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Applicant Tracking System Guide

2006

*An Independent Analysis of Leading ATS Software Providers*

**The CareerBuilder.com 2006 Applicant Tracking System Guide (ATS Guide) was developed by CareerBuilder.com's Strategic Services Group in partnership with The Code Works, Inc., a Silicon Valley-based software consulting and development firm, specializing in custom application development and integration.**

**About CareerBuilder.com's Strategic Services Group**

The Strategic Services Group provides independent analysis and consulting services to assist organizations of all sizes and industries in the selection and implementation of recruitment technology solutions. To inquire about our services, please contact us via email at [bpc@careerbuilder.com](mailto:bpc@careerbuilder.com).

**About The Code Works**

The Code Works ([www.thecodeworksinc.com](http://www.thecodeworksinc.com)) consults on all aspects of the software development lifecycle, including technology strategy, requirements gathering, software selection, design and implementation of custom software and application integration. The Code Works currently services a number of clients in the HR and staffing industry and are recognized thought leaders in the areas of web-based candidate and client portals, services e-procurement, vendor management systems and HR-XML-based integration.

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## Forward

It is my pleasure to present our 2006 CareerBuilder.com Applicant Tracking System Guide. We first released this guide in 2003 at the same time we launched our Strategic Services Group. The positive response we received was overwhelming. Since this time, we have expanded the depth and breadth of our services to include technology integration, source tracking, career site hosting and much more to our standard products.

There are a number of similar publications out there, but CareerBuilder.com is the only resource to offer a completely independent and unbiased review. Due to our vast experience working with ATS vendors and their systems, our Integration Services Specialists have first-hand knowledge of these products and our clients' experiences with them. We do not invest in or offer our clients a single ATS solution nor do we partner with any providers or accept commissions or referral fees. Instead we invest our time and energy into being the leader in our industry, offering our clients a total recruiting solution that continuously delivers value.

CareerBuilder.com goes beyond what you would expect from an online recruiting resource, helping companies save time, reduce costs and improve efficiency. Whether you just need the basics on ATS or need to put together an RFP, you'll find everything you need in this easy-to-read guide. We are confident that you will find this to be a valuable tool regardless of what stage your organization is in the technology purchasing process.



Matthew Ferguson  
Chief Executive Officer

## Introduction

Whether you are considering a new Application Tracking System (ATS) or upgrading your current system, the CareerBuilder.com ATS Guide provides you with a comprehensive tool to analyze key features from 19 leading solutions.

Since the 1980's, ATS' have gained tremendous momentum. The rapid pace of technology has led to newer, more advanced versions. Growing from a stand-alone product, current ATS solutions usually fall into one of four general groups:

- An addition to an ERP/HRMS,
- part of a Talent Management Suite,
- part of a Talent Acquisition Suite, or
- an e-recruitment tool

ATS' were initially offered as stand-alone installations. Today, Application Service Provider (ASP) model/hosted solutions are available in addition to on-site licensing. In the on-site licensing model, the application is housed on a server at the customer's location and the software is licensed from the vendor for a fee. With the ASP model, the customer pays a subscription fee and system performance is managed to a service level agreement (SLA).

### What exactly is an Applicant Tracking System?

Applicant tracking software covers a gamut of functions that allow companies to streamline and automate recruiting processes to increase efficiency, improve accountability, expand reach and reduce costs. Core functionality offered by most ATS' includes:

- Job requisition process automation (e.g., creating the job requisition, posting the requisition on internal and external websites such as job boards and college campus resources)
- Sourcing automation (e.g., tracking resumes from their source through the recruiting process, collecting resumes from email, hard copy, etc. and detecting duplicate resumes)
- Candidate prescreening and interview collaboration, scheduling and communications
- Reporting and analytics (e.g., key metrics, compliance and other analytics)

**“We think in generalities, but we live in detail”<sup>1</sup>**

The above quote applies when looking at ATS'. On a broad level, all ATS' offer very similar capabilities; however, when exploring the details, we find differences among the systems whether it be in the workflow, approach or design. This ATS Guide identifies the key differences among these systems, allowing you to identify which vendors will ultimately meet your most important needs. Furthermore, this guide serves as a resource, helping you to make better-informed decisions when it comes to streamlining your recruiting process.

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<sup>1</sup> Alfred North Whitehead (1861 – 1947), English mathematician and philosopher

### **What is the purpose of this guide?**

Our goal is to provide you with insight into the key areas that differentiate current ATS' and to empower you with information about the many choices available. Questions like how long the company has been in business and what is a vendor's financial status provide insight into the vendor's stability and likelihood of being in business five or ten years down the road. Additionally, understanding the differences between a full product suite offering and a streamlined, user-friendly product, allow you to decide which system best suits your corporate culture and business methodology.

This guide provides you with an opportunity to compare a number of different ATS solutions to help you narrow down your criteria, to better propose RFIs and perhaps demo the products and develop RFPs. To assist you, we've included a sample RFI. Upon reviewing the information contained in this guide, we encourage you to contact a CareerBuilder.com Integration Services specialist to assist you with deciding which products to pursue.

### **Which vendors are covered in this guide?**

This guide includes profiles of 19 leading solutions that serve a range of companies across a variety of industries. They include:

#### ***Advanced Personnel Services, Inc.***

SmartSearch Online

#### ***Bernard Hodes Group***

Hodes iQ

#### ***BrassRing Systems LLC***

Enterprise 7.5

#### ***Ceridian***

(formerly Recruiting Solution International, Inc.)  
Ceridian Recruiting Solutions

#### ***Hire.com***

HireEnterprise

#### ***HRLogix***

JobLogix

#### ***HRsmart***

ATsmart

#### ***iCIMS***

iRecruiterTM

#### ***Kenexa***

Kenexa Recruiter Applicant Tracking System

#### ***Peopleclick***

Peopleclick Recruitment Management System (RMS)

#### ***Pereless Systems***

Pereless System i7 (Enterprise)

#### ***Recruitenet Inc.***

Projectix

#### ***Recruitmax Software, Inc.***

Recruitmax Corporate Edition

#### ***SilkRoad Technology, Inc.***

OpenHire Applicant Tracking System

#### ***SonicRecruit***

SonicRecruit Applicant Tracking

#### ***Taleo Corporation***

(formerly Recruitsoft)  
Taleo Professional

#### ***VirtualEdge Corporation***

VirtualEdge Enterprise Staffing Suite

#### ***Webhire, Inc.***

Webhire Recruiter

#### ***WetFeet***

WetFeet Recruiter

The following pages contain a comprehensive analysis of each company's core solution along with a snapshot of each system's unique features. Additionally, we provide you with detailed information on each company, including key clients and a financial overview. We also include information on two specialized, automated sourcing solutions that support ATS' — AIRS and Data Frenzy.

**What methodology was used?**

An independent resource, The Code Works Inc. compiled profiles on each vendor from data gathered through questionnaires, live product demonstrations and conversations with vendor personnel.

**Which vendor is the best match for my needs?**

Because each company's recruiting needs are unique, it is nearly impossible to find an ATS that will meet all of your requirements. Before diving into the software, review your recruiting processes and work practices and identify the most critical business requirements. From there, you will be well positioned to identify "must have" ATS features and to evaluate how well an ATS will fit into your recruiting environment. Questions to ask during your software evaluation should include:

- Does the ATS integrate with my pre-existing HRMS system?
- Does the ATS reduce redundant resumes?
- Does the ATS improve searching for applicants within the system?
- How easy is the ATS to use?
- Are there customized or improved reporting capabilities such as applicant source tracking?

Identify a short list of vendors that offer a feature set that is aligned with your business needs and fits into your technical environment. This approach will allow you to make the best decision as well as shorten your decision-making timeframe.

**What else is included in this guide?**

In addition to detailed vendor information, this guide highlights key trends and gives you an executive-level overview of our results. At the end of this guide, you will also find a helpful list of questions to include in your RFI/RFP and a glossary of acronyms that you may encounter during your ATS research.

## Executive Summary

This guide reviews 19 leading ATS solutions. Although a few vendors have industry specialties, such as healthcare, all are capable of supporting a wide array of industries. After a thorough review, it is clear that each software solution possesses unique strengths.

Please refer to the Vendor Overview and Vendor Comparison charts, beginning on page 10, for a high-level summary overview of each company and its system's features. The Vendor Details section provides additional information about each vendor's core product.

As you review this guide, keep in mind that new software features and versions are constantly being rolled out. Consider using the guide as a starting point for your research and contact a CareerBuilder.com Integration Services specialist who can assist in your ATS selection process.

## Market Trends

The ATS market is ever-consolidating and continuously producing newer versions of software, taking ATS capabilities to new levels. By 2008, market forces will cause 25 percent of the e-recruitment vendors to go out of business or be acquired (0.7 probability).<sup>2</sup>

To differentiate themselves, ATS vendors are automating more of the e-recruitment process. ATS vendors are joining forces with third parties to strengthen their feature set and to offer additional, value-added services. Integration with value-added service providers enables recruiters to reduce time-to-fill by automating common recruiting tasks like background checks, skill assessments and job board posting. It is also common for ATS vendors to embed leading edge technology within their ATS such as resume parsing tools and best-of-breed search engines. New technologies and industry standards (e.g. web services, HR-XML) have enabled ATS vendors to quickly integrate with other service and solutions providers to seamlessly offer additional features and to automate a greater portion of the end-to-end e-recruiting process.

The scope of e-recruiting solutions is expanding. There are two key areas where ATS' are consistently increasing their scope. The first is assessment. ATS and third-party vendors are offering a variety of assessment methods to reduce hiring costs and improve retention rates and other key metrics. Whether doing online technical skills assessment, simulations or other methods of checking a candidate's potential fit, the ability to correctly staff an individual into a position is becoming more and more important. Second, resume parsing capabilities are included in all leading solutions. Resume parsing offers clear business benefits for companies of any size. ATS are able to accept a wide variety of resume formats and automatically populate required fields with a high degree of accuracy.

ATS have also expanded their scope in terms of the type of candidate hires they support. Traditionally, ATS have focused on automating the placement of permanent employees. ATS solutions have started to support a broader range of employment types, especially the hiring of temporary employees. ATS vendors are extending their solutions to provide Vendor Management System (VMS) functionality. VMS software enables hiring companies to publish job requisitions to multiple staffing companies and manage their candidate submissions to reduce time-to-fill and encourage competitive pricing. Extending ATS to include VMS functionality helps companies manage and report on permanent and temporary hiring within a single system.

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<sup>2</sup> J. Holincheck, "E-Recruitment Software Market Trends, 4Q04," G00124531, Gartner Research, November 2004



As ATS extend the scope of business process they support, a new set of acronyms has been introduced. ATS that incorporate contingent and permanent workforce procurement are also known as Talent Acquisition Suites (TAS). Talent Management Suites (TMS), another related term and technology, take TAS one step further by integrating broader HR functions such as performance management, career development, succession planning, and learning and compensation management. Taking it one step further are Talent Workforce Acquisition (TWA) systems, which are evolving to integrate the end-to-end staffing process. Currently no company provides this type of solution; however, it appears as if the market is heading in this direction.<sup>3</sup> TMS, TAS and TWA provide the opportunity for in-depth and consolidated reporting for an increasing broader view of the recruiting process, which may be difficult to obtain if multiple systems are used.

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<sup>3</sup> Allen Schweyer, "Total Workforce Acquisition: Integrated Technologies to Support the Entire Staffing Cycle," Human Capital Institute/Peopleclick, October 2004

## Vendor Overview

The following table provides a high-level overview of each vendor to help focus your research. Each vendor has a more detailed profile beginning on page 16.

Company Name	Product Name	Years in Business (as of 2006)	Company Type	Company HQ	# of Employees	Client Base Size (% of employees)			Active Clients
						<5,000	5,000 - 20,000	>20,000	
Advanced Personnel Systems, Inc.	SmartSearch Online	21	Private	Oceanside, CA	<50	72	23	5	200
Bernard Hodes Group	Hodes IQ	36	Public	New York, NY	<750	23	45	32	185
BrassRing	BrassRing Enterprise	7	Private	Waltham, MA	<300	5	60	35	185
Ceridian	Ceridian Recruiting Solutions	74*	Public	Minneapolis, MN	~9,300	79	19	2	500
Hire.com	HireEnterprise	10	Private	Austin, TX	<150	33	28	34	65
HRLogix	JobLogix	5	Private	Oklahoma City, OK	25	70	20	10	150
HRsmart	ATsmart	12	Private	Richardson, TX	<100	10	80	10	460
iCIMS	iRecruiter	7	Private	Hazlet, NJ	<100	75	20	5	250
Kenexa	Kenexa Recruiter Applicant Tracking System	19	Private	Wayne, PA	>600	25	50	25	160
Peopleclick	Peopleclick Recruitment Management System	11	Private	Raleigh, NC	~310	47	28	25	210

## Vendor Overview (cont'd.)

Company Name	Product Name	Years in Business (as of 2006)	Company Type	Company HQ	# of Employees	Client Base Size (% of employees)			Active Clients
						<5,000	5,000 - 20,000	>20,000	
Pereless System	Pereless Systems i7	6	Private	Shrewsbury, NJ	<100	30	60	10	82
Recruiter.net	Projectix	7	Private	Portland, ME	<100	20	60	20	120
Recruitmax Software	Recruitmax Corporate Edition	10	Private	Ponte Vedra Beach, FL, North America / London, UK – EMEA/ Sydney, Australia, Asia Pacific	350	30	40	30	1000
SilkRoad Technology, Inc.	OpenHire Applicant Tracking	10	Private	Winston-Salem, NC	>50	30	50	20	>200
SonicRecruit	SonicRecruit Applicant Tracking	11	Public	Emeryville, CA	<100	40	40	20	150
Taleo Corporation	Taleo Professional	7	Public	San Francisco, CA	<550	15	40	45	265
VirtualEdge Corporation	VirtualEdge Enterprise Staffing Suite	8	Private	Yardley, PA	<100	36	33	31	90
Webhire	Webhire Recruiter	24	Public	Lexington, MA	<100	81	16	3	>200
WetFeet	WetFeet Recruiter	12	Private	San Francisco, CA	<100	74	11	16	38

\* Note: Company has been in business for 73 years but began offering the recruiting product in 1998.

### Key:

- ~ = approximately
- < = less than
- > = greater than
- n/a = not available
- \* = See notes

## Vendor Comparison

The following chart provides a quick comparison of each vendor's solution. For in-depth information, please see individual reviews beginning on page 16.

Company Name	Product Name	Demand & Supply Planning	External Job Board Distribution	HRIS Integration	International	System Replacement & Data Migration	Major Software Releases	Client Versions Supported
			Interface Type	Average Time Required	Double Byte Characters Available	Average Time Required		
Advanced Personnel Systems, Inc.	SmartSearch Online	Y	Direct & Third-party	2-6 weeks	In Development	1-8 weeks	Every 14 months	Single version
Bernard Hodes Group	Hodes iQ	N	Direct	4-5 weeks	Y	12 weeks	Annually	Single version
BrassRing	BrassRing Enterprise	Y	Direct & Third-party	8 weeks	N	8-10 weeks	Twice a year	1 release prior to current version
Ceridian	Ceridian Recruiting Solutions	Y	Direct & Third-party	4-20 weeks	N	Under 1 week - 4 weeks	Quarterly	Single version
Hire.com	HireEnterprise	Y	Direct & Third-party	4-12 weeks	N	2-4 weeks	Information Not Provided	Information Not Provided
HRLogix	JobLogix	N	Third-party	Information Not Provided	Y	Approximately 8 weeks	Annually	Information Not Provided
HRsmart	ATsmart	Y	Direct & Third-party	4-6 weeks	In Development	Approximately 5 weeks	Annually	All versions
iCIMS	iRecruiter	N	Direct & Third-party	Typically 1-2 weeks	Y*	2-4 weeks	Quarterly	Single version
Kenexa	Kenexa Recruiter Applicant Tracking System	Y	Direct & Third-party	8-10 weeks	N	1-4 weeks	Annually	1 release prior to current version

Vendor Comparison (cont'd.)

Company Name	Product Name	Demand & Supply Planning	External Job Board Distribution	HRIS Integration	International	System Replacement & Data Migration	Major Software Releases	Client Versions Supported
			Interface Type	Average Time Required	Double Byte Characters Available	Average Time Required		
Peopleclick	Peopleclick Recruitment Management System	Y	Direct & Third-party	2 weeks	Y	2 weeks upon receipt of XML data	Every 6 - 12 months	Single version
Pereless System	Pereless Systems i7	Y	Direct	Typically 2 weeks	N	2-3 weeks	Monthly	Single version
Recruiternet	Projectix	Y	Direct & Third-party	30 days	Y	2-4 weeks	Quarterly	Single version
Recruitmax Software	Recruitmax Corporate Edition	Y	Direct & Third-party	5-12 weeks	Y	9-12 weeks	Bi-annually	1 release prior to current version
SilkRoad Technology, Inc.	OpenHire Applicant Tracking	N	Direct	Under 1 week	N	1 - 2 weeks	Bi-annually	Single version
SonicRecruit	SonicRecruit Applicant Tracking	N	Direct	Under 1 week (1-15 hours)	N	Under 1 week (5-15 hours)	Quarterly	Single version
Taleo Corporation	Taleo Professional	Y	Direct & Third-party	Information Not Provided	Y**	Information Not Provided	Information Not Provided	1 release prior to current version

**Vendor Comparison (cont'd.)**

Company Name	Product Name	Demand & Supply Planning	External Job Board Distribution	HRIS Integration	International	System Replacement & Data Migration	Major Software Releases	Client Versions Supported
			Interface Type	Average Time Required	Double Byte Characters Available	Average Time Required		
VirtualEdge Corporation	VirtualEdge Enterprise Staffing Suite	Y	Direct	9 weeks	Y	8-9 weeks	Bi-annually	Single version
Webhire	Webhire Recruiter	Y	Direct	12-16 weeks	Y	12-16 weeks	3-5 times per year	Single version
WetFeet	WetFeet Recruiter	N	Third-party	6-8 weeks	N	4-6 weeks	Quarterly	Single version

\* Note: Interface is only available in English; however, data is accepted in double-byte.

