?

Taleo Hate

This is how Taleo applicant tracking software is referred to online in different forums and sites:

- **Taleo – Tool of Darkness Wow!**
- **Taleo still sucks beyond belief.** This sounds like a jaded applicant who has run into Taleo in a dark alley many times and it has not changed at all.
- **I wince in pain whenever I see Taleo.** Physical reaction to Taleo. Hmmm.





- Taleo emails go to junk folder do to volume and that they are not a marketing tool
- If a candidate did find the email it had no personalization, employment branding (optum), or other content related to the application process



Job Search – Talent Community – **Job Application** – Update on Application



- Pulled basic application flow “step and status” data out of Taleo
- Built customized application status communications



Robust research on drivers of candidate satisfaction:

#1 – Understanding where they were in the Hiring process

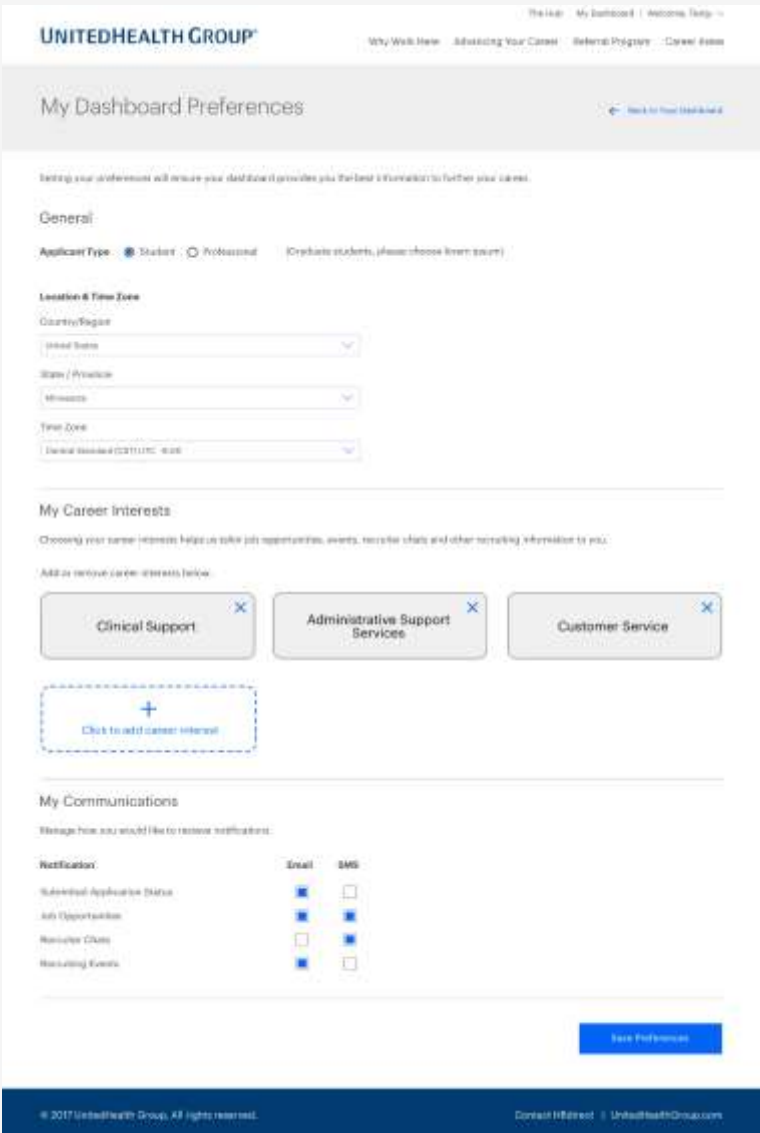
#2- Getting Timely communications



We Solved this by Eliminating the Black Box

Salesforce Provide the Information to Build An Applicant Tracking Dashboard

Created a personal dashboard for every applicant and served them tailored content that provided more transparency across every step of the hiring process — including culture articles, interview and advice blogs, benefits information and much more.



UNITEDHEALTH GROUP®

My Dashboard Preferences

Settings your preferences will ensure your dashboard provides you the best information to further your career.

General

Applicant Type: ☒ Student ☐ Professional (For future students, please choose later.)

Location & Time Zone

Country/Region:

State / Province:

Time Zone:

My Career Interests

Choosing your career interests helps us show job opportunities, events, resource chats and other recruiting information to you.

Add or remove career interests below.

☒ Clinical Support ☒ Administrative Support Services ☒ Customer Service

[Click to add career interest](#)

My Communications

Manage how you would like to receive notifications.

