



Talent Acquisition

BLUEPRINT

REPORT



American
Heart
Association®



Section 1:

Customer Overview: American Heart Association

Headquarters in Dallas, Texas Founded in 1924 4000+ employees	33M volunteers and supporters About \$1B in revenue 225,000+ applicants per year	156 offices in all 50 states and International Their mission: "To be a relentless force for a world of longer, healthier lives."
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Talent Acquisition Vision

For the American Heart Association, the best way to hire is to innovate wherever possible. Free up recruiters to focus on sourcing and building relationships with hard-to-find talent—let automation handle the rest.

Helping everyone in the world live longer healthier lives is central to The American Heart Association’s (AHA) mission.

The AHA’s ambitious goal drums up a spirited energy at every fundraising event. With so many lives affected by heart disease, stroke, and other related health challenges, AHA receives applications from more than 225,000 candidates a year—all ready to join the fight. Only 0.5% of those applicants are hired annually, predominately for fundraising positions.

It’s a monumental task to offer a competitive candidate experience at this scale. If done poorly, the results could reverberate across the entire organization and its

candidates—including the 99% of applicants who aren’t hired, the vast majority of whom are also volunteers, survivors, and donors.

AHA’s strategic, high-volume hiring is powered by the purposeful blend of talented people, a detail-oriented process, and the right technology to support both. Pursuit of this goal led AHA to push boundaries and reengineer their entire talent acquisition process.

At the core of their overhaul was the implementation of iCIMS and several integration partners with the goal of skyrocketing efficiency while maintaining their brand’s high energy and sense of community.

"Our recruiters were having to do a lot of administrative work and touch a lot of systems. We looked at how we could enable the talent attraction team to be a better business partner—to source and attract more qualified candidates and manage the process in an extremely efficient and positive way."



- Sally Pabin, Vice President of Talent, American Heart Association

Saving time here:

- 300 hours/year** creating requisitions
- 300 hours/year** entering new hire data
- 375 hours/year** with video interviewing
- 100 hours/year** with automated reference checks

Allows recruiters to:

- Spend **50% more time** building relationships with potential hires
- Increase sourcing activity by **200%**

Section 2

Customer Overview: American Heart Association

To best sort through the high volume of applicants, AHA's recruiting technology shifts recruiters away from task management to better focus time on high-impact objectives. However, it's imperative that automated tasks are still personalized to keep the experience for all applicants authentic and consistent.

RECRUITMENT MARKETING



Promote a unique and compelling employer value proposition to bring in top-tier candidates from the communities AHA serves. Keep silver medalist candidates engaged and notified as relevant roles become available.

ASSESS



Measure candidates against one unified and comprehensive set of standards—including culture fit, aptitude, and motivation.

INTERVIEW



Use a combination of in-person and video interviews to vet and build relationships with candidates efficiently.

HIRE



Evaluate two to three final candidates based on in-depth reference checks before making a final offer.

ONBOARD



Transition new hires from candidates to employees by passing data through a unified talent and HR system.

RETAIN & GROW



Foster internal talent and professional development by bringing diverse skillsets together from across the organization to tackle unique projects.

Section 3:

Recruitment Marketing and Sourcing

Leading with a Strong Employer Value Proposition

To put into context the high volume of applicants who find their way to AHA, their recruiters receive between 600 to 650 applicants daily.