\*\*Note: Candidate interface available in double-byte. The client-facing interface is available in four single-byte languages. Data is accepted in double-byte.

**Key:**

- ~ = approximately
- < = less than
- > = greater than
- N/A = not available
- \* = See notes
- Y = Yes
- N = No

## Vendor Details

The following section contains key details on 18 of the leading ATS companies and their core solution. These companies serve a variety of industries and audiences, from small- to medium-size companies to very large corporations. To assist with selecting a vendor, please review the Vendor Overview and Comparison charts beginning on page 10.

Please note that we do not cover all the features of each ATS but instead chose to highlight the key differences among the companies and their systems to assist you in your selection process. There were also companies in the marketplace who were unable to participate in our guide, but may be suitable for your needs. If there is a company not contained in this guide that you would like to investigate further, please email [bpc@careerbuilder.com](mailto:bpc@careerbuilder.com) and a CareerBuilder.com Integration Services consultant will be happy to assist you.

**Advanced Personnel Systems, Inc.**  
**SmartSearch Online**

4167 Avenida de la Plata  
 Oceanside, CA 92056  
 Phone: (760) 941-2800  
[www.SmartSearchOnline.com](http://www.SmartSearchOnline.com)

**Company Facts**

- Founded in 1985
- Headquartered in Oceanside, CA
- Fewer than 50 employees

**Major Clients**

- Adecco – staffing services, named world’s largest employer
- CORESTAFF Services – staffing services
- The Superior Group – staffing services
- Belcan Corporation – staffing services
- PDS Technical Services – staffing services
- Sharp Healthcare – medical services, 14,000 employees
- Parsons Brinkerhoff – architectural and engineering services, 9,000 employees
- Ascent Media – post production media developer, 4,000 employees

**Client Base**

- 72% of clients have less than 5,000 employees
- 23% of clients have between 5,000 and 20,000 employees
- 5% of clients are over 20,000 employees
- Approximately 200 active clients

Client industries include: staffing industry - contract, temporary and permanent placement, hospitals and medical providers, architectural and engineering service companies, financial institutions, software development, engineering development and manufacturing and the gaming industry.

**Financial Overview**

- Advanced Personnel Systems, Inc. is a privately held company.
- The company has no investors or debt load.
- Financial data is not shared.

**Solutions**

- SmartSearch Online is a world-class staffing management solution that supports corporate human resource departments in medium and small businesses and all size businesses in the staffing industry.

**Core Solution Overview**

SmartSearch Online by APS provides the technology framework for your Internet recruiting strategy - it’s the smart technology for sourcing, tracking and hiring the people you need. Rated #1 Enterprise ATS by the ERE’s 2005 Buyer’s Guide and Industry Analysis.

Its core functions include an enterprise level applicant tracking system and world-class career center. Add-ons include: a Data Gateway to third-party products such as HRIS and accounting systems, a Vendor Management System to manage contingent workforces and a wireless interface.

SmartSearch Online is the easiest system on the market to implement and the easiest to use, ensuring the fastest adoption and the quickest return on investment. It is a scalable product supporting businesses with as few as two users to as many as 1,000 or more.



It provides tools for collaboration within the recruiting organization as well as with candidates and hiring managers. It provides customers with programmable workflow capabilities and offers significant capabilities to self-configure the application to fit individual needs.

Finally, SmartSearch Online provides performance measurement reporting which allows users and management at all levels to set goals, measure performance and improve productivity.

The product is in version 9.7 and is offered as an ASP. There is a setup fee based on tools implemented with a monthly price based on the number of user accounts.

### **External Job Board Distribution**

- Posting to job boards varies from real-time to batch upload depending on the job board.
- Integrated with the following job boards: Monster, CareerBuilder, America's Job Bank, Recruiting Village and a select group of specialty sites.
- Integrated with GoJobs which provides posting services to hundreds of external job boards.
- User names, passwords and budgets are managed by the customer's administrative user using the admin interface.
- SmartSearch Online will work with the technical staff at the job boards to ensure data exchanges are working properly.

### **Searching**

- The system's search is comprehensive, easy to use and among the fastest in the industry.
- Databases in excess of a million candidate resumes are supported; it is infinitely scalable.
- Resumes or CVs in virtually any language can be searched.

### **Job Board Searches**

- Access to job board resumes is managed by TalentHook, [www.talenthook.com](http://www.talenthook.com).
- Candidate resumes emailed directly to the customer's database are processed automatically.
- Candidates originating from third-party sources are loaded into the customer's database and can be automatically associated with the appropriate job.

### **Web Mining**

- SmartSearch Online partners with TalentHook.

### **Demand and Supply Planning**

- SmartSearch Online enables customers to maintain a viable pool of qualified candidates for a variety of positions.
- As customer's needs change they are able to proactively solicit candidates with the required skill sets and make them available in the database.
- Since many of SmartSearches customers are in the staffing industry, they have developed effective tools to establish long-term relationships with candidates.
- The system is able to track demand by a variety of types, including job title, skill set or general employment category.
- Competency models are the responsibility of the customer.
- Reports can be created to track the availability of specific candidate types and compare current and anticipated customer personnel needs.

### **Comprehensive Sourcing**

- SmartSearch Online extracts name, addresses, phone numbers, email addresses, social security number, source, highest degree attained and career start date (for years of experience searching).
- The system provides a proprietary resume parsing (data extraction and processing) technology.
- Most formats are accepted including MS Word, HTML, MS Excel, PDF, text and rich text.
- SmartSearch Online accepts resumes from the corporate career site, email, and network/drive uploads.
- With 20 years experience in managing the extraction of data, the technology is typically 99% accurate.
- Duplicates and potential duplicates are flagged automatically and allow the user to examine records side-by-side and merge records when appropriate with one click.

### **Dupe Detection and Management**

- SmartSearch Online has a proprietary matching tool to indicate possible duplicate candidates.
- Duplicate views can be merged into a common record by users.
- Candidate records can store multiple resume versions.
- Candidate lists can be managed into folders, call lists, group email or mail merge documents.

### **Assessment and Screening**

#### ***Prescreening***

- Candidates can be pre-screened when registering and/or when applying for a job on the client's SmartSearch Online career center on the customer's corporate web site.
- Customers can create unlimited screening questions with possible answers being yes/no, multiple choice and narrative answer.
- Screening questions can be programmed to automatically exclude candidates from applying for specific jobs and all answers can be included in future searching.
- The system is able to use any source for prescreening questions.
- SmartSearch Online assists in ensuring unbiased hiring practices by uniformly applying all searches and screening techniques to the entire database and by storing the search criteria used to identify the candidate.

#### ***Other Assessment***

- The system is integrated with SkillCheck who provides more than 800 skills tests and behavioral assessments to help effectively measure job knowledge, skills and abilities in Microsoft Office, clerical, computer literacy, IT, call center, food services, retail sales, light industrial, accounting, behavioral, medical and legal areas.
- Results are returned into the customer database.
- HR-XML is utilized where appropriate.

### **Background Checks and Drug Screening**

- SmartSearch Online is integrated with Arrin Systems.
- Background checks are requested from SmartSearch Online and the results are returned into the customer database.
- Both summary and detailed results are available.
- HR-XML is used where appropriate.

### **Workforce Diversity**

- Workforce diversity goals are supported by effectively collecting and reporting appropriate data.
- SmartSearch Online supports, through partner GoJobs, job posting at a variety of minority and disadvantaged specialty job sites.
- Data is typically collected voluntarily at the time the candidate applies for a job but can also be collected at a later time.
- Candidate data can be collected even if the candidate has not applied directly.
- All diversity programs are supported.

### **Key Reporting Metrics**

- The system automatically tracks time to fill, cost to fill, ratios of interview to hire, offer to hire and so on, candidate sourcing effectiveness and many others.
- No scorecards are offered; this could be provided as a custom report.
- SmartSearch Online is fully relational so metrics can be tracked by department, job type/category, hiring manager, user, group, division, branch, candidate source and so on.

### **HRIS Integration**

- Virtually every HRIS package in the market can be integrated with SmartSearch Online.
- The SmartSearch Gateway provides several levels of integration and interaction with third-party products.
- The length of time for integration varies according to the complexity of the integration desired.
- XML-based data exchange is supported as well as various other custom formats.
- Integration is part of the Smart Implementation program.
- Specifications are provided and SmartSearch Online assists in the creation of the integration specification.

### **Internationalization**

- SmartSearch Online software is implemented in the following countries: USA, Canada, UK, France, India, China, Mexico, Philippines and Australia.
- User Interface languages include English, German and French.
- Doublebyte support is currently in the development queue.
- Resume processing languages include English, German, French and Spanish.
- To enable global recruiting currency support is available for dollars and euros.
- Multiple date and time formats, time zones, addresses and phone numbers are supported.

### **Architecture and Performance**

#### ***Web Browsers Supported***

- Internet Explorer version 6 or better.
- Mozilla Firefox version 1 or better.
- Netscape Navigator version 7.2 or better.

#### ***Roles and Permissions***

- There are three levels of user roles.

### ***ASP Environment***

- APS, Inc. manages its own server farm which is located in Oceanside, CA.
- By managing their own server farm, APS has one of the best records of application availability in the industry.
- APS has redundant, mirrored servers running onsite.
- An ISP houses servers on a ready basis, should APS require another server location.
- Broad overviews on APS' disaster recovery plan and security architecture will be provided to clients. Information considered a security risk is not available for release.
- Independent assessments are performed annually. Additionally, APS performs internal audits on a routine and regular basis.
- A variety of best practices ensure database, application and connectivity performance levels.
- The system is available 24/7.
- Download time ranges from one to a few seconds, depending upon data being retrieved.
- Search results vary based upon the type of data being searched. Typical resume search of a client with 800,000 resumes is about nine seconds. A typical resume search on a database of 80,000 is about four seconds.
- Fixes are rolled out as needed. Service release/patches are released quarterly. Major releases occur about every 14 months. All clients are on the same release.
- Configuration settings carry over from version to version with no interruption.
  - Customers are encouraged to apply customizations to the designated "custom" tabs. Customizations applied to the "custom tabs" are automatically carried over to new versions.
  - If a client requests a change to the core product, it is applied in a way that will carry over to a new version with no additional labor. In some cases, changes must be re-applied at release time.
  - Information related to customer changes are recorded and tracked in a customer configuration control database.

### ***Client Customization***

- Approximately 60% of customers have customization of one sort or another.
- The system is modular in design, allowing efficient adjustment of individual components without great effort. In addition, many pages have designated include files allowing quick customization that will carry over from one version to the next version automatically.
- All customization is done by APS.

### ***System Scalability***

- The largest implementation of SmartSearch Online has over 800 users with over 25,000 hits per day and over one million records.

### ***System Replacement and Data Migration***

- APS provides nearly twenty years experience in converting organizations from their legacy systems.
- Conversion time varies from one to eight weeks.
- Key components of an ATS change include migrating data, customization to account for non-supported data elements, analyzing workflow and reporting and managing necessary adjustments, training users.
- To streamline the process, data migration tools and a well refined ability to understand legacy systems data and operation, and user needs are utilized.

### **Service Differentiators and Support**

- The goal of the product is to become a seamless extension of a customer's work environment.
- A strong emphasis is placed on providing personal service, the sales and technical services personnel are encouraged to develop good and lasting relationships with customers.
- The approach is validated by the customers who are overwhelmingly satisfied with their choice of SmartSearch Online.
- In the 2005, ERE ATS Enterprise Survey over 96% of SmartSearch users were likely or very likely to recommend SmartSearch Online to a colleague. This was the highest rating for any product evaluated.

### **Implementation Support**

- Implementation time depends on customer size. It may take anywhere from five to 60 days.
- Implementations do not require a consulting team instead SmartSearch Online manages the implementation in concert with selected client representative(s).
- The resources needed vary by client size, but a maximum of four customer resources are required.

### **Best Practices**

- Not available.

### **Help Desk Support**

- Support is available 24/7.
- Telephone and email based support is provided in English, Spanish, German and French.

### **Other Support Services**

- Smart Implementation was developed to provide ongoing personalized support to customers. A representative is assigned to each account.
- There is a periodic assessment of database and career center activity by the technical services team to identify suggestions for improving system utilization.

**Bernard Hodes Group**  
**Hodes iQ**

220 East 42<sup>nd</sup> Street  
New York, NY 10017  
Phone: (888) 438-9911  
[www.hodesiq.com](http://www.hodesiq.com)

**Company Facts**

- Founded in 1970
- Headquartered in New York, NY
- 750 employees

**Major Clients**

- Borland Software – software, 1,300 employees
- Harrah’s Entertainment – gaming, 100,000 employees
- HCA Midwest – healthcare, 5,000 employees
- Hyperion Software – software, 2,000 employees
- Labcorp – health services, 23,000 employees
- United Technologies Corporation – manufacturing, military, aerospace, industrial products and defense, 140,000 employees
- University of Miami – education

**Client Base**

- 23% of clients have less than 5,000 employees
- 45% of clients have between 5,000 and 20,000 employees
- 32% of client have over 20,000 employees
- Approximately 185 active clients

Client industries include: Aerospace, manufacturing, gaming, IT/technology software, hardware, and services, business services, healthcare, health services, retail, restaurant, entertainment, university, government, engineering, finance, investment services, consumer products, telecommunications, fashion and real estate.

Bernard Hodes Group offers Hodes iQ for Healthcare specifically designed for the healthcare market.

**Financial Overview**

- Bernard Hodes Group is a publicly held company.
- The company is wholly owned by the Omnicom Group (NYSE:OMC).
- Financial information can be found at: [www.omnicomgroup.com](http://www.omnicomgroup.com).

**Solutions**

- Hodes iQ Standard Edition (for small to medium enterprise)
- Hodes iQ Enterprise Edition (for medium to large enterprise)
- Hodes iQ Healthcare Edition (for any size enterprise)

**Core Solution Overview**

Hodes iQ is an award-winning ASP-based talent management product with offerings for corporate HR clients: Hodes iQ Standard, Hodes iQ Enterprise, and Hodes iQ Healthcare. The product focuses on providing a strategic advantage for corporate recruiters in sourcing top talent, data mining and managing a best practice candidate hiring process. The product is in version four. Hodes iQ uses a standard monthly fee structure that is based on the number of recruiters and administrators using the system.

Clients have differing requirements for their recruiting – requisition management, employee referrals, background checks, etc. Clients may add or remove modules and customize those modules to their specific business processes. Additional modules may increase costs.

### **External Job Board Distribution**

- Hodes iQ includes an award-winning job posting system recognized as best-of-breed, which includes over 4,800 unique job board choices.
- Hundreds of different types of contracts are managed and they are able to manage appropriate user accounts and budgeting information.
- A dedicated media team constantly reviews the interfaces with partners to insure they are up to date.
- Hodes iQ uses its own SmartPost technology to interface to job boards, available separately.
- To edit or deactivate a posting, users utilize the Hodes iQ recruiter portal, which then adjusts the postings on the job boards. This is also how postings to secondary boards are managed.
- Depending on the technology used by the job board, some postings are delivered in real-time, some on feeds throughout the day and some nightly. The exact time the posting will appear on the specific site will vary based on the technical capabilities of the media.

### **Searching**

- Talent Scout is an advanced data mining engine that allows recruiters to search based on sample resumes and job descriptions.
- Users can identify a resume that is a good match for a job requisition and ask Talen Scout to find similar candidates.
- Boolean and multi-criteria search is also included.
- Searches may be saved.

### **Job Board Searches**

- Hodes iQ operates with any resume search aggregation tool (i.e., AIRS Oxygen).
- An email address is assigned to forward mined resumes directly into the system.

### **Web Mining**

- The system supports web mining.

### **Demand and Supply Planning**

- Not Available.

### **Comprehensive Sourcing**

- Hodes iQ uses Resume Mirror resume parsing technology.
- MS Word, PDF, text, HTML, email-based, and more than 80 other common resume formats can be parsed.
- Resumes may be loaded from career portals, email addresses or local drives.
- Resumes may be reviewed and validated before they are loaded into the resume database.

### **Dupe Detection and Management**

- Hodes iQ uses a best-match system based on five candidate dimensions to detect duplicates (including email address, phone, and first/last name).
- In the Hodes iQ system prohibits candidates from applying to the same job more than once.
- Hodes iQ has the ability to store multiple resumes for a single candidate. On each candidate record, recruiters may see other positions for which the candidate has applied.



