



Talent Acquisition Data Strategy Enables Better Hiring Outcomes at Sanofi

Sanofi is a global biopharmaceutical company focused on human health and dedicated to supporting people through their health challenges. From preventing illness with vaccines to providing innovative treatments to fight pain and ease suffering, Sanofi's more than 100,000 people in 100 countries are transforming scientific innovation into healthcare solutions.

GLOBAL STANDARDS

When Peter Greco, senior director of global TA services and operations, joined Sanofi in 2017, reporting was decentralized and limited based on the reporting functionality of the ATS. Once the company defined standard global metrics with consideration for local needs, it brought data from the ATS and other recruiting systems into a centralized business intelligence tool. "We now have the ability to look at these numbers and can easily compare the insights across the organization," said Peter.

DASHBOARDS

Role-level drillable dashboards have been a huge enabler, according to Peter. "The tool tells the story in a very easy way," he said. "We have the capability to easily drill down from a macro view right to the business unit, or even the hiring manager and recruiter view within a few clicks." The TA team is now able to spend more time enabling the business with insights rather than just providing top level reports.

Executive Summary

SANOFI EXECUTIVE SUMMARY EXAMPLE					
	Measurement	Target	Q1-2019 Results	Q1-2020 Results	YoY Trending
Time to Post	Timeframe for internal and external posting	24-48 Hours	X days	X days	+ %
Total Time to Fill	% of requisitions that are filled in 60 days or less	>=60% of reqs	%	%	+ %
Agency Placement	% of external hires filled with candidates sourced through 3rd party agencies	<=5%	%	%	- %
Hiring Manager Satisfaction	% of hiring managers rating service as Very Good (4) or Excellent (5)	>=80%	%	%	+ %
Hired Candidate Satisfaction	% of candidates rating process as Very Good (4) or Excellent (5)	>=80%	%	%	+ %
Aging Requisitions	% of requisitions that are more than 60 days old	<=40%	%	%	+ %
Interview to Offer	Hiring manager interview to offer ratio	30%	%	%	- %

% + to Target % > 5% of Target

The reporting cadence of weekly reports, monthly operational meetings, and quarterly business reviews has created consistency and alignment within TA and the business. "We use the data to drive meaningful and actionable conversations," said Peter. In less than two years, Sanofi reduced time-to-fill by an average of 5%, decreased agency spend from 8% to less than 1%, and significantly improved both hiring manager and candidate satisfaction.

BENCHMARKING

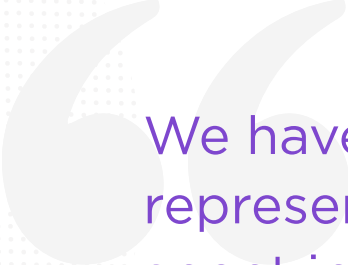
Reducing time to hire is an area where data proved to be instrumental in aligning the organization. "We have a nice visual representation of the days spent in each step throughout the recruiting cycle," he said. Reports revealed that the offer stage, at 20 days, was far too slow compared to benchmarks provided by their RPO partner, Cielo. "In a competitive market, it's important to ensure we can work as quickly and efficiently as possible without the risk of losing great talent," said Peter. "It was a valid business case to change behaviors of managers, HR partners, and TA."

FACILITATING DECISIONS

Analytics and insights have enabled the TA team at Sanofi to present data with the same rigor that life sciences business leaders use in their work, further setting course for organizational change. When presenting at a recent business QBR, some expressed concerns about the length of time it took to land talent. "Our analytics and insights allowed us to quickly identify the bottlenecks and challenges in the process which resulted in a meaningful conversation with actionable outcomes," said Peter. "We continue to leverage data and insights as an entry point to our conversations with the business."

LOOKING AHEAD

The successful use of reporting and analytics to drive incremental changes at Sanofi has increased the need for insights significantly. "The before and after is completely different," said Peter. A company-wide cost savings initiative has put a number of items on the analytics roadmap: a closer look at ad spending, usage of contingent labor, managed service provider spending, the succession gap, retention, and the internal talent marketplace. With these ambitions, in two years it can be expected that TA landscape will once again transform at Sanofi.



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*- Peter Greco,
Senior Director of Global TA Services & Operations*