



# Transformation in a Functional Environment

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Talent Acquisition Value Stream Owner





Ingersoll Rand advances the quality of life by **creating comfortable, sustainable and efficient environments.**

Our people and our family of brands—including Club Car®, Ingersoll Rand®, Thermo King® and Trane®—work together to enhance the quality and comfort of air in homes and buildings; transport and protect food and perishables; and increase industrial productivity and efficiency. We are a \$14 billion global business committed to a world of sustainable progress and enduring results.





# Why Talent Acquisition Value Stream?

- Hiring talent is critical to our Path to Premier performance
- Current process was reactive, tactical, inefficient & waste
- The external recruiting landscape is rapidly evolving!

## Headwinds, flying in the face of...

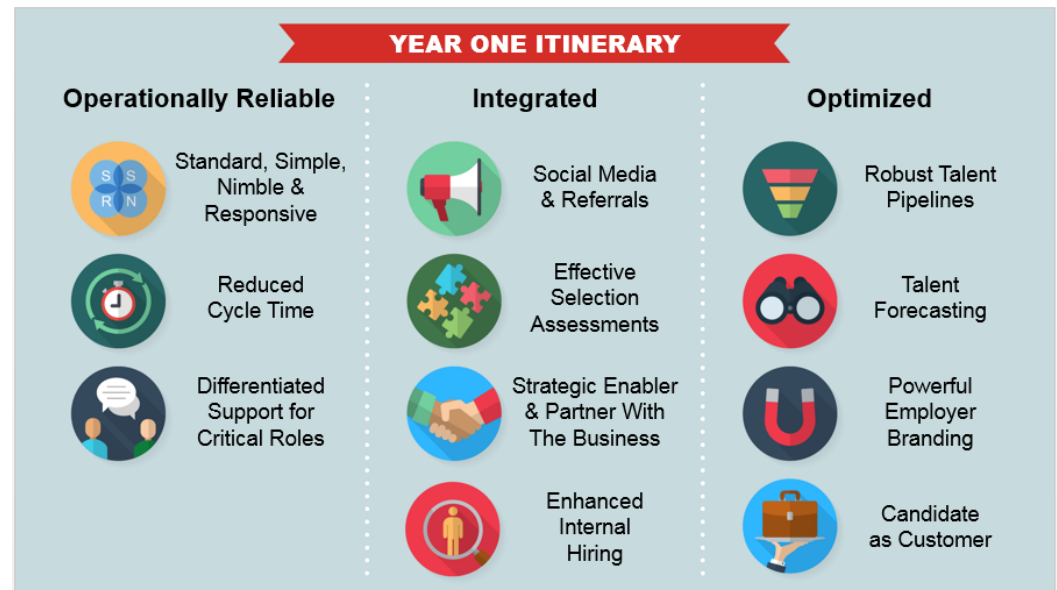
- The war for talent is over... Talent won!
- Hypercompetitive external talent market
- Rapidly changing technology innovation





# Where we started

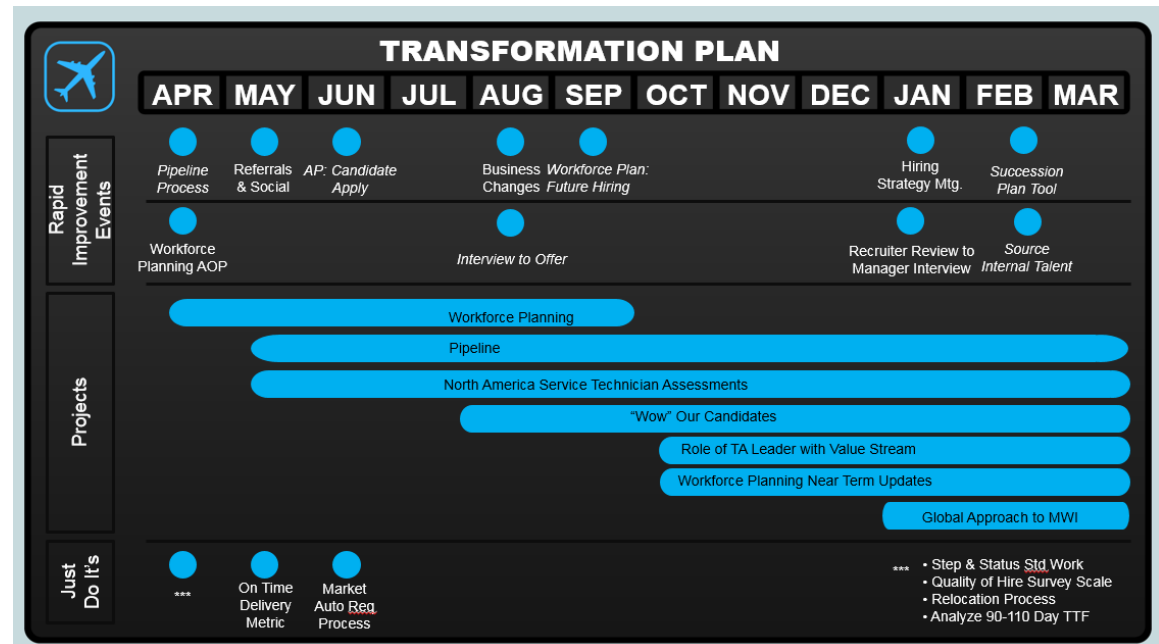
- Scoped the work, analyzed data & established targets
- Conducted Value Stream Analysis