## **Assessment and Screening**

### **Prescreening**

- Prescreening questions are created by recruiters and are re-useable. Screening questions are presented to candidates during the online application process.
- The Hodes iQ system ships with powerful prescreening questionnaires that are recruiter-editable, scoreable (including “knock-out”) and include ranking. Recruiters can recycle these questionnaires against specific positions and edit them.
- A database of validated third-party questions can be utilized with Hodes iQ.
- All candidates applying to a specific job are asked the same questions and have the same weights applied to the answers.

### **Other Assessments**

- Behavioral, skills, personality, and assessment vendors are available as an integrated part of Hodes iQ.
- Both candidate answers and results are exchanged with third-party vendors.
- HR-XML standards are supported.

### **Background Checks and Drug Screening**

- Checks and screens can be requested via the Hodes iQ system. PeopleWise and Sterling are vendors used by Hodes iQ clients.
- Status updates are handled directly by the background check company.
- Results can be displayed, based on client security requirements.
- Hodes iQ uses HR-XML.

### **Workforce Diversity**

- Bernard Hodes Group has a 30+ year history in promoting workforce diversity to their client base.
- From a sourcing perspective, Hodes iQ provides diversity job boards with the opportunity to integrate into their sourcing strategy.
- The EEO and Affirmative Action module captures voluntary data while the candidate is submitting their application online.
- Depending on the clients’ processes and the solution that they have purchased, the data can be collected immediately following the short application or following an electronic legal application form.
- Candidate data can be collected even if the candidate has not applied directly.
- The following diversity programs are supported: EEOC, OFCCP, and AA with limited WOTC.

### **Key Reporting Metrics**

- Standard reports include: time to fill, open/closed jobs, recruiter activity, source effectiveness, EEO, employee referrals, candidate activity, candidate pipeline, new hire quality.
- Ad hoc reporting is available through a web interface.
- Hodes iQ offers standard and custom scorecards.
- Key metrics can be analyzed by team, division, requisition, location, etc.
- Hodes iQ’s managers are advisors of, adhere to, and encourage clients to use Staffing.org’s metrics model.

### **HRIS Integration**

- The system is integrated with ADP Enterprise and HRizon, Lawson, PeopleSoft (7.5, 8.3, 8.8), SAP, Ultipro, Cyborg, NuView and other HRIS’.
- Integration may vary in length of time, but an average of four to five weeks is typical.
- Hodes iQ uses industry standards like HR-XML for integration.
- Integration depends on a close partnership with the client HRIS team. Best-practice models for implementation keeps client projects on-track and within the given timeline.
- Hodes iQ provides detailed integration specification to prospective clients.



### **Internationalization**

- Approximately 20% of Hodes iQ clients use the system globally.
- Countries in production include: US, Canada, UK, France, Spain, Germany, Belgium, India, Japan, Hong Kong, Singapore, Taiwan, Switzerland, Italy, Brazil and South Africa.
- Hodes iQ is currently translated and localized for the French market.
- The product is available in singlebyte languages.
- To support internationalization, all currencies are available and date/time formats are flexible.
- Hodes iQ takes a localized approach to country rollouts since each country has its own unique requirements.

### **Architecture and Performance**

#### ***Web Browsers Supported***

- PC/Windows – Internet Explorer 5.5 or better, Netscape 6.x or better.
- Mac – Internet Explorer 5.5 or better, Netscape 6.x or better, Safari any version.

#### ***Roles and Permissions***

- The system supports an unlimited number of roles including custom named roles.
- Some common roles are: Recruiter, Hiring Manager, Recruiting Manager, Recruiting Assistant, Administrator, Sourcing Manager, HR Generalist, and Reporting Administrator.

#### ***ASP Environment***

- Hodes iQ is hosted in multiple co-location facilities in the US for maximum redundancy. All servers are load-balanced and configured for redundancy.
- Clients are provided documentation at their request on disaster recover and security policies/architecture.
- All application infrastructures are continually audited for intrusion detection, network availability, and application performance. Formal reviews are completed every year.
- Independent audits of the infrastructure and application integrity are conducted through the parent company, the Omnicom Group. Hodes iQ adheres to Omnicom policies on best practice security and infrastructure standards.
- Both the application and network layers incorporate multiple methods (both logical and physical) to ensure system security. Client and user-based security policies are enforced.
- Systems are available and independently monitored at 99.95% uptime.
- All clients run on a unified software base.
- All clients receive upgrades and upgrade training as Hodes iQ evolves services. Application design ensures that custom configurations are fully regression tested and compatible with future versions.

#### ***Client Customization***

- Approximately 40% of clients have some level of customization.
- Hodes iQ was designed from the ground up to support a core set of recruiting services while enabling rapid development and deployment of customized features in the most common areas of recruiting that generally require a custom approach.
- All software customization is done by Hodes iQ engineering teams. Clients have access to configuration utilities for many common tasks.

#### ***System Scalability***

- Hodes iQ's largest implementation supports over 1,100 users.
- There is no limit to the number of hits/traffic the software can support. The application scales both vertically and horizontally well in excess of performance bottlenecks because of application and network design and performance monitoring systems.
- Hodes iQ has databases well in excess of 100 GB.

### ***System Replacement and Data Migration***

- Data integration and migration is a core competency of the Hodes iQ engineering team. Hodes iQ has interfaced with over 4,800 job boards; ten HRISs; eight ATSs; and four ERP systems.
- The software fully supports the HR-XML standard for job and applicant management.
- Conversion depends on client requirements, but complex implementations are generally completed within 60 days.
- Key components of changing an ATS are the requisition/job and the applicant migration.
- Hodes iQ uses a number of techniques to streamline the integration and migration process and relies heavily on an engineering team that has deep experience in general data integration and migration strategies.
- Projects are managed through the Hodes iQ professional services group.

### ***Service Differentiators and Support***

- Bernard Hodes Group has 32 years of experience managing recruitment clients from mid-sized companies to multi-division Fortune 100 clients.
- The company has a reputation for outstanding customer service.
- Bernard Hodes Group provides multiple layers of support for clients, including a strategic technical advisor.
- The client care staff is made up of PHR certified professionals, experienced recruiters and HRIS experts.

### ***Implementation Support***

- An average implementation lasts six to eight weeks.
- Implementation teams are joint Hodes iQ and client teams run by Hodes iQ project managers.
- Resources will depend on the project. A business analyst, project manager, development staff, QA, and other staff may participate in the process.

### ***Best Practices***

- Over the past ten years, Bernard Hodes Group has accumulated a host of best practices in corporate career sites, employee referrals, industry verticals like health care, nurse recruitment, manufacturing, gaming, and much more.
- Clients meet with Hodes iQ Directors to analyze business process and share the right best practice models for the industry/need.
- Some best practices are embedded in the Hodes iQ solution.
- Business Process Re-engineering is a fee-based service.

### ***Help Desk Support***

- Support is available between 8 a.m. to 8 p.m. and is based in North America.
- Telephone and email based support is available in English, Spanish and French.
- Each client is provided with a Hodes iQ client care professional and a Bernard Hodes Group account executive.
- Training, check-in, yearly assessment calls, and consulting calls are part of the Hodes iQ service.

**BrassRing LLC**  
**Enterprise 7.5**

343 Winter Street  
Waltham, MA, 02451  
Phone: (781) 530-5000  
[www.brassring.com](http://www.brassring.com)

**Company Facts**

- Founded 1999
- Headquartered in Waltham, MA
- Fewer than 300 employees
- Disclosure: BrassRing and CareerBuilder are each partially owned by the Tribune Company and Gannett, Inc.

**Major Clients**

- IKEA – home furnishings, 75,000 employees
- Novartis – pharmaceuticals, consumer health, generics, eye-care and animal health, 78,000 employees
- Boehringer Ingelheim – pharmaceuticals, 27,000 employees
- R.R. Donnelley – commercial printer, 30,000 employees

**Client Base**

- 5% of clients have less than 5,000 employees
- 60% of clients have between 5,000 and 20,000 employees
- 35% of client have over 20,000 employees
- Approximately 195 active clients

Client industries include: aerospace and defense, automotive and transportation equipment, banking, business services, chemicals, computer hardware, computer software and services, construction and materials, consumer products, education, electronics, energy/utilities, food and beverage, health products and services, insurance, media/entertainment, manufacturing, pharmaceutical/biotechnology, retail/wholesale, and telecommunications.

**Financial Overview**

- BrassRing LLC is a privately held company.
- Owners/investors are the Washington Post Company, Tribune Company, Gannett, Inc. and Accel Partners.
- BrassRing is not currently raising additional funds.
- Financial data is available upon submission of an NDA.
- BrassRing is a privately held company.

**Solutions**

- BrassRing Enterprise 7.5 is offered to medium to large corporations, typically in the Fortune 1000 and Global 2000.

**Core Solution Overview**

BrassRing's core product, Enterprise 7.5, offers a robust candidate experience, patented extraction technology and FocusPoint, a rich search technology, which combines fielded and conceptual search capabilities. Enterprise 7.5 is TruSecure certified which means the software meets worldwide privacy and security standards.

Enterprise 7.5 includes TeamFit cultural assessments as part of the workforce selection technology. The candidate and recruiter user interfaces are available in multiple languages. In addition, recruiters are able to use a "non requisition based" workflow for all screening, searching, sourcing, assessment, tracking and communication.

Collaboration tools allow integration with word processing programs as well as email and scheduling programs, such as Outlook. Enterprise 7.5 includes eLink, a notification tool, which can inform recruiters of new applicants or can be configured to notify recruiters of candidates that meet or exceed screening criteria.

To encourage continued growth of the product, BrassRing created BrassRing Labs to challenge their employees to be creative, innovative and improve efficiency. BrassRing Labs develops and market-tests cutting edge tools and technology.

The BrassRing core solution is offered in a hosted environment. The solution's monthly fee is based on the number of employees supported and the specific software configuration required. Implementation fees for the product are based on an organization's recruiting process, the overall size of the organization, the number of locations and the number of system users.

#### **External Job Board Distribution**

- Interfaces can be direct or through third-party vendors, RUSA and TruStar.
- Job posting to third-party-party job boards can be instantaneous.
- Interfaces are updated as release schedules demand.
- Edits, changes and removal of jobs can be managed through BrassRing Enterprise.

#### **Searching**

- BrassRing's FocusPoint search technology enables all searching tools to be combined for the most targeted results in the industry. This includes conceptual, skills profiling, fielded, Boolean and assessment/ranking data.
- BrassRing searching technology can be used to create talent pipelines in addition to screening strictly on those candidates that submitted to a specific job requisition.

#### **Job Board Searches**

- Job board logins can be prompted or seamless.
- Job board search results are extracted using BrassRing's patented extraction technology and loaded into the database.
- Job board search results are coded and integrated into search results.

#### **Web Mining**

- BrassRing partners with AIRS for web mining.

#### **Demand and Supply Planning**

- The BrassRing requisition module can be used for demand planning.
- The demand can be tracked at a client's designated level.
- BrassRing will develop competency models as a consulting service and can implement existing competency models as needed.

### **Comprehensive Sourcing**

- BrassRing has patented resume extraction technology.
- Resumes can be uploaded to a career site from a hard drive or shared drive, emailed/faxed or mailed to an internal Talent Data Center.
- Profiles can be created in multiple ways including through a Voice Gateway (Interactive Voice Technology), through an onsite kiosk or on-line
- Resumes/profiles can be loaded from third-party sources such as drug/background/screening partners, sent from a campus database or uploaded from a networking tool.
- There is also “offline” profile creation. This means a recruiter can gather candidate data when at a campus event or at a job fair. When the recruiter plugs back in to the intranet, this data can be synchronized.
- BrassRing Enterprise provides deep source tracking capabilities. Sources can trigger events such as targeted correspondence, workflows and auto-filing.
- Any source can be auto-tagged and the source “coding” methodology is unique to each customer (e.g. internal, external, employee referral, agency, campus and alumni)
- Sourcing can be tracked to general and specific sources.

### **Dupe Detection and Management**

- BrassRing has a unique duplicate stacking algorithm that enables candidates to submit their profile multiple times and those submissions will be recognized and “stacked”.
- A candidate’s Talent Record ® will display the multiple submissions with the date, requisition, job type etc. that that profile was submitted for. This enables tracking against specific requisitions which supports client’s compliance requirements.
- Multiple resumes are allowed.
- Stacking recognition factors are customizable by source. For example, a client might want to enable an agency to submit multiple candidates with the agency telephone number, while telephone number might be a differentiation factor on an external gateway.

### **Assessment and Screening**

#### ***Prescreening***

- Prescreening talent questionnaires can be associated with specific positions, job categories and/or web portals.
- BrassRing has proprietary TeamFit technology to deliver cultural assessments in conjunction with skills profiling and behavioral screening.
- Questionnaires can be set-up to automatically filter candidates out of consideration. Auto-filing, ranking and screening requisitions or talent pipelines can be based off the prescreening results.
- A database of third-party questions can be uploaded or integrated.
- BrassRing has tightly integrated with ePredix and can integrate with any third-party assessment technology.

#### ***Other Assessments***

- Integration with any third-party screening vendor is possible and may including skill, behavioral/personality profiling, competency assessments and may be delivered using Interactive Voice Response (IVR) technology.
- Both candidate answers and results can be exchanged with third-party vendors.
- HR-XML standards are used for integration.

### **Background Checks and Drug Screening**

- BrassRing has integrated with background check and drug screening vendors.
- Checks and screens can be requested directly from the system.
- Status updates are received by the system.
- Summaries and/or detailed results are received.
- HR-XML standards are used for integration.

### **Workforce Diversity**

- Diversity planning can be built into the requisition templates and requisition creation process.
- Diversity data can be collected at various points in the process including when a candidate submits initially or it may be pushed to a candidate for completion later in the process. This would include candidates that did not apply directly.
- Business rules can be set regarding “filing to requisitions” to ensure that submissions are tracked against requisitions according to an organization’s rules.
- Standard diversity reports are available and the system can support diversity programs such as EEOC, OFCCP, AA, WOTC and WTWTC.
- Due to the high level of configurability, process and workflows can be created in tandem that support US-based compliance requirements in conjunction with regional requirements.

### **Key Reporting Metrics**

- The system automatically tracks metrics such as time to fill, talent pipelines, source tracking and diversity hires against goals.
- BrassRing also offers scorecards.
- All standard reports can be filtered based on division, language, location, department, location, req, user etc. Access to data is ultimately determined by client defined user types and organizational group.

### **HRIS Integration**

- BrassRing can integrate with virtually any HRIS system (including PeopleSoft, SAP, Oracle, Lawson, Best) or any other third-party vendor (for background checking, drug testing, etc.).
- BrassRing currently offer three types of integration: Non-XML Integration, XML Integration and Client-side Integration.

### **Internationalization**

- There are 180 BrassRing Enterprise deployments in 45 countries.
- BrassRing has processed candidate data from 210 different countries and the largest single global implementation is a client that operates in 42 different countries.
- Users are located around the globe, including North America, South America, Central America, Asia Pacific and Europe.
- The user interface is available in 24 languages.
- Resume processing is supported in eight languages.
- BrassRing Enterprise enables global recruitment by supporting all currencies and multiple data/time formats. Other localization features have also been developed.

### **Architecture and Performance**

#### ***Web Browsers Supported***

- Candidates and Recruiters may use all standard Windows browsers.

#### ***Roles and Permissions***

- BrassRing Enterprise can be configured using user types and organization groups to define access. Roles and permissions can be based on multiple corporations, locations, functions, groups, divisions, etc.

### ***ASP Environment***

- The application is hosted at a third-party data center co-location facility in Virginia.
- The disaster recovery facility is maintained at BrassRing's corporate headquarters in Massachusetts, approximately 400 miles from the Qwest production data center facility.
- Redundant servers are used.
- BrassRing will provide prospective clients with detailed documentation on BrassRing's disaster recover plan and security architecture.
- The co-location facility and its services are backed by the following certifications:
  - EMC: Proven Customer Service
  - IBM®: Infrastructure Superiority
  - Microsoft® Gold: Customer Satisfaction
  - SAS 70 Type II: Internal Control Standards
  - SunToneSM: Product Excellence
- BrassRing is committed to 99% uptime, but has maintained 99.95+ uptime for the last three years.
- For the BrassRing Enterprise ASP deployment, upgrades are mandatory, and BrassRing supports one release previous to the current release. However, within the upgrade, clients have the flexibility to determine whether specific functionality will be turned on.
- BrassRing develops all new functionality to have the same flexibility as the existing core product.
- With major releases, clients also have flexibility around the timing of upgrades within a window that is typically several months long.
- Each client will work with its assigned Technical Consultant to review configuration decisions in a client-specific staging environment. Documentation and training occurs as needed.

### ***Client Customization***

- BrassRing Enterprise is configured to the workflow (or even multiple workflows) of individual clients without requiring customizations that are difficult to maintain and upgrade.
- BrassRing Enterprise's Workbench software gives users a technical tool that enables them to administer and configure many features of their respective system without BrassRing intervention.

### ***System Scalability***

- Currently, about 32 million Talent Records ® are hosted with the largest single implementation being about two million.
- In 2004, 2.5 million logins occurred.
- On average, BrassRing can have tens of thousands of simultaneous log-ins.