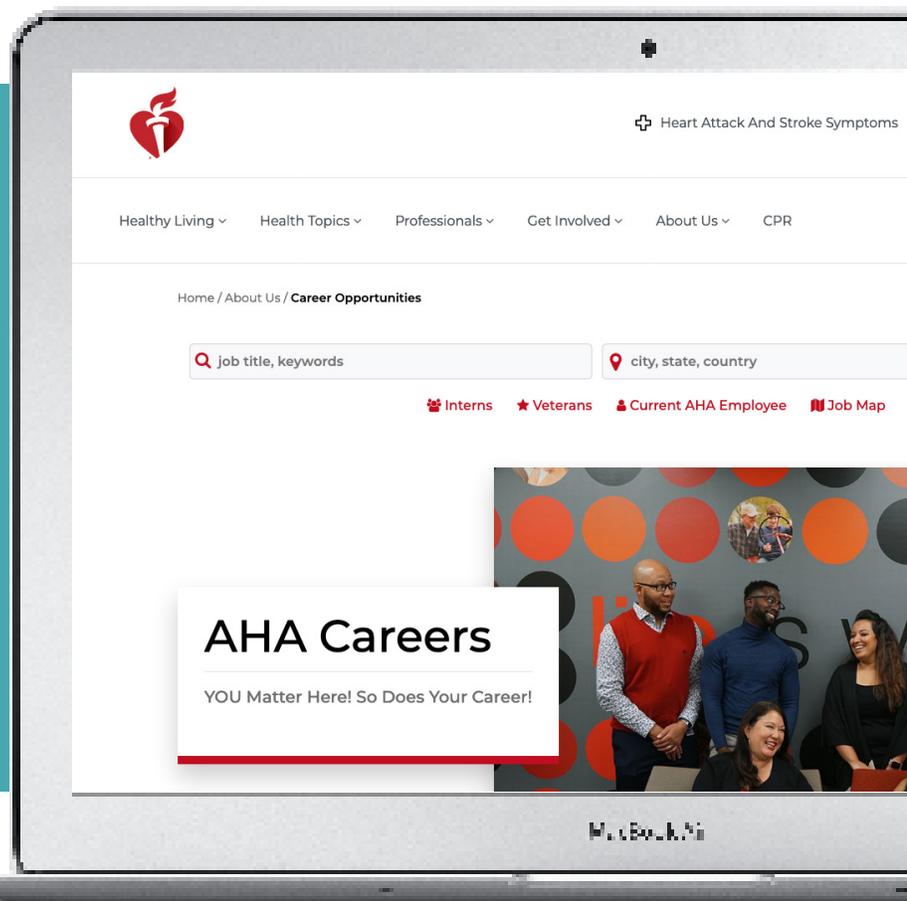
That sort of interest is the result of a unique and compelling employer value proposition (EVP), which AHA promotes at events, on its career sites, and across social media. Even their job posts include multimedia, creating a tailored EVP for different roles.

Prospective applicants are invited to be part of #TheAHALife, a culture that goes beyond the workplace and represents the event atmosphere, mission, and lifestyle that the American Heart Association is built on. Heart health and healthy living for all are front and center—along with what it means to be a part of the AHA team.

“People know American Heart Association as a consumer brand. From an employer brand perspective, we have to reinforce that our mission is really who we are. It’s what drives our company – our grassroots, our science, the guiding values we uphold.”