Notification	Email	SMS
Submitted Application Status	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job Opportunities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Resource Chats	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recruiting Events	<input checked="" type="checkbox"/>	<input type="checkbox"/>

[Save Preferences](#)

© 2017 UnitedHealth Group. All rights reserved. Contact Us | UnitedHealthGroup.com

So What Next?



The Future



Can't rely on Taleo Product Roadmap to Solve Candidate Experiences

Use Mulesoft to get every single piece of data out of Taleo and tie it to a candidate record in salesforce – export the “Step” & Status out of Taleo to develop truly customized messaging



A candidate journey empowered by aggregating all data from each system the candidate touches along their journey to get hired and building a 360 view of the candidate is the only way to ensure a friction free experience



Beyond Messaging



Mulesoft Integration Optimizes Media Spend

Once we can centralize data into salesforce from web analytics, to Taleo where we get hire data:

1. We can get a better sense as to **which channels and spend are best getting us to offer**
2. We can bring back data from people soft to tell us which channels get us offer but take it further as to **which ones deliver long term good employees**
3. Both of which allow us to continue better **optimize media spend and drive down cost of hire** over time and increase quality hires



Way to Increase the Talent Community



What if we could take people that had visited the website or social properties – but never took action into one of the 4 formal steps. What if we could get them to Join our Talent community?

By using AD studio we could cookie them on the website or social and then retarget to them to join our talent community via Ads on Facebook, LinkedIn, Google and general Display ads



Post Hire – The Employee Experience



Building journeys “salesforce on salesforce” inspiration to improve the employee experience from point of hire, through onboarding and beyond





Our Results



We Delivered a consistently branded
and connected candidate journey



Developed a platform for UHG to deliver digital experiences to over 50,000 unique potential candidates weekly with engaging & personalized content



By connecting Sitecore & Salesforce leveraging their off the shelf connectors. As well as integrating data by putting Mulesoft into the roadmap to get to a full 360 view of the candidate data



Which allowed us to empower the UHG marketing team to own the entire hiring process and make stronger connections with their most valuable prospects



And to scale UHG hiring from
10,000 to 80,000* new
employees a year

*UHG grew from 40B in revenue to 240B over the life of the program



By addressing drivers of
candidate satisfaction
research – exceeded
annual Net Promotor Goal
Scores



And we achieved a 50%
reduction in cost to hire



Over

**24 million
site visits
annually**

**80,000
new hires
yearly**

**50%
reduction in
cost to hire**



If you are already a Sitecore Customer and also a Salesforce Customer connect your Experience Platform to Salesforce's Marketing Cloud to enable a true 360 view of your candidate/customer allowing you to deliver better personalized and more connected digital experiences



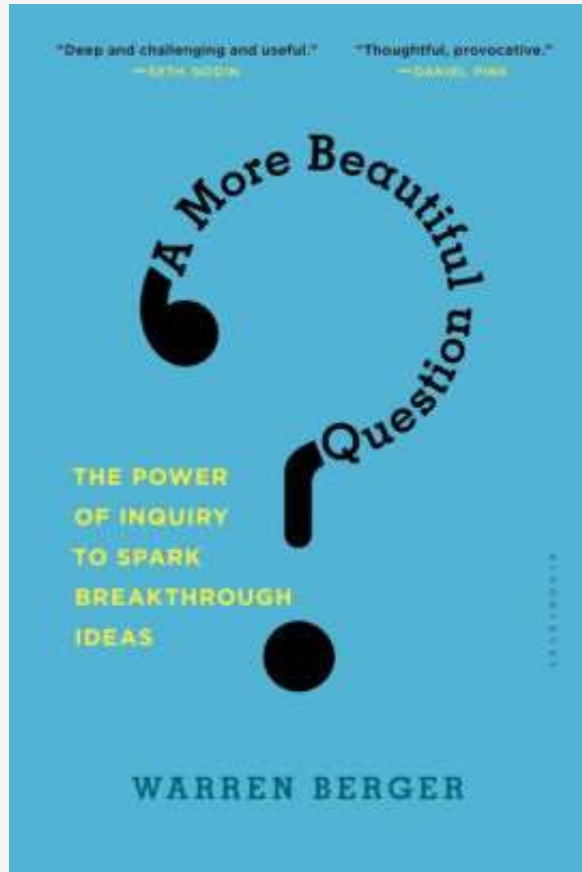
Or, if you are in the process of making a decision around either of these platforms – I would highly recommend them. Both. Together.





So, my challenge to you when
you get home from Dreamforce...





Deals with the question “What if?”



Take a look at your candidate or customer experience – dare to ask the question “What if?” and then and go out and improve it





That's where improving your candidate or customer experience begins.





Thank
you

BLAZE
YOUR
TRAIL

salesforce



Chris Staley

EVP Digital - Horizontal

cstaley@horizontal.com



**Hori—
zontal**