### ***System Replacement and Data Migration***

- BrassRing has extensive experience migrating customers to their ATS and have developed tools and process to ensure problem-free transitions.
- The process is typically managed by consultants to ensure effective project management.
- Migration can be done in a "rapid deployment" model for short transitions or can be a full implementation taking eight to twelve weeks.
- Key components of the migration project include legacy data transfer, process evaluation and configuration of BrassRing's technology to a client's workflows.



### **Service Differentiators and Support**

- Dedicated support is available. A Client Business Manager and a Technical Consultant provide ongoing best practice support and continuous process and system optimization.
- Sourcing support is available. BrassRing's express sourcing model enables BrassRing clients to seek a slate of candidates for positions of their choice.
- Towers Perrin, HRchitect, The Newman Group and ARINSO (Europe) are examples of BrassRing partners who deliver valuable services to BrassRing clients. BrassRing has a close relationship with Towers Perrin for certain systems integration/implementation projects.
- Consulting partners offer change management planning, project management, assessment/selection management, competency modeling, job analysis services, process analysis, re-engineering expertise, as well as other services.

### **Implementation Support**

- It takes approximately three to four months from contract signing to "go live".
- Implementation teams are consultants on the projects.
- Resources required depend upon scope of the client project, but typically requires the following plus a client-side project manager: Managing Consultant, Strategic Services Consultant, Project Manager, Engineering Services, Implementation Consultant, Training Consultant and System Administrator.
- Optional Strategic Services Consultants provide support for any of BrassRing's Strategic Services offerings including Change Management Consulting, Process Optimization, Custom Report Writing, and Custom Documentation, and others.

### **Best Practices**

- Every account is assigned a dedicated Client Business Manager and Technical Consultant to provide regular business reviews and continued best practice support. These resources are included in BrassRing contracts.
- Best practice information is available through the Users Resource Center, a robust information center available for free to all of BrassRing users. The Users Resource Center includes webinars, training, case studies, recruiter chat sites etc.

### **Help Desk Support**

- BrassRing provides domestic and international telephone and e-mail support to clients' designated contacts 24/7 through BrassRing Helpdesks located in Waltham, Massachusetts and in the United Kingdom.
- IT personnel are on 24-hour pager alert support.
- The international Helpdesk is capable of fielding questions in five languages.

### **Other Support Services**

- Customer support is provided on several different levels. Each client is assigned a Client Business Manager, Implementation Consultant, Training Manager and Technical Consultant. The Customer Support Center provides live, toll-free, end-user technical support.
- Due to extensive experience in process analysis and design, BrassRing Strategic Services is uniquely positioned to help clients analyze existing processes, identify redundant procedures and reduce unnecessary costs. Consultants work with clients to identify the processes involved in HR activities and address them according to priority. They will help establish objectives specific to an organization, measure past performance, and current progress, and drive process improvement to achieve future goals.
- If all agents are busy, the designated contact will be directed to voicemail after three minutes. One staff person is assigned to voicemail each hour of the day, and another is assigned to manage incoming e-mail each hour of the day. A representative will usually contact someone requesting assistance within minutes, but will take no longer than two business hours.



- For contacts who don't reach an agent right away, the most efficient way to communicate with the Helpdesk is using the Online Support Request form accessible by selecting "Support" within the application.
- The User Resource Center contains Frequently Asked Questions (FAQs), and a large percentage of questions responded to have been addressed in the FAQs, making them an effective alternative to live support.
- BrassRing sponsors annual client conferences to obtain feedback on products and services, and makes enhancements based on this input.

**Ceridian**  
(formerly Recruiting Solutions International, Inc.)  
**Ceridian Recruiting Solutions**

3311 E. Old Shakopee Road  
Minneapolis, MN 55425  
Phone: (303) 298-1550 or (877) 998-1550  
[www.ceridianrecruitingsolutions.com](http://www.ceridianrecruitingsolutions.com)

**Company Facts**

- Founded in 1932. Ceridian Recruiting Solutions was released in 1998.
- Headquartered in Minneapolis, MN
- Approximately 9,300 employees
- Offices in Canada and the UK

**Major Clients**

- Bureau of National Affairs – government, 1,802 employees
- Burlington Northern and Santa Fe Railway Company – manufacturing (transportation services), 38,000 employees
- Davita – healthcare, 28,000 employees
- DeVry University – education, 4,200 employees
- Ericsson – telecommunications, 3000 employees
- Fiserv, Inc. – financial, 28,000 employees
- L-3 – manufacturing, 15,000 employees
- Timberland – retail, 5,400 employees
- The University of Chicago Hospitals – healthcare, 5,000 employees
- VW North America – manufacturing (automotive), 2,600 employees

**Client Base**

- 79% of clients have less than 5,000 employees
- 19% of clients have between 5,000 and 20,000 employees
- 2% of clients have over 20,000 employees
- Approximately 500 active clients use the recruiting solution

Client industries include: education, retail, healthcare, finance, manufacturing, telecom, hi-tech and government contractors.

Ceridian targets all industries and have specific niche solutions to address the unique requirements of each.

**Financial Overview**

- Ceridian is a publicly held company.
- Financial data is available under the trading symbol CEN.
- 2004 revenue: \$1.320 billion
- 2003 revenue: \$1.253 billion

**Solutions**

- Ceridian Recruiting Solutions is a product suite encompassing 16 modules and over 800 pre-configured tools.
- Recruiting Solutions has been implemented in 500+ companies, representing over 50 industries.
- Due to the modular and configurable nature of Recruiting Solutions, the needs of small, medium and large corporations are met.

### **Core Solution Overview**

Ceridian is a leader in talent acquisition and management solutions, offering products, services, implementation, and consulting comprising the entire talent acquisition and management lifecycle. Ceridian provides a proven, scalable and dependable way to recruit, hire, retain, motivate and reward a globally competitive workforce.

Ceridian gives organizations the power to create a workforce management solution that's right for them. The modular system offers a flexible and scalable talent acquisition solution so clients choose the modular solutions that are most effective given the size of organization, current methodologies and the types of individuals hired.

The hiring lifecycle has been derived from the best practices of over 500 implementations, resulting in one a user-friendly system.. For example, reporting tools have been developed with proprietary tools that eliminate the need for any third-party reporting software. Ceridian offers comprehensive tools to support client's affirmative action plans; EEO/OFCCP reports are available in a matter of minutes. In addition, users can disposition candidates with just one click.

Along with a robust and flexible solution, Ceridian prides itself on talented implementation and account management personnel. They have HR recruiting backgrounds and HR certifications that allows them to be a true partner to their clients.

Ceridian offers an ASP solution, eliminating the need for large investments in hardware, software, and connectivity. It is priced with a one-time implementation fee and recurring hosting fees based on employee size. Unlimited users, resumes, hires and technical support are included.

### **External Job Board Distribution**

- The Job Posting Manager automates the posting and managing of open jobs to hundreds of free and paid job boards.
- When a job requisition is created or modified, the posting will automatically be updated on the job boards based on client defined rules.
- Users can set expiration dates within the job profile that automatically remove postings from the selected job boards.
- The administration area of the system allows permissioned users to insert their account information for the job boards that they have relationships with.
- Expenses for job postings may be tracked, using the Recruiting Expense module.
- Recruiting Solutions interfaces directly (no third-party involvement) with CareerBuilder, and uses third-party aggregators for all other job boards.

### **Searching**

- The Smart Search module transcends typical keyword search functionality by applying advanced conceptual search techniques.
- Users can search the candidate database using job descriptions, similar candidates, industry documents and/or free text, and filter the results to identify and rank the most relevant matches to the conceptual terms used to define the search – even if different words are used to express the same idea.
- Recruiters can match highly specialized positions with little or no knowledge of the industry.
- Ceridian's Smart Search allows Recruiters to use "Find Like Me" functionality to identify similar candidates to top performers.
- Advanced keyword, field, and Boolean searching may be used in combination with other fields and/or filters.
- Sub-searches and saved searches are available within the advanced search.
- Quick search capabilities exist in every screen to quickly and effectively search the database.
- Standard search functionality features, such as highlighted keywords, are included.

- Ceridian supports searching and filtering information on many data elements in the system, including client's custom job applications.
- Candidates can be placed into various buckets that may be leveraged for searching by other resources.
- Matching candidates is done for Hiring Managers, jobs and candidates.
- Candidate references also become part of the searchable database for increasing the candidate pool.

### **Job Board Searches**

- When open jobs are transferred to external job boards, the system automatically provides a unique URL, along with instructions, so candidates are quickly and easily redirected to a client's job board.
- Redirection ensures a client's candidates completes the necessary profile, job application and/or assessment testing associated with that particular job, and they are automatically uploaded into the client's candidate database.
- If a company mines external sources for candidate profiles, those profiles may be added to the system via the standard "Quick Load" feature. All such resumes may be included in the database search results.

### **Web Mining**

- Ceridian does not currently support web mining through the recruiting system.
- Access to web mining tools may be provided via a web link. A Resource Center is available to store links to frequently used websites or internal documents related to the hiring process.

### **Demand and Supply Planning**

- Ceridian has found that many companies merely wish to track competencies related to jobs and perform basic succession planning, so very basic features are included.
- Consulting is offered around competency modeling for organizations that do not have a model or for those retooling their model.
- For complex requirements around workforce planning, a partnership with SoftScape offers comprehensive workforce planning solutions including demand identification, tracking and competencies.

### **Comprehensive Sourcing**

- Ceridian supports resume parsing within the system using Resume Express.
- Resume Express allows recruiters and candidates to import resumes as a PDF, in HTML or a word processing program format, and automatically populates related fields in the candidate profile.
- The Resume Scan module provides capabilities around loading hard copy faxed, mailed and/or emailed resumes.
- Ceridian leverages a third-party relationship with accuracy levels at or above 99%.
- Nearly 100% of candidate profiles are created by the candidate.
- Candidates select sources when applying for jobs and users can generate source reports to identify how candidates learned about the jobs in their organization.
- Standard reporting allows users to analyze the effectiveness of each source by measuring, not only the volume of candidates each source is bringing in, but also the number of hires in each stage of the recruiting process.
- Ceridian provides consulting and training on various reports and recruiter metrics to ensure strategic value of the recruiting department and ensuring maximization of a return on investment in the Recruiting Solutions technology.

### **Duplicate Detection and Management**

- Candidate Self-Service helps reduce candidate duplication by identifying existing candidate profiles before a new record is created.
- When a duplicate record is found, the candidate is notified and asked to log in to their current profile.
- Candidates are provided the tools necessary to maintain a current profile, helping to ensure your candidate database remains up to date.
- End users will be notified if they attempt to create a duplicate profile in the system and can take action to remove the duplicate.

### **Assessment and Screening**

#### **Prescreening**

- Candidate Qualifier, a feature that is a part of the core functionality, is used to pre-screen applicants either when they are applying, or at anytime in the recruiting process.
- Candidate Qualifier provides the ability to assign a user-defined quiz/test/questionnaire to a specific position.
- Candidate Qualifier is user-defined; clients are able to build their own library of tests using a combination of multiple choice, true/false and essay questions.
- Ceridian is integrated with Qwiz for validated skills testing.
- Other client-driven integrations with testing providers are available.
- Consulting is offered to help ensure an unbiased and consistent hiring process.

#### **Other Assessments**

- The Skill Validation module allows users to administer skill-based tests to applicants online, confirming their skill level.
- CRS is integrated with Qwiz for skill, and competency assessments.
- Integrations are typically supported by HR-XML, however client driven integrations with providers that do not utilize the HR-XML standard are also supported.

### **Background Checks and Drug Screening**

- Ceridian has integrations with some of the most robust background screening companies.
- Utilizing Recruiting Solutions, background checks can be performed and the status of such requests can be part of the candidate profile, providing easy access to detailed results through permission based privileges.
- HR-XML is leveraged for integrations where the third-party vendor supports such technology.
- CRS is able to integrate using many different technologies when HR-XML is not available.

### **Workforce Diversity**

- Ceridian is dedicated to providing solutions that are aligned with current government regulations. As a result, its recruiting solution offers competitive functionality around supporting and enhancing a client's workforce diversity goals.
- Multiple ways to collect candidate diversity information, woven throughout the system to ensure maximum disclosure - even among clients who did not apply via the interface.
- Multiple definitions of applicant are supported so that companies can evaluate the impact of modifying their definition of applicant.
- Accessible information to permission based users in real-time so that proactive steps can be taken if an organization has a potential issue.
- Adverse impact reports that illustrate diversity metrics at each candidate status for client's to pinpoint where potential training opportunities exist.
- Protected information upon disclosure so that organizations can prove good faith efforts at non-biased hiring.
- Integration with America's Job Bank, IM Diversity, Diversity.com and other sites to maximize diverse candidate pool.
- EEO-1 reports in real-time in the system.

- Data extracts for EEO information in Excel for custom EEO reporting available in the Dynamic Reporting Engine.
- Webinars given by HR professionals around compliance.

### **Key Reporting Metrics**

- Recruiting Solutions includes standard reporting that allows companies to track key recruiting metrics, such as: time to fill, recruiter productivity, source effectiveness, employee referrals, cost per hire, EEO1 and applicant flow. Reports are available by business unit, department, hiring manager, recruiter, dates and job.
- For those that require more customized reports, Recruiting Solutions offers a Dynamic Report Engine module.
- Permissioned users can select various fields around candidates, hires and jobs to produce specific results.
- Reports can be exported into HTML and MS Excel for further manipulation.

### **HRIS Integration**

- Ceridian Recruiting Solutions has integrated with several HRIS systems, such as: Ceridian HR Payroll Web, Ceridian Source 500/550, Lawson, Tesseract, SAP, Cyborg and ADP, and in most cases, have multiple clients using each interface.
- Many clients use Oracle and Peoplesoft and Ceridian can provide new hire notifications for those clients.
- A new integration can take anywhere from four to 20+ weeks, depending upon the client's requirements (e.g., unidirectional or bidirectional). Ceridian leverages prior integrations to accelerate the process. The preferred method is HR-XML; however Ceridian can conform to the requirements of the specific HRIS, such as a flat file.
- Integration projects are managed in-house by the solution architect team based on the documented HRIS integration roadmap provided to clients.
- All integrations include a detailed system requirement specification that is ratified prior to development and includes test files.

### **Internationalization**

- Ceridian has business units in Canada and in the UK.
- Approximately 5% of Ceridian's clients use the product internationally.
- Ceridian has systems in production in the following countries: Canada, United Kingdom, France, Switzerland, Japan, Australia and New Zealand.
- Because of local resources in the UK, Canada and Ireland, Ceridian is able to keep abreast of specific legislation in those areas, as well as provide local support for the software.
- Ceridian's multinational clients, as well as those located in the U.S. require an application that speaks to the needs of the applicant.
- The Ceridian candidate interface and the client career page can be translated to multiple languages.
- Doublebyte capabilities are not available.
- Candidates can import their resumes regardless of language that they use.
- Ceridian has created various pieces of configuration options that can support client's international databases, such as: data protection features, international date formats, location fields and currencies. In addition, the online help has been modified for the UK.

### **Architecture and Performance**

#### ***Web Browsers Supported***

- Candidates can use browsers such as IE, Netscape, Mozilla, Safari, etc.
- For HR system users, Ceridian requires Internet Explorer 5.5 or better.
- Hiring manager users can access the system in either Internet Explorer or Netscape Navigator.

### **Roles and Permissions**

- Ceridian supports eight standard user roles, as well as additional customized users' levels. They are: Executive - Super User; Manager - Super User; Recruiter; Executive; and Manager with the following requiring a separate login: Vendor, Hiring Manager and Candidate. Other permission access independent of user role includes EEO information, background checks, various admin table access, etc.

### **ASP Environment**

- Ceridian's ASP delivery model provides clients with a comprehensive alternative to building and managing internal information technology operations.
- Data processing is performed off-site by a third-party, SunGard. SunGard provides a multi-homed architecture, built-in redundancy with uninterrupted power supplies, and multiple levels of security in every facility. Standard features also include advanced early warning fire detection and prevention systems, raised floors for quick installation and access and customizable equipment cabinets.
- Ceridian has redundant servers at the production site at Inflow, as well as an alternative facility.
- Ceridian does not provide clients with detailed disaster recovery plan for security reasons, however offers an overview of the contents of the plan.
- Ceridian undergoes regular audits and 'ethical hacks' at the request of specific clients and per client contract, in addition to Ceridian's own audit procedures.
- Database security is ensured by keeping each client's information is stored in a unique database separated by data instances, keeping database is stored redundantly across multiple database application servers and having the database servers reside on a network segment separate from Web servers (not directly on the Net).
- Application security is ensured by having a permission-based username and password required to access the application and an encrypted cookie code randomly generated and distinct for each user and session. In addition, access to sensitive data within the system can be controlled at the user type level and 128-bit encrypted access via SSL is provided.
- Average response time is sub-seconds on most pages. Ceridian uses Triple Redundant OC-28s from separate Tier-1 carriers with multi-homed auto-fail over and recommends a 56k or T-1 office Internet connection (non-dedicated) to ensure maximum system speed. The guaranteed uptime is contained in the client contracts.
- All clients are using the same version of the software. Ceridian can provide upgrades and quickly deliver high quality solutions to all of its users, regardless of the configuration of their system and/or level of client specific customization. All custom work is upgrade compliant.
- Ceridian has major upgrade releases quarterly and minor changes/enhancements three to four times a month.