– Sally Pabin, Vice President of Talent, American Heart Association



Invest in Candidate Relationships

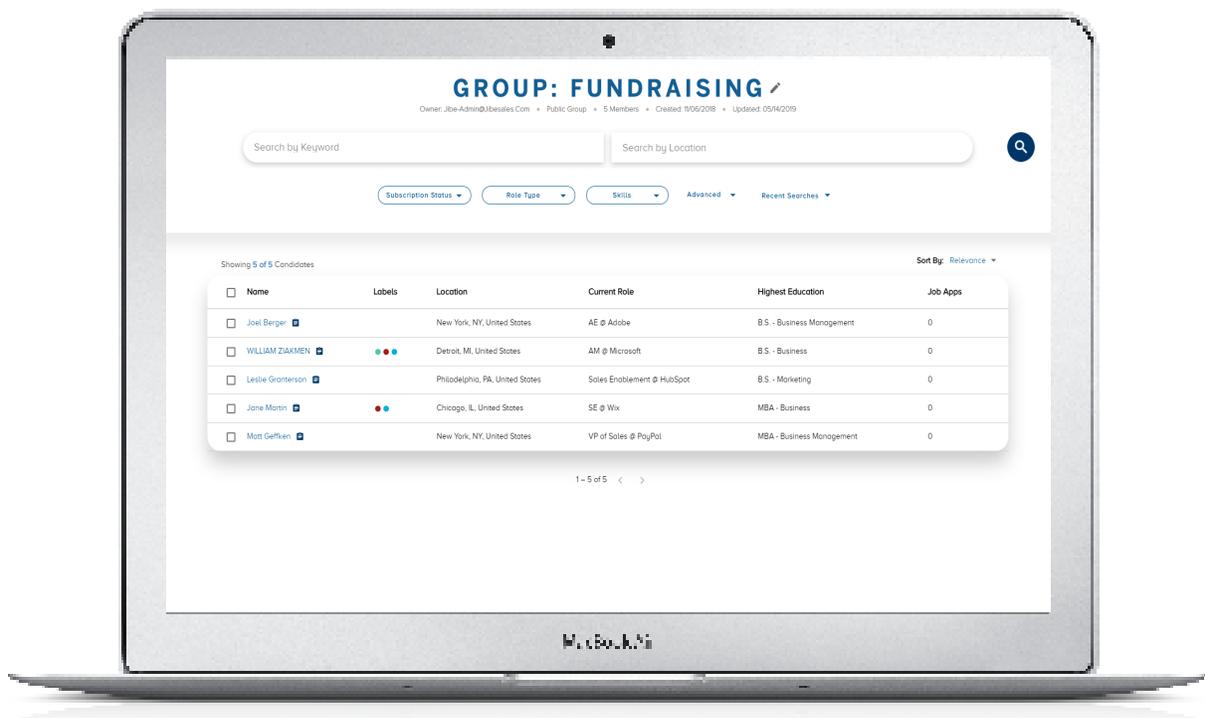
The American Heart Association's high volume of applicants are a sourcing goldmine. For each hire they make, AHA typically ends up with several highly qualified runners-up. These silver medalist candidates are good fits and have potential to be selected for future positions. That's why it's important to continue to stay connected with this talent pool.

However, this wasn't always possible.

"Prior to iCIMS, we had disparate recruitment systems, including a CRM separate from our ATS," says Pabin. "Our recruiters weren't fully utilizing the CRM because it was one more place for them to go."

With no way to sync candidate information between tools, recruiters were left to manually input the data themselves. This was a time-consuming task that took recruiters away from more productive activities and greatly diminished the value of having so many highly engaged and talented silver medalist candidates.

Today, AHA's recruiters fill roles faster than ever by keeping the candidates they already know are good fits engaged until the right opportunity arises.



Section 4:

Building a Unified Candidate Journey

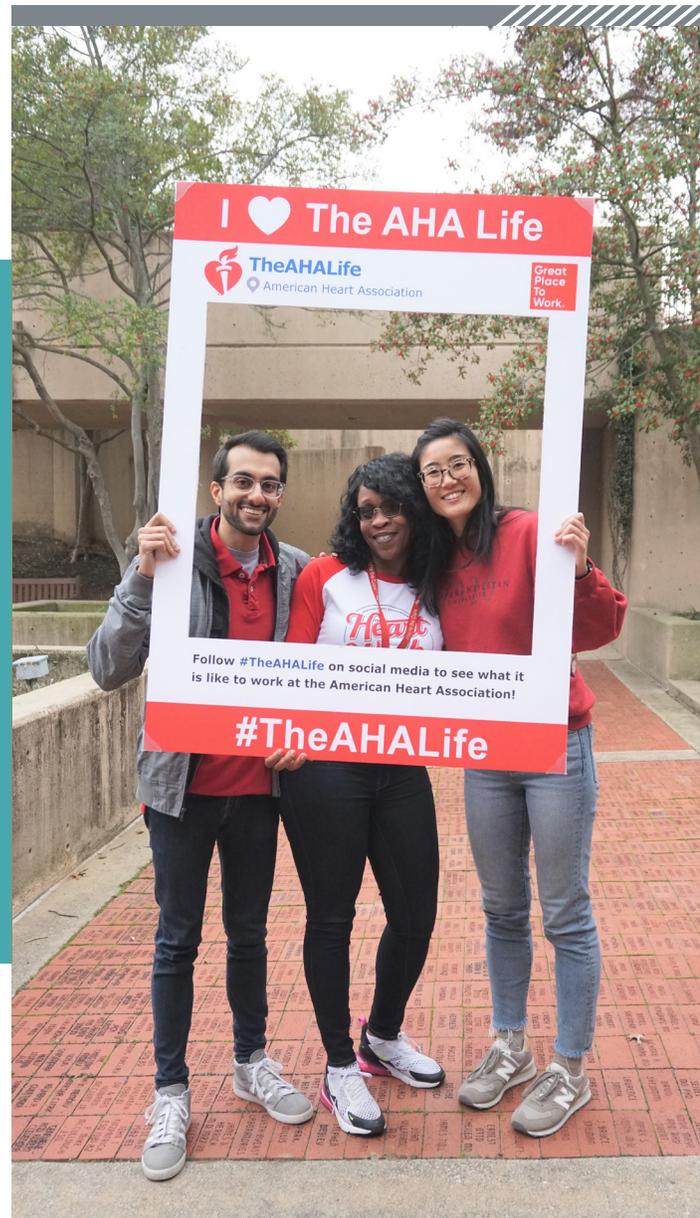
The American Heart Association built efficiencies into their recruiting workflow to relieve pressure from their recruiters.