# Year 1 Transformation Plan

- Created year 1 transformation plan








# Executed our Transformation Plan

- Created a pull to earn flight wings

	Notification of Internal Candidates Closed		Market Auto Req Functionality Closed		Job Posting & Candidate Apply in China
	Hold Policy Closed		Updated Satisfaction Survey Scale Closed		
	Time to Post Closed		TA Data Insights Training Closed		Annual Operating Plan (AOP) Process Closed
	Monthly value Stream Metrics Closed		Pipeline Project		Talent Pipelining Closed
	On Time Delivery Closed		WOW Candidates Project		Interview to Offer
	Accurate Step & Status in My Hire Closed		Workforce Planning Closed		
	Relocation Process Closed		Service Tech Pre-Employment Assessments		
	Prod Mgmt & Op Ex roles filled 90+ Days Closed		Referrals & Social Media		
			Cancellation of Open Reqs		Late Hires Closed



# COMMUNICATION!

- Creative, varied and continuous

- ❖ Infographics
- ❖ Monthly Newsletter and Talking Points
- ❖ Instructional Checklists
- ❖ Portal Page
- ❖ Emails
- ❖ Videos
- ❖ Town Halls
- ❖ Intercompany Social Media

The collage displays a variety of communication tools used in the organization:

- Infographic:** A visual representation of the 'Flight Path' process, showing steps from recruitment to onboarding.
- Monthly Newsletter:** A document providing updates on company news, events, and employee achievements.
- Flight Instructions – Talent Acquisition Partner:** A detailed guide for partners, covering topics like recruitment, hiring strategy, and interview processes.
- Portal Page:** A screenshot of the 'MY INGERSOLL RAND' portal, showing navigation links and a 'Flight Path' infographic.
- Email:** A screenshot of an email titled 'Talent Acquisition Value Stream', discussing the importance of the value stream and providing resources.
- Video:** A screenshot of a video titled 'Ira has a large network of', showing a group of people and a network diagram.
- Yammer Posts:** A screenshot of a Yammer post from 'Renee Jones' dated 10/27/2017, discussing the importance of the value stream and providing resources.
- Hallway Talking Points:** A document titled 'Referrals and Social Media' by 'Rie', providing talking points for employees to discuss with their colleagues.
- Town Halls:** A series of slides from a town hall meeting, including a poll question 'Which Lean tool is specific to driving sustainability in the execution of processes...and can also help drive process improvement?' and a list of options: A. 1 day, B. 2 days, C. 4 days.

With interactive poll questions & quizzes



# Results

- Filled 16% more positions than prior year
- Improved cycle time
- Increased referrals

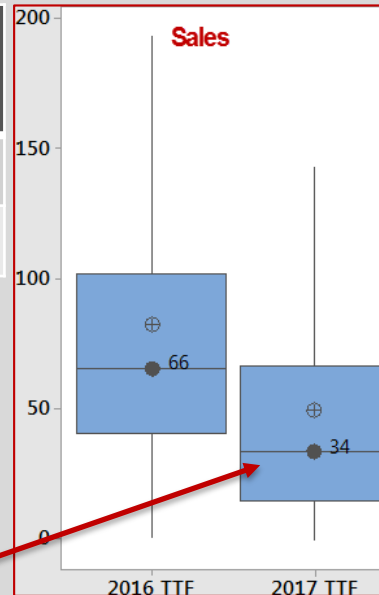
## Improved Time to Fill

Year	Critical Roles Filled	Avg TTF	% filled 8-45 days
2016	1979	67	38%
2017	2305	51	50%

**16**

less days

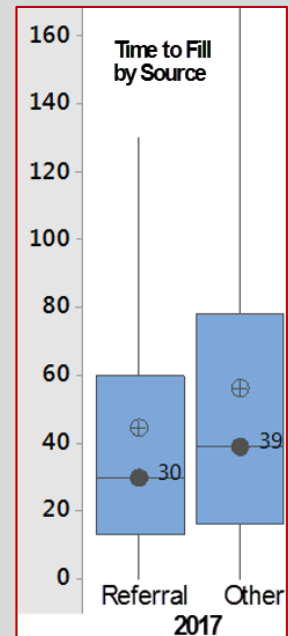
**Sales positions were filled  
32 days faster!**



## Referrals Deliver Results

Year	% Referrals
2016	19%
2017	25%

**6 point  
increase**







# Learnings in a Functional Environment

- Be mindful of event scope
- When data is difficult, create a data plan
- Communication – more dialogue, less report out
- Alignment / scope (and instead of how)
- Team members
  - Team members require support as they learn new skill (i.e. project management, data analysis skills, change management plans, training decks)



# Create Waves of Excellence

- Transformation is possible in functional environment
- Endless opportunities in our functional environment
- Creating a culture/ synergies
- Support & alignment of leadership is critical
- Keep pace with external customer expectations



# Thank You!

*Your opinion is important to us!*

**Please take a moment to complete the survey using the conference mobile app.**

**Session No: TS/03**

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