### **Client Customization**

- Ceridian maintains a growing library of configurable tools (currently over 800 components) that can be leveraged for customers with specific business needs.
- Custom development is provided for clients who have unique business requirements that the standard system does not meet.
- All customizations are done by Ceridian; however, they work with clients throughout the process to ensure their requirements are met.
- Customizations go through the complete development lifecycle: design, assignment, development, quality assurance and user acceptance.
- Customizations are completely upgrade compliant, ensuring all clients benefit from free upgrades.
- Approximately 10% of clients have customizations during implementation, ranging from data migration to major functional customizations to incorporate unique hiring processes. For the balance, the flexibility of pre-configured tools supports client's requirements.



### ***System Scalability***

- There is no limit to the size of a client's databases or the number of users.
- Once data servers reach about 50% of their storage capacity, two new data servers are purchased, one as a production server and the other as mirrored/replication backup.
- No additional costs are required for more storage space.
- Ceridian has over 10 million unique users accessing the system every quarter.

### ***System Replacement and Data Migration***

- Ceridian has successfully completed more than 100 data conversions from a breadth of competitors, homegrown and HRIS systems.
- All data conversions are evaluated on a case-by-case basis, based on hiring managers, jobs, candidates and other migration requirements.
- Ceridian has the ability to upload candidate information, or any combination of candidate, job, hiring manager, location, department, branch etc., and their associated relations.
- These projects are managed in-house by Ceridian's implementation team in combination with dedicated Solution Architects/Business Analysts and take approximately 3 – 4 weeks from the time the data is received from the client in the prescribed format. Some migrations can be processed within 48 hours.
- Ceridian has developed a proprietary management tool to streamline the process, as well as pre-configured DTS packages to ensure maximum efficiency.

### ***Service Differentiators and Support***

- Ceridian provides refined internal processes, systems and procedures, and supports rapid deployment with detailed implementation tools and best practices.
- The Account Executive team specialized in various industries experienced in HR recruiting practices.
- Commitment to exceptional customer service has created deep customer loyalty, and a satisfaction rate of about 99%.
- Ceridian provides over 800 elements of configurable tools, providing unparalleled flexibility.
- Clients purchase ONLY the modules they need, when they need them.
- The architecture supports a solution that is phased in and highly scalable.
- Custom work is upgrade compliant – get upgrades at no added charge when all others get the upgrades.
- Internal processes and efficiencies ensure price competitive in the market place.
- Flexible implementation service levels are available for various user groups.

### ***Implementation Support***

- Clients benefit from best practices, derived from over 500 implementations of Ceridian's product.
- The intent is to make the process a trouble-free and rewarding experience. Toward that end, Ceridian offers two implementation types – Quick Start and Best Practices Consulting. Both are effective, time proven methods that have resulted in nearly 100% client satisfaction upon implementation.
- All implementation services are included in the contract.

### ***Help Desk Support***

- Each client is assigned a dedicated Account Executive that will be familiar with each client's unique business processes and requirements.
- Account Executives typically have an HR recruiting background, and several have HR certifications.
- The goal is for the Account Executive to represent the client voice within the organization, in addition to partnering with clients to improve understanding and use of the recruiting solution they purchased by providing solutions to business problems.
- Ceridian offers unlimited technical support to respond to day to day questions on how to use the system, as well as resolve any errors that may occur.
- Customer phone support is available from 8:00 a.m. to 5:00 p.m. (MST) in the US, and 9 a.m. – 5 p.m. in the UK and Canada.



- All support is offered in telephone and email.
- Live chat is available based on client contract.

***Other Support Services***

- Ceridian understands that as much as clients are purchasing the technology offered they are also purchasing the support and partnership of services. Having implemented a number of clients in over 50 industries, Ceridian is able to provide expertise and flexibility. This, coupled with the background of resources being closely aligned with clients', ensures clients receive the best service available.
- Clients are provided with an Account Executive, unlimited technical support, training, user-guides, an implementation manual, project management metrics, satisfaction surveys, user groups, HR-related webinars and other mechanisms to ensure their satisfaction.

**Hire.com**  
**HireEnterprise**

200 Academy Avenue  
Austin, TX 78704  
Phone: (512) 583-4400  
[www.hire.com](http://www.hire.com)

**Company Facts**

- Founded in 1996
- Headquarters in Austin, TX
- Fewer than 150 employees

**Major Clients**

- Client BBP – energy provider, 115,000 employees
- Allianz – insurance and asset management, 180,000 employees
- Charles Schwab – investment and finance, 18,000 employees
- Fedex – shipping, logistics management, 200,00 employees
- Kaiser Foundation – healthcare services, 140,000 employees
- Raytheon – military defense, 87,000 employees
- Reuters – national, world and business news, 12,000 employees
- Southern Company – energy provider, 26,000 employees

**Client Base**

- 38% of clients have less than 5,000 employees
- 28% of clients have between 5,000 and 20,000 employees
- 34% of clients have over 20,000 employees
- Approximately 65 active clients

Client industries include: energy, finance and insurance, technology and healthcare.

**Financial overview**

- Hire.com is privately held.
- Investors include Austin Ventures, Adams Street Partners, Kleiner Perkins Caulfield & Byers, Crosspoint Ventures, TL Ventures, Hearst Corporation, Essex Investment Management LLC, Lake Street Capital and Pulitzer.
- In 2004, the company closed a \$10M funding round.
- 2004 revenue: \$15.1M

**Solutions**

- HireEnterprise is the core product comprised of an e-Recruiting module (Recruiting Center) and an applicant tracking module (Hiring Center).
- Because of the modularity of the solution set, HireEnterprise can be decoupled and Recruiting Center may be used as a job posting and candidate relationship management solution in conjunction with a client's legacy ATS.
- HireEnterprise includes basic referral functionality - Hire.com's Referral Management module, Referral Center, provides robust employee referral technology and tracking.
- In addition to standard reporting available with HireEnterprise, Hire.com offers a staffing analytics solution: HireAnalytics. HireAnalytics provides ad hoc reporting capabilities, alerts and scorecards.

**Core Solution Overview**

Hire.com's innovative approach to recruiting and hiring has consistently brought extraordinary results to customers around the world. Their award-winning e-recruiting, applicant tracking and staffing analytics product suite, HireEnterprise, takes the busy work out of the hiring process, so employers can focus on what's most important – building a talent community and cultivating relationships with top candidates. Hire

Enterprise suite consists of Recruiting Center (internal and external), Hiring Center (ATS), Referral Center, and HireAnalytics modules. In its eighth generation, it is an ASP model priced as a monthly subscription per employee.

### External Job Board Distribution

- Jobs designated for posting to job boards are batched and transmitted each night.
- Posting accounts and passwords are stored in HireEnterprise after information is entered by credentialed users (i.e. users allowed to post to job boards).
- Hire.com maintains interfaces to Monster, Career Builder, AJB and Dice for direct job posting. Jobs automatically deactivate upon expiration.
- HireEnterprise is integrated with eQuest 2.0.
- A single sign-on provides a transparent integration to the eQuest interface.
- At the eQuest website, clients can log into an administrative utility to:
  - Control the job boards each division or recruiter can access
  - Control the amount of jobs to be posted at each board
  - Set real-time counters to show the number jobs left to post at each board
  - Trigger automated email notices to be sent when job board inventory gets low.
- Clients can leverage a partnership with TMP to post jobs through Job VIPeR.

### Searching

- HireEnterprise provides three options for searching: SmartGrid, Simple Search and Advanced Search.
- SmartGrid offers users the ability to query requisitions, candidates and portfolios and filter on how they want that data constrained, specify what data they want, then through drag and drop, control how they want to see results. Once specified, the user can save this for future use, complete their work through that list of information, or immediately export the results into Microsoft Excel, text or XML.
- Simple Search allows users to build a search of the Portfolio database to search the entire text of the Portfolios for keywords specified, and search specific fields for values selected. Users can reuse and modify searches created with Simple Search.
- Advanced Search gives users greater control of the logic used to search the Portfolios database. It provides the options to:
  - Search the full text of all Portfolios
  - Specify Boolean logic and rank keywords and phrases by importance or exclude them.
  - Search address, location, employment, education, and other fields.
  - Rank each specific value by importance or exclude values.
  - Test the number of matches returned by each set of values as entered, allowing refinement of criteria.
  - Control the logic where keywords and field values are combined into a search string.
  - Specify requisition(s) from which to search.
  - Specify a name for the saved search.
  - Enable AutoSearch to run the search periodically and notify the user or designates by e-mail of the results of the search. The AutoSearch feature enables users to schedule searches to automatically run nightly. When new Portfolios arrive matching the search criteria, Hiring Center users configured in the notify section of the search, receive an e-mail message containing the new search result set.
- Conceptual search functionality is enabled through integrated Engenium technology. Users search against applicants to a specific requisition or the database at large. Leveraging the job description in this context yields a refined results set for users. Concepts are color-coded by according relevancy in the document. Conceptual searching allows recruiters, with a single click, to attach Portfolios (resumes) from the results set to the SmartGrid where QuickTasks and bulk activities can be performed to expedite the review and qualification process.

### Job Board Searches

- Jobs may be posted to job boards from within HireEnterprise. A link on the job description directs candidates to the employer's career website (hosted by Hire.com)
- Candidates applying to the job (originating from a job board) are identified through the candidate source display value.
- Partnered with Novotus for searches where clients have existing relationships/accounts.
- Results can be used as a target list for a digital marketing campaign or may be imported into HireEnterprise as "leads". As a best practice (and with respect for candidates' privacy), Hire.com recommends clients leverage the Candidate Relationship Marketing service to market the job to the target list of candidates and invite them to join their talent community and/or apply for the specific job.

### Web Mining

- Hire.com is partnered with Novotus who uses a combination of industry leading technologies (e.g., AIRS, Hire.com's proprietary Candidate Mining product).
- Web mining is offered as part of the Strategic Sourcing Service.

### Demand and Supply Planning

- Hire.com's Talent Mapping service helps employers translate talent plans into an actionable sourcing and recruiting strategy.
- A key of the solution is the ability to work with clients to identify mission-critical roles in the organization and develop profiles of the "best fit" individuals.
- Identification of "adjacent" or "neighbor" skills/competencies -- skills recruiters don't typically associate with the position but often signify a candidate that possesses the essential experience for a high impact job, is critical.
- Once strategic talent needs are understood and candidate profiles are built (e.g., skills, competencies, locale, educational institution) to meet short/long term hiring requirements, an analysis of the existing talent community (internal and external) assesses gaps.
- A cluster report to identify where candidates fitting the profile live, who they work for, their affiliated educational institutions and positions they typically work is provided.
- Summary recommendations on sourcing channels to attract newly identified candidate pools are also provided.
- Hire.com works with the client to develop targeted sourcing and marketing plans.
- At regular intervals, the client's talent pool is analyzed against the sourcing strategy and the progress is reflected in a Talent Scorecard.
- Source effectiveness metrics allow tracking of the success rates of the clients sourcing campaigns.

### Comprehensive Sourcing

- Resume parsing is supported via integrated technology from Resume Mirror. Extraction of all primary document types (e.g., MS Word, PDF, HTML) is available.
- Resume extraction enables:
  - Selection of candidate objective, contact information, experience, education, and language skills from the candidate's resume via uploading or manual entry.
  - Optional auto-population of candidate contact information at time of upload or manual entry.
  - A confirmation page allowing the candidate to validate the extraction and to add or remove information to tailor the data to current career objectives.
  - Translation of resume information to industry-standard HR-XML, in addition to storing the resume files in its original format for easy download.
- Auto-mapping and population of parsed data into Portfolio document fields — saving recruiter time and effort.
- Bluepoint is Hire.com's preferred partner for resume scanning. Using OCR software and extensive manual correction and verification processes, resumes received in hardcopy format or through fax or email may be loaded into HireEnterprise.
- Bluepoint offers a 99-100% accuracy rate.

### **Dupe Detection and Management**

- Leveraging Hire.com's SmartGrid technology offers the ability to select fields necessary to identify and compare candidate data, as well as sort, filter and group like candidates. Once identified, the user can review, consolidate and remove the duplicate record.
- A "potential duplicates" section in each candidate document (record of an individual's application against a specific job) exposes other portfolio records (a consolidated view of an individual that displays all of their submission activity with the employer) that have the same first name, last name and zip code.
- After reviewing, the recruiter can elect to delete duplicates or manually merge the data.

### **Assessment and Screening**

#### ***Prescreening***

- The process is closed-looped; screened-in/screened-out candidates are notified immediately, recruiters automatically receive alerts when candidates screen in, the system automatically ranks candidates according to score and creates a short list for hiring managers sent via email for qualification.
- Hire.com provides clients access to a library of job-specific qualifying questions.
- Clients have worked with third-party vendors such as DDI and SHL to develop validated questions and have imported these into HireEnterprise for use on requisitions.
- Clients can leverage standardized workflows, Hiring Manager feedback forms, job-specific qualifying questions and Post-Hire Quality surveys to ensure each candidate is taken through the same process and evaluated by the same criteria.
- The online registration and submission paths ensure candidates are taken through standardized processes appropriate for their locale.
- Configurable workflows (trigger activities) and client-specific integrations via Hire.com Business Connector standardize the flow of candidate data to pre-approved third-party vendors for second-level assessments/screening and background checks.

#### ***Other Assessments***

- Hire.com can exchange XML or plain-text documents with third-party vendors, including assessment testing solutions, tax credit screening and other providers (e.g., DDI, ePredix, HireRight, eVerifile)
- The open architecture, standardized interfaces and the integration solution, Business Connector, enable seamless transfers of data at process points to third-party vendors.

### **Background Checks and Drug Screening**

- Hire.com has integrated with ChoicePoint, ePredix, HireRight and eVerifile.
- Background checks can be requested via configurable activities in the candidate workflow. The candidate data transmission is triggered at appropriate process points.
- After the screen or check has been administered the system is updated to reflect the results. Information is deposited into a configurable field (e.g., Pass or Fail) and a .pdf attachment is appended to the candidate document.
- XML or plain text documents can be exchanged with third-party vendors in a variety of formats and protocols in real-time. The exchange is triggered off of workflow activities. Third-party vendors can send results, status, etc. back to recruiters via e-mail, or the results can be integrated through an XML-based integration.

### Workforce Diversity

- HireEnterprise Sourcing Services augments talent community development efforts, offering centralized control of the entire sourcing process, managing both internal and external web job posting. Marketing the specific job to a diversity target audience can identify hard-to-find candidates beyond the scope of the growing talent community. Configurable to support processes based on global needs, it allows recruiters and staffing managers to source from niche diversity job boards, resume banks, home pages and portfolio sites, identifying both active and passive candidates.
- eQuest, Hire.com's job board aggregator, reaches over 45 diversity-specific, and 250 international websites.
- The collection of diversity data can be configured to meet company needs whether collected at the moment of job submission or when a candidate registers within their talent community to help source diverse candidates ahead of demand.
- HireAnalytics is an intuitive statistics engine that can create reports, scorecards, charts and graphs tuned to the needs of your organization. Clients have visibility throughout the recruiting and hiring process to show accurate and measurable diversity statistics.
- EEO is voluntarily captured at the candidate career website, and is visible to authorized users through over 14 available reports and scorecards.
- HireEnterprise can utilize configurable workflows, integration points, and data collection techniques to meet the diversity requirements of customers, such as AA and WOTC.

### Key Reporting Metrics

- A wide range of metrics are tracked in HireEnterprise and available via standard reports and in the reports generated by HireAnalytics.
- Sample metrics include: time to fill, cost to hire, hiring manager satisfaction and candidate quality.
- Key metrics and cycle times may be tracked by multiple variables including, but not limited to, locale and department and/or requisition.
- Scorecards and alerts with inherent graphing and charting functionality are available via HireAnalytics.

### HRIS Integration

- HireEnterprise is integrated with PeopleSoft, Oracle, SAP and Ceridian.
- HRIS integration typically takes four to twelve weeks depending on the level of complexity and data elements passed.
- As a founding member of the HR-XML consortium, HR-XML is the standard used for integration.
- Hire.com uses webMethods™ integration server which maps custom data elements to reduce the configuration time.
- Hire.com will provide integration specifications to prospective customers.

### Internationalization

- Deployed in 48 countries including Algeria, Australia, Austria, Belgium, Botswana, Brazil, Canada, China, Denmark, Egypt, England, Estonia, Finland, France, Germany, Greece, Hong Kong, India, Ireland, Israel, Italy, Japan, Korea, Malawi, Malaysia, Mexico, Mozambique, Namibia, Netherlands, New Zealand, Northern Ireland, Philippines, Scotland, Singapore, South Africa, Spain, Sweden, Switzerland, Taiwan, Tanzania, Thailand, US, Wales, Zambia and Zimbabwe.
- User interface languages include English (GB), French (France and Canada), German, Spanish, Italian, Norwegian, Danish, Dutch, Swedish, Finnish and Portuguese. Currently there are no doublebyte capabilities available.
- Resume processing languages are available from Resume Mirror (integrated into HireEnterprise) supporting Danish (DK), Dutch (NL), English(US), English (UK), French (FR), French (CA), German (DE), Italian (IT), Norwegian (NO), Spanish (ES), and Swedish (SV).
- Hire.com's preferred resume scanning/processing partner, Blue Point International, supports resume scanning/processing in English, French, Spanish and German.
- Integration with other scanning vendors is possible.