AHA incorporated Robotic Process Automation (RPA) functionality into their iCIMS Talent Cloud to automate manual, rule-based, and repetitive tasks. These automated tasks, including automatically sending emails or routing open requisitions for approvals, save time and limit the amount of administrative work recruiters do in the system.

“RPA takes things that have to happen—like sending an application to someone—that are important, but don’t necessarily require a human touch, and embeds them into a workflow. Embedding automation into our workflow frees up time. It allows recruiters to do more interviews, source passive candidates, and engage, and build relationships with candidates we otherwise wouldn’t have access to.”



- Dennis Wilson, Director of Talent Acquisition and Attraction, American Heart Association



Third-party tools, such as those listed below, help AHA's recruiters make smart, informed decisions and efficiently move candidates through each step of the hiring process:

Outmatch Assessments and Reference Checking

With staff in every state, it's important that the American Heart Association applies the same rigor to vetting candidates, regardless of where they are or what role they're applying for.

To achieve consistency, AHA uses Outmatch for assessments and reference checking. Assessments launch early in the hiring process and generate automated reports reflecting each candidate's likely fit to key competencies. Recruiters don't engage with

those assessments until the results are in, freeing them to focus on the candidate experience.

Reference checks happen later in the process, usually when the field has been narrowed to just two or three contenders. Reference checks mirror the wording that the American Heart Association uses in their assessments and in-person interviews, ensuring their applicants' references speak to the same competencies measured throughout the hiring process.

RIVS Video Interviewing

Video interviews happen before in-person interviews and are used to manage volume and give candidates a platform to more fully represent. RIVS's technology allows recruiters to assess job and motivational fit, with a focus on really getting to know candidates before bringing them in to meet with management.

At half the length of phone screenings, video interviews are shorter and allow recruiters to review application materials in less time. Unlike traditional interview formats, there's no back and forth and no risk of running over time.

Onboarding New Hires with Workday

The American Heart Association integrated iCIMS with Workday, their HCM provider, to create a bidirectional flow of data. When a position opens, that information is sent from Workday to iCIMS, and a new requisition with position data is created. When that position is filled, iCIMS sends new hire information to Workday, and onboarding tasks

are created. Prior to this integration recruiters spent time in multiple systems to manually create positions and input new hire data.

This back-and-forth keeps AHA's entire HR team working from one unified system, handling the hiring process from start to finish.

Section 5:

Fostering Career Growth with a Talent Exchange

The American Heart Association develops the skills of their internal talent by using recruitment technology in an innovative way. Their HR team repurposed iCIMS career site technology so staff can advertise project opportunities on a separate, internal project page called the Talent Exchange Portal.

Part of AHA's learning and development platform Heart U, the Talent Exchange Portal functions like an internal career page, except that instead of applying to new jobs, employees request to participate in projects across the organization. The portal allows employees from around the organization to come together organically and form teams with the skills necessary to tackle unique projects.

Employees contribute to different areas of the organization, build relationships, hone skills, and flex muscles they might not otherwise in their typical day-to-day. The Talent Exchange Portal also helps AHA make the most of donor contributions by leveraging existing talent rather than adding positions or using outside vendors.