- Currency and date/time formats are compliant with those designated by Microsoft's Internet Information Services (IIS).
- Additional localization capabilities are available including:
  - Multi-language spell-check.
  - Time-zone support in the application.
  - Regional settings defined on a per user basis.
- Data privacy/protection features include a configurable privacy statement for candidates and recruiters (with explicit acceptance and an audit trail), candidate self-deletion, and corporate requisition and candidate deletion at specific time periods.

## **Architecture and Performance**

### ***Web Browsers Supported***

- Microsoft Explorer 5.x or better.
- Netscape 4.x or better.
- Mozilla also supported for the candidate interface.

### ***Roles and Permissions***

- HireEnterprise provides role-based security.
- Roles include hiring manager, recruiter and administrator.
- Each user account is assigned a combination of roles and authorities to control the data they will have access to during their session.

### ***ASP Environment***

- The ASP service provider is Inflow and is located in Austin, Texas.
- A redundant data center with complete data synchronization is available. In addition, there are redundancies for Internet backbone feeds to tier-one providers, power supplies with service contracts for fuel delivery to power generators, HVAC climate control systems, Cisco 6509 backbone switches and Cisco firewall security systems with packet filtering.
- There is a load balanced web server farm capable of 100 million hits per day and a load balanced application server farm.
- Nightly data backups are made with redundant enterprise tape libraries.
- Complete system monitoring with performance-based alerting is available.
- Monitoring is done using third-party performance trending from 35 locations, worldwide.
- A third-party SLA monitoring and reporting system is utilized.
- Application, database, security and hardware administration is staffed 24/7.

### ***Client Customization***

- A low percentage of implementations require customizations.
- HireEnterprise provides configurability that removes the need for customization to improve the speed of product delivery to the client and lowers the cost of implementation.
- Professional Services configures the product during initial deployment, but the customer can configure or change features after initial deployment, saving time and money.

### ***System Scalability***

- Hire.com's largest implementation supports over 20,000 hiring managers and recruiters.
- Hire.com provides a scale-on-demand clustered architecture, which allows an unlimited number of users or hits. The largest implementation receives over 900,000 hits per day.
- HireEnterprise runs on a shared database model.

### ***System Replacement and Data Migration***

- Hire.com has migrated over 20 instances of data from an existing ATS to HireEnterprise.
- The typical conversion process takes two to four weeks, from design to load.

- Most migrations limit the data to open requisitions and active candidates. For other candidates in the databases, a digital marketing campaign is sent to encourage candidates to register in the new Talent Community so they can be notified of new jobs.
- Hire.com's Professional Services team manages these projects and utilizes a combination of process and data analysis to determine the best migration choices for a customer.

### **Service Differentiators and Support**

- Candidate Relationship Management Services focus on the creation and cultivation of relationships with the top tier talent in advance of employment need including digital marketing campaigns with Talent Scorecards and Interactive Talent Relationship Portals tailored to the candidate segment (provision of creative and content management services).
- Strategic Sourcing Services identify effective sourcing channels and deliver a sourcing strategy document (in alignment with short and long term hiring needs of an organization), which includes Candidate Mining (development of target list for CRM campaigns) and incorporates Integrated Talent Referral Network technology (via relationship with Spoke).
- Talent Mapping Services help employers translate a talent plan into an actionable sourcing and recruiting strategy by identifying mission-critical roles, developing "best fit" profiles, analyzing the existing talent community to assess skills gaps and providing candidate "cluster" reports with sourcing strategy recommendations.
- Results-oriented Best Practices Audits ensure Hire.com clients are leveraging technology to its full potential and are realizing success.

### **Implementation Support**

- Implementation ranges from four to 16 weeks based on project scope and requirements.
- Hire.com deploys an engagement team upon contract signing. The size of the engagement and the client's specific requirements will determine the makeup of the engagement team.
- Professional Services works with client personnel to organize the team, set the project scope and approach and establish project management controls.
- Hire.com will request that the client provide a respective engagement team to deliver the implementation requirements, make critical business decisions and oversee work to be performed by the client for the engagement.

### **Best Practices**

- The Customer Success Team is comprised of Client Services and Account Management Teams.
- A dedicated account manager is central to ongoing success. The account manager continually delivers best practice recommendations designed to increase sourcing, recruiting, hiring and deployment efficiencies. Their charter is to work with customers to set goals and define metrics that align with the customer's unique objectives. Part of the account manager's imperative is to design strategies to meet and manage the ongoing tactics that will lead to the client's success and to deliver a comprehensive recruiting strategy.
- Support Operations operates 24/7 for customers in all time zones.
- Team members are fluent in multiple languages including Spanish, German, Dutch, French and Japanese.



***Help Desk Support***

- Hire.com offers an online Support Center application that provides real-time access to service requests, search capabilities, discussion groups, remote desktop support and more. Additionally, customers can call the 800 number or email support@hire.com.
- Product modules include context specific online help, including a searchable product knowledge database.

***Other Support Services***

- Account managers meet with customers on a quarterly basis and deliver Customer Performance Analysis designed to assist customers in the overall use of the system.
- The analysis includes benchmarks based off other Hire.com customers to help assure the success of the customer. Account managers facilitate meetings with the customer and Client Services to review service levels when needed.
- New features are introduced by the account manager and evaluated to determine the best use/configuration of the new features by the customer for their environment.

**HRLogix**  
**JobLogix**

13431 Broadway Extension, Suite 170  
Oklahoma City, OK 73114  
Phone: (877) HRL-OGIX  
[www.hrlogix.com](http://www.hrlogix.com)

**Company Facts**

- Founded in 2000
- Headquartered in Oklahoma City, OK
- 25 employees

**Major Clients**

- MGM Grand Resorts – gaming - 45,000
- Pinnacle Entertainment – gaming – 12,000
- The Venetian Resort Hotel Casino – gaming – 7,000
- Foxwoods Resort Casino – tribal gaming – 12,000
- Averitt Express – transportation – 3,000
- Groendyke Transport – transportation – 2,200
- CHRISTUS Health – healthcare – 35,000
- Children’s Medical Center of Dallas – healthcare – 8,000

**Client Base**

- 70% of clients have less than 5,000 employees
- 20% of clients have between 5,000 and 20,000 employees
- 10% of clients have over 20,000 employees
- Approximately 150 active clients

Client industries include: gaming and hospitality (target market), tribal gaming (target market), healthcare (target market), transportation (target market), energy, real estate development & technology, banking/financial, information technology.

**Financial Overview**

- HRLogix is privately held.
- Financial data is not made available to prospective clients.
- 2004 revenue: \$1.1 M. 2005 revenue: \$2.7 M.

**Solutions**

JobLogix is part of our HirePerformance Suite which includes three other modules:

- HireLogix - paperless on-boarding
- ImageLogix - document management system
- SafeLogix – gaming commission portal for background checking and gaming licensing

**Core Solution Overview**

JobLogix provides paperless recruiting and hiring systems for highly-regulated industries. The product allows unlimited users from multiple divisions in one enterprise to use a single recruiting management system while ensuring total internal and external security.

JobLogix is in its third generation. HRLogix offers an ASP delivery model. Pricing is based on the number of client employees.

### **External Job Board Distribution**

- The cross-posting time depends solely on the career board that is being posted. Some accept batches once per day while others can accept the positions in almost real-time.
- All 3rd party postings utilize an external interface with an HRLogix partner – e-Quest.
- The 3rd party system allows individual user administration as well as individual board administration
- Multiple sources may receive positions at different times. Positions posted to a customer’s internal site can be moved to external (and vice-versa) at a defined amount of days.

### **Searching**

- Recruiters can search candidates by name, user name or SSN and are able to search resumes by a variety of keyword searches.
- Further searching tools are being discussed internally and may be available in the future. HRLogix is willing to offer their integration team for implementing any third-party searching applications.
- HRLogix does not utilize conceptual search due to the majority of industries they serve require a full application rather than a resume.

### **Job Board Searches**

- The system supports sourcing candidates from job boards through parsing or bulk uploading.
- A candidate’s web referrer can be tracked from any location.
- Detailed tracking has been implemented with CareerBuilder and other large job boards.
- We are currently evaluating the addition of add-hoc user additions as well as outside candidate/database searching with job boards offering this type of interface.

### **Web Mining**

- We allow outside career centers that utilize crawling/spidering functionality to retrieve external job listings for linking.

### **Demand and Supply Planning**

- HRLogix provides two-way integration with existing position control systems to allow for tracking of demand on a requisition-by-requisition basis.

### **Comprehensive Sourcing**

- Parsing is supported by a third-party partner, BluePoint.
- Resumes can be e-mailed, faxed, hard-mailed, etc.
- Referral sources are input by the applicant and reports can be run on them real time.
- Referral sources can have secondary source codes selected as well with 1. “Newspaper” selected and then 2. Second source code is presented “Dallas Morning News”

### **Dupe Detection and Management**

- Duplicate SSNs and user names are not allowed

### **Assessment and Screening**

#### **Prescreening**

- All pre-screening questions and their values/weights are configurable by the client.
- A validated questionnaire can be offered by position through our third-party partner, Hogan Assessments, and tied to the applicant.
- All questions are set by position at the requisition module to ensure consistency for each position, throughout the hiring process.
- Weights are assigned by the user and appear on the user’s dashboard
- Third-party integrated assessments allow for further screening when applicable or requested.

### **Other Assessments**

- HRLogix has interfaced with a variety of assessment vendors to assess skills and personality profiles.
- All answers are accessible via the applicant view depending on the client's permissions levels.
- Answers are exchanged with third parties utilizing HR-XML.

### **Background Checks and Drug Screening**

- HRLogix has interfaced with a variety of background vendors. USIS, Trak-1 and GroupOne are the partners that have been integrated with JobLogix.
- Checks can be requested from within the system.
- With certain companies, the results are auto hyperlinked to the applicant with security-based viewing.
- HR-XML is the preferred method of integration.

### **Workforce Diversity**

- EEOC, WOTC, OFCCP information is obtained at the point of application.
- Diversity reports can be run by the user real-time.
- Data can be added manually for applicants that may be recruited by other means.

### **Key Reporting Metrics**

- HRLogix has recently purchased, and are currently implementing, a third-party ad hoc reporting tool that will be real-time and web-based.
- Key metrics can be tailored based on client needs.
- HRLogix typically track positions, applications and all of the steps or actions associated with those items.

### **HRIS Integration**

- HRLogix has integrated with many HRIS systems.
- HRLogix integration specifications are available upon client request. for any one system can be made immediately available upon request
- JobLogix has been successfully integrated with Infinium, PeopleSoft, Lawson, Ultimate Software and many others.

### **Internationalization**

- JobLogix has been implemented in: United States, Canada and Bahamas
- The application is currently available in English and Spanish. However, the translation service offers twelve languages
- JobLogix supports doublebyte languages.
- Batch resume ingestion is currently only supported in English.
- The applicant experience can be fully localized.
- HRLogix is currently in the contracting stages with a current client who is planning to expand thier service to Europe and the Middle East.

### **Architecture and Performance**

#### **Web Browsers Supported**

- Any. Microsoft IE 5.0 or higher is recommended, however Firefox and other Mozilla based browsers are supported as well.

#### **Roles and Permissions**

- Three roles are permitted: Admin, Recruiter and Hiring Manager.

### **ASP Environment**

- JobLogix is offered in an ASP model only and is hosted in a third-party facility.
- Specifications for redundancy, disaster preparedness, backup and recovery can be made immediately available upon request
- Minor feature enhancements/upgrades are made weekly.
- Major feature enhancements/upgrades are rolled out annually.
- Security audits are provided by a third party providing automated notifications.
- The design used for our application allows for us to modify the view while sharing a common core. This allows for core bug fixes and upgrades to be done without having to worry about the customized views.

### **Client Customization**

- 100% of HRLogix's customers have customized JobLogix.

### **System Scalability**

- JobLogix system has been tested with over 1 million candidates with over 2 million applications.
- Currently the largest client database is over 2 GB.

### **System Replacement and Data Migration**

- Most all of HRLogix's customers were already using another ATS before migrating to JobLogix.
- The entire implementation process (including migration from current solution) takes approximately 60 days

### **Service Differentiators and Support**

- JobLogix is delivered to the client's specification. User hierarchy, job descriptions, drop downs, etc. all completed upon the "go-live" date and are included in the Implementation fee.
- All service requests are entered into a task management system that tracks all activity related to that task through to completion. Each task can be made viewable to the client so they can stay abreast of the progress.
- Implementation takes approximately 60 days.
- JobLogix is a hosted solution; therefore, all aspects of the rollout are managed and implemented by HRLogix staff. There is usually a single point-person from the client's team that supports the implementation.

### **Best Practices**

- White papers on how to make the best use of JobLogix and its features is offered by HRLogix.
- Pre-recorded web-based training courses on multiple system features are available.
- The ResourceLogix newsletter, covering all of HRLogix's solutions and general HR best practices is offered.
- All of these resources are sent directly to our clients, free of charge, via e-mail and are also archived online for 24/7 accessibility.

### **Help Desk Support**

- Our help desk is available Monday through Friday from 8:00 a.m. to 5:30 p.m. (CT). After-hours support is available for emergencies on a 24/7 basis.
- An automated, online support request function with several case escalation rules is available within the application.

### **Other Support Services**

- Each client has a dedicated customer support representative.
- Weekly calls are made during implementation until two weeks after 'go-live'
- After 'go-live' each client has their support representative's direct phone number, e-mail address and personal cell phone number.

**HRsmart**  
**ATsmart**

2929 N. Central Expressway, Suite 110  
Richardson, TX 75080  
Phone: (214) 432-3456  
[www.hrsmart.com](http://www.hrsmart.com)

**Company Facts**

- Founded in 1994
- Headquartered in Richardson, TX
- Less than 100 employees

**Major Clients**

- Valero
- Crown Cork & Seal
- American Airlines
- Sunoco, Inc.
- NovaStar Mortgage
- The Container Store
- Hunt Petroleum
- Peabody Hotels
- Fossil

**Client Base**

- 10% of clients have less than 5,000 employees
- 80% of clients have between 5,000 and 20,000 employees
- 10% of clients have over 20,000 employees
- Approximately 460 active clients

Clients represent all industries.

**Financial Overview**

- HRsmart is privately held.
- There are five major shareholders including two VC firms.
- Two rounds of funding have occurred. The amount raised is confidential.
- Upon signing an NDA, financial data is available for review.
- 2004 revenue: not available for disclosure, but it was 70% higher than 2003.

**Solutions**

- HRsmart offers several products in the pre-hire suite, including ATsmart, ERsmart, VMsmart, SmartReporter, Career Center, Posting Manager and Voice Applications.
- HRsmart also offers a talent optimization suite (post-hire) that includes career development and succession planning, performance management, organization remodeling/charting, salary pricing, salary management, learning management and 360/employee surveys.
- All HRsmart solutions can be integrated with the OnBoarding solution, providing a bridge between pre- and post-hire.

**Core Solution Overview**

ATsmart is the core product of HRsmart's pre-hire suite. The seventh generation solution is offered both as hosted application and as licensed software. Over 98% of clients have opted for the hosted solution. The product's pricing model includes a set-up fee along with a monthly, recurring fee based on the module selected, the number of employees and company size.

### **External Job Board Distribution**

- HRsmart operates its own job distribution network and offers the service at no additional charge with its ATS.
- When posting to the major boards, the transaction is usually immediate; however timing may vary depending on the job board.
- Examples of integration include CareerBuilder, Monster, HotJobs, Dice, America's Job Bank and diversity sites.
- Accounts, usernames, passwords and budgets are all managed in the PMsmart (Posting Manager) module that is part of ATsmart. The client-designated administrator maintains this information.
- The interfaces are kept up to date through regular updates to the standard product.
- In addition to providing its own, HRsmart partners with Job VIPeR for clients that require a more elaborate job distribution service.

### **Searching**

- HRsmart offers artificial intelligence searching through the Burning Glass module.

### **Job Board Searches**

- The system supports sourcing candidates from job boards through parsing or bulk uploading.

### **Web Mining**

- HRsmart offers two integrated Web spidering tools and partners with AIRS for Web mining.

### **Demand and Supply Planning**

- ATsmart offers a powerful requisition creation, approval and posting process. Jobs are posted in a matter of minutes and are available to candidates in real-time.
- Demand can be identified at several levels through the powerful search capabilities that are available to candidates.
- ATsmart supplies a basic competency model that the client can utilize and expand upon.
- Recruiters are provided with dashboards to quickly identify demand versus supply as well as gaps.
- ATsmart offers applicant-tracking functions to allow recruiters to manage the candidate flow and complete the hiring process.

### **Comprehensive Sourcing**

- Resume parsing is supported via proprietary document management technology and Burning Glass.
- Acceptable formats include e-mail, hard copy, PDF, HTML and MS Word.
- Resumes can be loaded into the system from the Web, fax, e-mail, local drive or from a shared drive.
- HRsmart's document imaging process contains quality checks. Burning Glass parsing technology allows users to validate data prior to saving it to the database.

### **Dupe Detection and Management**

- Duplicate candidates are detected by identifying duplicate e-mail addresses. Other field comparisons can be added upon request, such as name, address, phone number, etc.
- Client's can determine if duplicate candidate records will be saved.
- Multiple resumes can be allowed for a single candidate.
- All candidate information and transactions are tracked in a central location. The system can take a snapshot of the resume at the time of application to a specific job. Recruiters can view different resumes for a single candidate as they relate to their different job applications. This feature is configured per client preference.



## **Assessment and Screening**

### ***Prescreening***

- ATsmart offers a prescreening module that allows recruiters to filter candidates.
- Questions can be weighted and managed by recruiters for each job.
- Questions can be loaded into templates.
- Third-party questions can be used. HRsmart also partners with third-party assessment and screening providers such as Career Harmony and People Answers.
- All results are tracked and saved in the system, but it is the client who controls content and workflow in terms of screening and hiring.

### ***Other Assessments***

- Skill, behavioral/personality and competency assessments are also available.
- ATsmart uses the HR-XML standard.

## **Background Checks and Drug Screening**

- Integrated with Intellicorp, the system allows checks and screens to be requested via the solution.
- Status updates are available and summary and/or detailed results are received from background check and drug screening providers.
- The data is HR-XML compatible.

## **Workforce Diversity**

- Enabling companies to meet their workforce diversity goals, ATsmart provides EEO tracking and reports, AA tracking and reports and posting to diversity sites.
- Diversity data is typically collected with the first resume submission.
- Data can be collected from candidates that have not applied directly.
- The system supports diversity programs like EEOC, OFCCP, AA and others as needed.

## **Key Reporting Metrics**

- In addition to standard reports, HRsmart provides metrics that cross the entire talent management process, such as quality of hire.

## **HRIS Integration**

- HRsmart has integrated with several HRIS vendors, such as PeopleSoft, SAP, Oracle, Lawson, Genesys and others.
- Integration is part of the implementation and can be completed in a timely manner.
- HRsmart uses HR-XML.
- HRsmart has performed several integrations and works closely with the client to ensure success.
- Detailed specifications are provided on request.

## **Internationalization**

- HRsmart solutions are available in multiple languages.
- HRsmart Brazil supports Latin America and currently has over 20 clients.
- The solution has been deployed in the following locations: USA, Canada, Latin America, and for US clients with UK operations.
- The user interface is available in English, Spanish and Portuguese.
- Resume processing is currently done in English, Spanish and Portuguese.
- To enable global recruitment, HRsmart supports the US dollar and Latin American currencies.
- Multiple date formats are also supported.

## **Architecture and Performance**

### ***Web Browsers Supported***

- IE 4.x or better.
- Netscape 4.x or better.



### ***Roles and Permissions***

- Standard roles: external candidate, internal candidate, recruiter, hiring manager, requisition approver, offer approver, vendor, and administrator.
- Additional or different roles can be added at client request.

### ***ASP Environment***

- The product is hosted at an IBM co-location facility in Dallas, TX.
- SLAs are part of every client agreement.
- HRsmart uses redundant servers.
- Audits are performed regularly by Operations.
- HRsmart uses LINUX, PHP and MYSQL and provides best-in-class hardware and software.
- System uptime is 99.9%.
- System updates occur once a year. Clients do not all need to running on the same version. Client customizations are moved with every upgrade.

### ***Client Customization***

- In an effort to minimize customizations, client customizations are incorporated into system releases as standard features.
- All customizations are handled by HRsmart development teams and designed with client collaboration.

### ***System Scalability***

- The largest current implementation supports hundreds of users.
- An unlimited number of hits per month can be supported.
- The database model is extensible.

### ***System Replacement and Data Migration***

- HRsmart has substantial experience migrating customers from pre-existing systems with 50% of its clients having migrated to HRsmart from another vendor.
- HRsmart has substantial experience migrating customers from pre-existing systems.
- The typical implementation, including migration, takes about five weeks.
- There are automated scripts in place to allow the upload of existing data from other systems. Quality checks are incorporated into the scripts.
- The HRsmart implementation team manages all client projects.

### ***Service Differentiators and Support***

- HRsmart's consulting group, in coordination with the sales executive, work closely with the client to ensure that the expected ROI is achieved.
- It typically takes from four to six weeks from contract signing to "go live".
- An implementation manager is assigned to each project. The implementation manager works closely with the client to discuss all design requirements and any additional custom design. Throughout the implementation process the project manager and implementation team stay in close contact with the customer to ensure that the solution implementation meets client specifications. Implementation managers are responsible for a post-launch review with each client.
- While the HRsmart implementation manager is responsible for the whole project from inception through the live date, one or two client representatives are involved in various stages of the implementation to review and approve all work, including requirements, internal client review (optional), user acceptance testing and training.

### ***Best Practices***

- HRsmart's consulting group and implementation managers work closely with clients to ensure that the HRsmart solutions enable processes.

- Access to HRsmart best practices is available upon client request.
- Clients may be charged a flat fee for best practice training, consulting or custom interface design.

***Help Desk Support***

- Client's can log service requests directly in the web-based Ticket Tracking System. Trouble ticket status can be tracked online.
- The help desk is available by phone from 7a.m. to 7 p.m. (CST), Monday through Friday except for holidays, by e-mail and online: 24/7.
- The help desk is available in English, Spanish and Portuguese.

***Other Support Services***

- Account management identifies continuous improvement opportunities for each client, free of charge.

**iCIMS**  
**iRecruiter™**

Concord Center, Building 1  
1301 State Route 36 (Suites 2 & 3)  
Hazlet, NJ 07730  
Phone : (800) 889-4422  
[www.icims.com](http://www.icims.com)

**Company Facts**

- Founded in 1999
- Headquartered in Hazlet, NJ with field offices in NYC, VA, & CA.
- Fewer than 100 employees

**Major Clients**

- Continental Airlines – transportation, 45,000 employees
- Liz Claiborne – retail, 10,000 employees
- Banner Health – healthcare, 30,000 employees
- Columbia House – music & entertainment, 5,000 employees
- Adidas – retail, 15,000 employees
- Wm Wrigley Jr. Company – manufacturing, 12,000 employees
- Great West Life – financial services, 6,000 employees
- Sara Lee Branded Apparel – retail, 5,000 employees

**Client Base**

- 75% of clients have less than 5,000 employees
- 20% of clients have between 5,000 and 20,000 employees
- 5% of clients have over 20,000 employees
- Approximately 250 active clients

Client industries include: healthcare, financial services, retail, manufacturing, technology, government/non-profit and transportation.

iCIMS does not target specific industries.

**Financial Overview**

- The company is privately held.
- iCIMS is not funded through venture capital.
- Financial data is available under mutual NDA.
- iCIMS supports a healthy profit margin and has been profitable in each of the past two years.

**Solutions**

- iRecruiter Professional is a small business solution targeted to corporations with fewer than 500 employees.
- iRecruiter Corporate is iCIMS' mid-market offering geared for corporations with between 500 and 10,000 employees.
- iRecruiter Enterprise is iCIMS' most robust offering and is leveraged by Fortune 500/Global 2000 clients exceeding 10,000 employees.
- Clients using iRecruiter Corporate represent iCIMS largest and fastest growing market segment.
- Most functionality can be made available in any iRecruiter system, however the bundling of standard functionality, versus a la carte module selection, will vary based on solution type.

### **Core Solution Overview**

iRecruiter has been ranked as the Industry's #1 ATS in each of the past two years (ERExchange) and is widely considered to be one of the fastest, easiest-to-use, and most configurable applicant tracking solutions on the market. The iCIMS' difference begins with their "back to the basics" approach to product development. Many ATS providers focus on feature-rich product offerings, placing secondary emphasis on how end-users leverage the functionality. iCIMS emphasizes ease of use and configurability so that all users, regardless of technical expertise, will become more efficient in their recruiting efforts, while corporations can configure the solution to meet the demands of their unique recruitment initiatives.

iCIMS earned a perfect 4.0 rating for its dedicated customer service program, resulting in a customer retention rate exceeding 97%. Finally, iCIMS' development philosophy allows clients to target their solutions to their actual needs and then build upon that functionality as their recruitment needs evolve. This flexibility enables iCIMS' customers to leverage more cost-effective solutions, while being able to easily quantify their overall return-on-investment.

The solution is offered as an ASP and iCIMS releases new versions of iRecruiter on a regular quarterly basis. Each release delivers enhanced functionality to clients at no additional cost. Since iCIMS inception, there have been approximately 20-25 full product releases. Pricing is based on a monthly, per user basis. Recurring iRecruiter fees reflect the number of users on the system, the level of access required for each user and additional modules offered within the suite. iCIMS will also support "per employee" pricing models for organizations that have a decentralized recruiting process.

### **External Job Board Distribution**

- iCIMS delivers job postings to third-party job boards instantly. The actual posting of these jobs depends on the job board.
- iRecruiter is integrated with JWT's EZPost product. Job board affiliations are pre-loaded into the EZPost portal within iRecruiter and users have access to their accounts from that system.
- Users can select the job boards to which they would like to post, as well as review the number of remaining posts for a specific site.
- JWT's service offers access to over 100 different job boards for clients to post to. Users can request the addition of specific job boards for a small fee. Major job boards are included with the service, such as CareerBuilder, Monster, Dice and America's Job Bank.
- When users post to third-party boards from iRecruiter's interface with the EZPost gateway, the job description will automatically be loaded into EZPost.
- Users can edit job descriptions prior to posting to each board.
- While users can deactivate jobs from their corporate career centers directly from iRecruiter when the position has been closed, they will have to go to the EZPost gateway within iRecruiter to close positions to outside boards.
- iCIMS is directly integrated with Job VIPeR.
- Job VIPeR offers a large catalog of niche job boards from which to post jobs to, and is fully supported through iPost Gateway for those companies that elect to use the VIPeR service.

### **Searching**

- iRecruiter offers a flexible search capability.
- All data within iRecruiter is searchable. This includes notes, additional documents, appointments, resumes, applications, as well as both standard and custom fields.
- Users can leverage keyword, Boolean, wildcard, proximity and conceptual search logic to generate ranked search results relevant to their search criteria.
- Ad hoc search queries can be saved for later use, or added to the recruiter's welcome dashboard for use as an automatically generated search agent.

### **Job Board Searches**

- Users are able to post jobs from iRecruiter directly to third-party job boards.
- Source tags can be set up in job postings to route applicants back to the company's online application.
- Completed applications can be tracked back to the source job board.
- Users can also route resumes from job boards directly back into iRecruiter via iResume.
- Users can leverage AIRS Oxygen from within iRecruiter to simultaneously search multiple job boards. Selected candidates can be imported from AIRS Oxygen.
- iCIMS has a direct interface with CareerBuilder.

### **Web Mining**

- iRecruiter provides web mining via AIRS Oxygen.

### **Demand and Supply Planning**

- Not available.

### **Comprehensive Sourcing**

- iRecruiter is equipped with a proprietary resume processing and parsing tool called iResume.
- There are no additional costs (e.g. no per resume processing charges) for using iResume.
- iResume accepts resumes in MS Word, text, rich text, HTML, TIFF and PDF.
- Electronic resumes can be forwarded directly into the system via email.
- Resumes can be faxed directly into iRecruiter. Hard copy files can be scanned for email submission or upload.
- Resumes can be submitted to the system from the corporate career site, fax, email, local drive or shared drive.
- Resumes in a standard format are parsed with 95% accuracy. iRecruiter stores a processed version of the resume, as well as the original version, to ensure consistency.

### **Dupe Detection and Management**

- Duplicate candidates are blocked from iRecruiter using the customer-defined duplicate detection criteria, which typically consists of first name, last name and email address.
- Duplicate records are blocked from the system and the submitting party receives email notification that the resume had been blocked. Applicants can submit updated resumes to the system by putting "update" in the subject line, or simply by updating their resume through the career center.
- Multiple resumes can be attached to a single candidate record.
- Multiple candidate records are typically avoided via iRecruiter's duplicate detection technology, however if a record is inadvertently created, the extra file can be archived, merged or deleted from the system.

### **Assessment and Screening**

#### ***Prescreening***

- iCIMS is integrated with BDT's e.sessor program for third-party assessment testing.
- iRecruiter allows users to ask prescreening questions to help filter candidates.
- Questions can be global or job-specific.
- Questions can be weighted.
- The format of the questions (true/false, 1-10, open text, etc.) is left completely to the user.
- Questions can be stored within a screening question library for later use.
- Existing questions can be pre-loaded into iRecruiter.
- Screening questions can be used as "knock-out" criteria, filtering candidates to the appropriate status within a job.

- To ensure compliance with EEO policies, iCIMS recommends that screening libraries delivered into iRecruiter are first validated by compliance officers. If desired, the ability to add screening questions can be limited to only those users who have the authority to validate such questions.

#### **Other Assessments**

- iCIMS is integrated with BDT's e.sessor program for third-party assessment testing.
- iCIMS also explores less intensive integrations on behalf of clients who leverage other third-party assessment tools.
- iCIMS follows all the guidelines set forth by the HR-XML Consortium.

#### **Background Checks and Drug Screening**

- iCIMS supports relationships with several preferred partners who offer background and drug screening services, however their main partnership is with Electronic Background Investigations (EBI).
- iCIMS will explore integration with other third-party vendors, upon client request.
- iCIMS adheres to HR-XML Consortium guidelines.

#### **Workforce Diversity**

- iRecruiter supports diversity data solicitation, collection and reporting tools. Users are able to manage their workforce diversity programs within iRecruiter by using both standard and custom fields to track diversity data. Reports are generated using the system's three-tier reporting infrastructure.
- Diversity data is usually collected at the time of initial application, when diversity related questions are most often presented. The data can also be solicited after the applicant has been prescreened by sending a link via email.
- iCIMS leverages partner relationships with employment law specialists that consult with iCIMS and clients on best practice workforce diversity initiatives and on leveraging technology to best comply with evolving EEO/OFCCP regulations.

#### **Key Reporting Metrics**

- iRecruiter offers all standard recruiting metrics, including cost per hire, time to fill, EEO reports, recruiter productivity summaries and source effectiveness. iRecruiter metrics are based on metric models developed by Saratoga Institute and Staffing.org's.
- iRecruiter offers ad hoc and custom report writing. Reports can be re-filtered after the initial report output is created. This flexibility allows users to refine reports to create the specifically required output.
- Scorecards are available on the recruiter dashboard to compare a user's performance against that of their team or department. The dashboard is customizable.
- Reports are exportable to third-party programs like MS Excel.

#### **HRIS Integration**

- iRecruiter has been integrated with a number of HRIS programs to varying degrees.
- Integrations include: Peoplesoft, Oracle, SAP, Ceridian, Lawson, ADP and Infinium.
- iRecruiter is built with standard integration feeds. These are batch data feeds that can be configured during implementation.
- Custom integrations that involve automated data transfer and time synchronized activities can be developed upon request.
- iCIMS integration strategies follow HR-XML guidelines, but they will consider the clients best interests when pursuing any integration program.
- Integration layers are built directly within iRecruiter.
- Complex integrations may take additional time depending on client needs.

### **Internationalization**

- iCIMS is a member of the Safe Harbor program.
- iCIMS' supports users in England, Germany, Canada, Africa and the Far East.
- The internal iRecruiter interface is currently available in English. Candidate-facing sites (i.e., career portals) are available in foreign languages so that candidates can apply to jobs in their local language. Data can be entered into iRecruiter in foreign languages; however, the interface is only available in English. iCIMS does not have any international offices.
- There have not been any limitations identified through internal testing of any languages (single or doublebyte) for candidate-facing pages or internal data storage fields. That being said, the internal interface is only available in English today, so while data storage can be in multiple languages, the interface is English only.
- Career centers can accept and upload resumes into iRecruiter in any language formats. However, resume processing has only been tested for resumes written in English.
- iRecruiter has not yet been localized.
- iCIMS is currently exploring partner relationships to expand internationally.

### **Architecture and Performance**

#### ***Web Browsers Supported***

- Internal users are required to use Internet Explorer v 6.0 or better.
- Candidates viewing jobs via the client's corporate career center may use all browser types.

#### ***Roles and Permissions***

- iRecruiter has no limit on the number of security-based roles allowed.
- Typical access rights are granted for full access recruiters, hiring managers and administrators.
- Limited and part-time access logins can be created and configured for specific roles such as executives and EEO compliance officers.

#### ***ASP Environment***

- The system is hosted in a SAS Level II certified data center managed by AT&T. All servers are redundant. iCIMS supports a cold data center in Rosslyn, VA.
- Independent audits are performed annually.
- iCIMS customers are set up on their own, unique database. The database is password protected, and 128-bit SSL encryption is used for secured iRecruiter access.
- iCIMS can enable IP-specific lock-downs as added security.
- iRecruiter has an availability statistic of 99.9967%.
- iCIMS partners with Akamai Technologies and Redline Networks to ensure performance.
- System updates are provided via quarterly releases.
- All clients run the same version of iRecruiter (i.e. single source code).
- Product enhancements are delivered as on/off features. They will be turned on for some clients off for others. This way, all users are able to receive each new product release and leverage more scalable technology. New product releases do not affect the availability of these configurations/customizations for clients.