AHA's employees can also opt to receive notifications of new project opportunities from the same CRM used by recruiters to keep external candidates engaged and informed.

Flexibility Empowers Innovative Thinking

The American Heart Association's use of hiring tools to develop internal talent and solve complex problems is representative of the outside-the-box thinking that permeates its culture.

As Wilson explains, "Working alongside of iCIMS staff on every step of the system configuration

and go-live process resulted in a final product that met and, in some cases, exceeded the original scope of the project. iCIMS staff made themselves available and brainstormed with our team to create solutions that have added real and lasting value to our recruiting workflows."

Section 6:

Supporting AHA's Fighting Spirit

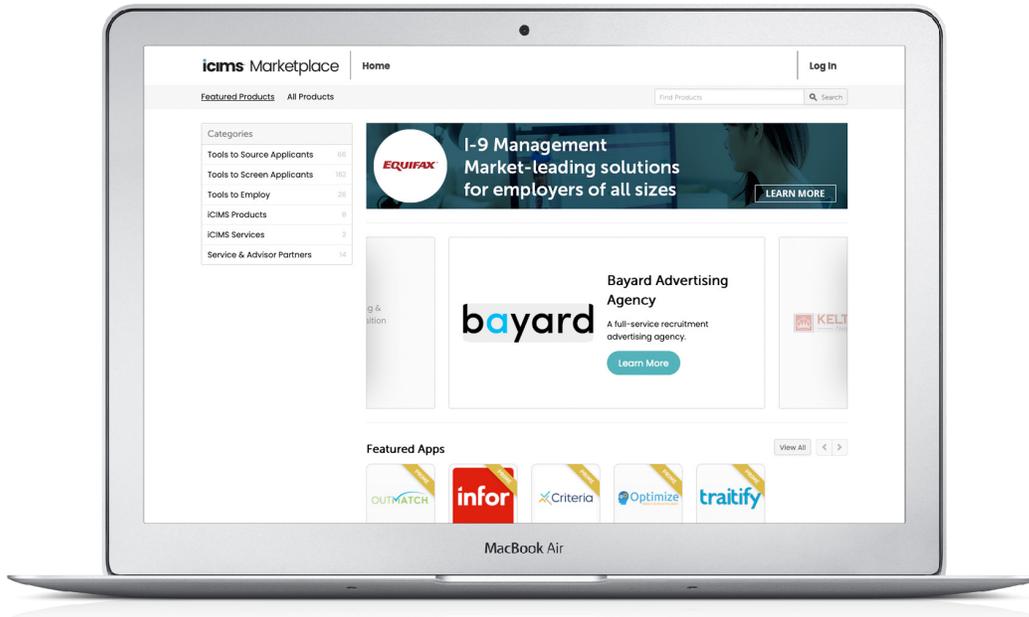
American Heart Association continues to push the boundaries of innovation in order to free their recruiters to focus on what really matters. For that to happen most effectively, they revamped their HR systems and processes beginning with selecting a technology partner.

New Technologies help free up recruiters to focus on what really matters.

"iCIMS learned our environment and supported us pre and post implementation. Our customer success manager not only thought about what we were doing, he helped us to think about best practice and educated us on what other clients were doing," says Pabin.

It's this support and expertise that helps the American Heart Association continue to push the boundaries of innovation, adopting new technologies to free their recruiters to focus on what really matters—securing the right talent to keep up the fight.





Learn more about the 245+ third-party vendors iCIMS partners with by visiting the [iCIMS Marketplace](#).

About AHA

The American Heart Association is a relentless force for a world of longer, healthier lives. We are dedicated to ensuring equitable health in all communities. Through collaboration with numerous organizations, and powered by millions of volunteers, we fund innovative research, advocate for the public's health and share lifesaving resources. The Dallas-based organization has been a leading source of health information for nearly a century.

For more information, visit www.heart.org.

Talent Powers Transformation

iCIMS is the talent cloud company that empowers organizations to attract, engage, hire, and advance the right talent that builds a diverse, winning workforce. iCIMS accelerates transformation for a community of more than 4,000 customers, including a third of the Fortune 100, that employ more than 30 million people worldwide.

For more information, visit www.icims.com.