#### ***Client Customization***

- 25% of iCIMS' clients have requested some form of customization; however all clients are on configured solutions. The inherent flexibility of iRecruiter reduces the need for clients to request customization. Most customization is related to unique reporting requirements.
- Customization is delivered within patches or full product releases, depending upon the scope of the enhancement and applicability to all clients.
- Enhancements are developed in-house.



### ***System Scalability***

- iCIMS' largest implementation supports approximately 50 full access, power iRecruiter users and thousands of potential hiring managers.
- Career center receives the highest traffic on the solutions, receiving over 1.6 million unique applicant hits each day across the client base.
- The largest database supports over 300,000 unique candidate records.

### ***System Replacement and Data Migration***

- iCIMS has successfully migrated customers from nearly all major ATS providers to the iRecruiter platform.
- Approximately 40% of clients have come from a direct competitor, selecting iRecruiter as a direct replacement for their existing provider.
- Conversions usually take two to four weeks.
- The key components to an ATS replacement are the configuration of the requisition form, online application form and data migration. Data migration is the most relevant as it relies on the previous vendor provide the data.
- iCIMS implementation teams usually handle system replacement and data migration initiatives.

### ***Service Differentiators and Support***

- iCIMS offers dedicated account management teams.
- Clients are provided direct contact with implementation managers and account service teams.
- iCIMS has a 4.0 customer service rating (ERExchange).
- The company has a 97% customer satisfaction/retention rating over the past two years.
- On Demand professional services are optional. Other providers make professional services mandatory.
- Flexible training programs, ranging from teleconference to onsite training, are offered.
- Unlimited access to customer support personnel, and an easy to use system leads to the highest user adoption rates in the space.

### ***Implementation Support***

- Implementation generally takes less than 30 days.
- iCIMS account management teams take a consultative approach to implementation, helping infuse best practice methodologies within the client's existing workflow to deliver additional business benefits.
- Account management teams are usually comprised of five iCIMS representatives who interact with clients at various points during the life of the contract.

### ***Best Practices***

- iCIMS offers best practice advice through client-dedicated account management teams and outside process consulting experts. Such specialists provide insight in the areas of interview preparation, employment law liabilities, process engineers and technology evaluation.
- Most iCIMS related services are available at no cost through regularly scheduled webinars. Webinars are offered on a variety of topics, including iRecruiter product training and optimization.
- Onsite visits by iCIMS experts or by consulting partners is available for a fee.

### ***Help Desk Support***

- Support is available by phone or web from 8:30 a.m. to 6 p.m. (EST) and by the support hotline from 6 to 9 p.m. (EST).
- Support is available in English.

***Other Support Services***

- Upon signing, a client will be matched with a dedicated account management team. The account team is responsible for the timely implementation of the iRecruiter system and client satisfaction.
- The account management team is comprised of a number of iCIMS subject-matter experts who will work with the client at various levels to help achieve overall recruitment objectives. Members include: the account manager, implementation manager, account service rep, technical services rep and a client services technician.

**Kenexa**  
**Kenexa Recruiter**  
**Applicant Tracking System**

650 East Swedesford Road  
 Wayne, Pennsylvania 19087  
 Phone: (610) 971-9171  
[www.kenexa.com](http://www.kenexa.com)

**Company Facts**

- Founded in 1987
- Headquarters in Wayne, PA
- Less than 600 employees

**Major Clients**

- Air Products/Chemicals – chemicals, 17,200 employees
- BMC Software – technology, 7,000 employees
- Corporate Express – retail, 12,400 employees
- Kmart – retail, 158,000 employees
- McLeod Health – healthcare, 4,000 employees
- Sioux Valley Health – healthcare, 5,000 employees
- Sodexo – hospitality, 130,000 employees
- Wachovia – finance, 81,000 employees

**Client Base**

- 25% of clients have less than 5,000 employees
- 50% of clients have between 5,000 and 20,000 employees
- 25% of clients have over 20,000 employees
- Approximately 160 active clients

Client industries include: healthcare, hospitality, education, finance and retail.

**Financial overview**

- Kenexa is a privately-owned corporation.
- In 2001, Kenexa raised approximately \$28 million in venture capital in return for approximately 20% of the equity of the company.
- In 2003, Kenexa refinanced their line of credit with a new bank, increasing it from \$6 million to \$10 million.
- Kenexa currently funds the business from the cash flow generated by operations.

**Solutions**

- Kenexa Recruiter is offered as part of the Comprehensive Talent Management Suite which includes recruitment outsourcing, skills and behavioral assessments, performance management, multi-rater assessments and employee engagement surveys.

**Core Solution Overview**

Kenexa Recruiter is a module within Kenexa's Comprehensive Talent Management Suite. Kenexa Recruiter is a highly flexible system so clients configure, not customize, the solution. Kenexa Recruiter has a client retention rate over 95% and offers customer service to both candidates and end users.

Established as a recruitment firm in 1987, the company developed their technology in the late 1990s. The product can be hosted by either Kenexa or licensed by the client. Current clients are split 85% Kenexa-hosted and 15% client-hosted. Pricing is based on the number of recruiters.

### External Job Board Distribution

- Jobs posted to Monster, HotJobs and America's Job Bank will post by the next business day if posted from Kenexa Recruiter.
- Kenexa partners with eQuest to provide posting to over 1500 job boards within 15 minutes of being submitted. eQuest provides a simple user interface for editing and deactivating job boards. Secondary job board posting are also handled through eQuest.
- Usernames and passwords are kept completely confidential and access can be limited to the users with administrative rights.
- Job board interfaces are regularly checked to verify that they are working and up to date.

### Searching

- Kenexa Recruiter's artificial intelligence capabilities allow for a job profile to be matched against candidate resumes; a ranked list of candidates is returned.
- The matching is both content and context sensitive. That is, Recruiter determines a match between skill requirements and available skills by analyzing the content of a resume. The matching algorithm is not susceptible to proximity errors and cannot be influenced by tagging.

### Job Board Searches

- Job boards can be directly accessed from within Kenexa Recruiter (job board permitting). Job board results are integrated into the database search results.
- Users are able to search a job board's resume database and bring candidates back into Recruiter via an XML interface.
- For ease of use, an integrated board login can be set up by the administrator.

### Web Mining

- Kenexa's Spider will search multiple resume banks to find candidates that match the user's search criteria.
- AIRS Search Station is an optional, add-on for clients who want additional search capabilities.

### Demand and Supply Planning

- Kenexa's business intelligence product is called bStrategic. When paired with Kenexa ATS, bStrategic enables an in-depth analysis of supply and demand data.
- Standard reports and bStrategic allow demand to be tracked at any level.
- Competency models can be provided by Kenexa through the Interview Builder product or from one of Kenexa's consultants. Clients can also choose to use their own competency model.
- Competency gaps can be identified and monitored using standard reports or by using bStrategic.

### Comprehensive Sourcing

- Resume parsing is supported via a third-party application, Burning Glass.
- Over 120 different document formats are accepted.
- Resumes can be loaded into the system by corporate career site, email, local drive or from a shared drive. Faxed resumes require the use of a third-party provider to manage the resume upload.
- Burning Glass provides solutions for resume processing, screening and search via APERTURE™ and LENS™ products. These products leverage pioneering statistical natural language processing technologies to automatically read resumes in over one hundred formats and to translate them to the client-defined output. Resume data is then converted into a uniform text format that separates the content into specific sections (e.g., skills, experience, education). By consistently formatting resume data, searching and matching is highly precise.

### **Dupe Detection and Management**

- Kenexa Recruiter prevents duplicate candidate records by automatically identifying records that share the same email address, first name, last name and phone number.
- If the system finds a match, the candidate is emailed and asked to update their profile and/or resume.

### **Assessment and Screening**

#### **Prescreening**

- Users may configure question fields to mirror their candidate prescreening questions.
- Authorized users can create specific prescreening questions for each separate requisition.
- A database of validated third-party questions can be used.
- Kenexa has several hundred assessments available that cover most job categories and can be readily integrated into any staffing process.
- Mandatory steps can be used to ensure that all candidates are treated equally. Standard reports and analysis tools can be used to monitor hiring biases and adverse impact.

#### **Other Assessments**

- Kenexa has several hundred assessments available that cover most job categories and can be readily integrated into any staffing process.

### **Background Checks and Drug Screening**

- Integration with any background checking vendor is possible.
- Kenexa Recruiter has been integrated with USIS, Verifications and several others.
- Status updates are received by the system, and summary and detailed results are received.
- HR-XML is used to exchange data between Recruiter and background check vendors.

### **Workforce Diversity**

- Kenexa Recruiter can be linked to diversity job boards.
- Progress towards specific diversity goals can be monitored through standard reports.
- Diversity data can be collected at any client-specified process step.
- Data can be collected from candidates that have not applied directly.
- Kenexa Recruiter offers optional WOTC integration.
- Kenexa enables EEO/OFCCP compliance reporting.
- Kenexa Recruiter is configurable to capture and report EEO data in compliance with DOL and OFCCP guidelines.

### **Key Reporting Metrics**

- Recruiter includes metrics related to productivity, process efficiency, cost and effectiveness.
- Scorecards are offered.

### **HRIS Integration**

- Kenexa has integrated with Lawson, PeopleSoft, Cyborg and a number of homegrown systems.
- Typically, integration with Recruiter takes between eight and ten weeks.
- Kenexa is a certified partner of Oracle® and SAP and is an active member of the HR-XML Consortium.
- HRIS integrations undergo a rigorous testing process that includes quality assurance, user acceptance testing and production testing.
- Detailed integration specifications are provided to prospective clients.

### **Internationalization**

- Kenexa has deployed Recruiter in North America, Canada, United Kingdom, The Netherlands, Spain, France, Belgium, Italy, Germany, India and Brazil.
- Recruiter is available in English, UK English, Spanish and Canadian French.
- The product does not currently supports doublebyte languages.
- To enable global recruitment, all currencies and multiple date/time formats are supported.

### **Architecture and Performance**

#### ***Web Browsers Supported***

- Microsoft Internet Explorer 4.0 or better
- Netscape Navigator 4.7 or better, excluding 6.0

#### ***Roles and Permissions***

- Kenexa Recruiter has four levels of user access: Hiring Manager, Recruiter, Vendor and System Administrator.
- Access is controlled by username and password.
- Access can be specified for specific data field.

#### ***ASP Environment***

- The Kenexa Recruiter system is hosted in Kenexa's Wayne, PA data center.
- The Kenexa Recruiter multi-tiered web farm architecture incorporates 100% redundancy at each level of the architecture. The architecture is also highly scalable to accommodate growth.
- Prospective clients will receive detailed documentation of disaster recovery plans and security architecture.
- Each month Kenexa runs a scan with Microsoft's Security Audit tools and is always up to date on all patches and security updates.
- Price Waterhouse Cooper performs annual compliance audits and Kenexa always complies with the standards.
- System security is achieved through the following:
  - Site security - climate control, fire suppression system, uninterrupted power supply using backup generators;
  - Application security - in the application level and in the core application framework level; general auditing of the web service; auditing database server activities; data transfer security; firewall security; web server security;
  - Password security - administrator, default, and application passwords;
  - Database backup – logical, physical, web and application server backups, offsite media storage; and hardware maintenance.
- Kenexa Recruiter offers a guaranteed uptime of 98%, not including scheduled downtime. Response time depends on a multitude of factors, including the end users network bandwidth and quality and the amount of data being retrieved from the system. Average response time for the entire system is three to seven seconds on a T1 line, and five to twelve seconds over a 56 kb line.
- Kenexa releases one new software version of Recruiter annually.
- Kenexa makes every attempt to get all clients on the two most current versions of the Kenexa Recruiter system, but does allow clients to reject a system upgrade.
- Configurations are a standard part of the core Kenexa implementation and will not be affected by upgrades.
- Upgrades to customized systems will cost \$250.00 per hour for development. Porting customized features increase the implementation time of releases. Additional, customized software has a higher occurrence of bugs – having a longer period of QA and testing for upgrades.

### ***Client Customization***

- Less than 20% of Kenexa's clients customize the software.
- The architecture has been built to ensure that the most popular client needs are enabled through system configuration rather than through customization.
- Kenexa's software engineers are available to customize the Kenexa Recruiter software when necessary.

### ***System Scalability***

- Kenexa Recruiter's largest client currently supports over 5,200 client users.
- The largest client has had over 2 million hits per month on their career center and over 800,000 hits per month on their recruiting center.
- The largest system database has over 800,000 active candidates.

### ***System Replacement and Data Migration***

- The typical conversion process takes two to four weeks, which is factored directly into the eight to ten week implementation process.
- Job requisition and candidate profile data are the most critical data converted.
- Kenexa proprietary APIs assist in streamlining the data conversion process.
- Kenexa's professional service team manages the conversion as part of the implementation process.

### ***Service Differentiators and Support***

- Kenexa offers candidate's unlimited live help desk access.
- Each client has a dedicated client service manager.
- The live help desk is available 24/5.
- A semi-annual service survey is provided to clients.
- Kenexa conducts semi-annual user symposiums.
- Kenexa has a 95% client retention rate.
- Onsite client user training is included in the implementation fee.

### ***Implementation Support***

- Once the contract is signed, the average time to complete the implementation is five to six weeks. In the past 18 months, Kenexa has not had an implementation take more than eight weeks. These timeframes do not take into consideration client initiated delays or system customization.
- At the time the contract is awarded, Kenexa will assign a team to the client account based on workload and resources. Within three days after the sales transfer meeting, the client's implementation consultant will schedule a project kick-off meeting.
- The client implementation team typically includes: the HR Director – overseer of project, the project lead – on-site lead contact for all project processes, a technical contact – lead contact for technical issues and a billing contact – person who signed the contract in case of contractual questions.
- The Kenexa implementation support team typically includes: a dedicated implementation specialist, an implementation consultant, a dedicated technical consultant, an international liaison, two dedicated client service reps, a help desk rep, the programming team and quality assurance analysts.

### ***Best Practices***

- Semi-annual user group meetings are held for users to share best practices. There is no charge for the service.

### ***Help Desk Support***

- Kenexa's help desk is staffed 24/5 from 12:01 a.m (EST) Monday through 11:59 p.m. (EST) Friday.
- Beeper assistance is available 24/7 for an additional fee.
- The help desk is accessible via email and an 800 phone number is available for client users.
- An online help guide is provided within Recruiter.
- The Kenexa help desk provides support in both English and Spanish. Support in Spanish is limited to the number of agents that are bilingual.

### ***Other Support Services***

- Clients have access to a number of dedicated customer service representatives who will service as their main point of contact.
- Kenexa customer service representatives do not travel and strive to maintain complete availability.
- Each client has dedicated service representatives who are available to address any technical or functional issues. The customer service rep serves as the first step in the escalation process.
- Each client is assigned a complete service team consisting of product trainers, developers, testers and implementation consultants. This team handles all current and future educational support services as well as technical support.
- Kenexa provides 24/7 monitoring of the Kenexa Recruiter system.
- Kenexa's development and system administration team is immediately notified of unscheduled down time so that they can initiate the disaster recovery process.



**Peopleclick Inc.**  
**Peopleclick Recruitment**  
**Management System (RMS)**

Two Hanover Square  
 Seventh Floor  
 Raleigh, NC 27601  
 Phone: (916) 645-2800  
[www.peopleclick.com](http://www.peopleclick.com)

**Company Facts**

- Founded in 1997
- Headquartered in Raleigh, NC
- Approximately 310 employees

**Major Clients**

- T-Mobile
- Cingular
- Montgomery County
- AMI Semiconductor

**Client Base**

- 47 % of clients have less than 5,000 employees
- 28 % of clients have between 5,000 and 20,000 employees
- 25 % of clients have over 20,000 employees
- Approximately 210 active clients on recruiting solutions
- Peopleclick serves more than 2,500 customers in 97 countries, including 54 of the Fortune 100.

Client industries include: manufacturing, retail, financial services, technology, government, and healthcare/pharmaceutical.

**Financial Overview**

- Peopleclick is privately held.
- Peopleclick has received three rounds of funding. No new outside funding has been received since 2001. Peopleclick has been profitable and cash-flow positive for nine consecutive quarters.
- Financial data is available to prospective clients under a mutual NDA.
- 2004 revenue: \$43.9 M.

**Solutions**

- Peopleclick's target market includes medium to large corporations. Peopleclick's solution components include:
  - Peopleclick Recruitment Management System (RMS)
  - Peopleclick Vendor Management System (VMS)
  - Peopleclick Affirmative Action Solutions (AA Solutions)
  - Peopleclick Research Institute (PRI)

**Core Solution Overview**

Peopleclick Recruitment Management System (RMS) is in its fourth generation. Peopleclick RMS™ is a web-based, enterprise-wide recruitment management system for salaried and hourly hiring. Peopleclick differentiates itself by integrating diversity and compliance with their Total Workforce Acquisition (TWA) strategy. Clients are able to work with one vendor to accomplish all workforce acquisition goals.

Peopleclick has 20+ clients that are headquartered outside the US, with users in 97 countries. Multibyte capabilities support all left-to-right reading languages, and RMS is the only system that provides compliance with data protection laws through anonymization.

Peopleclick has partnered with FAST™ and their conceptual search capabilities support the ability to search fielded (structured) data and unstructured (free-text, notes) data in a single search. Attachments, questionnaires and their responses are also searchable.

RMS enables flagging of Affirmative Action placement goals on appropriate requisitions so that sourcing can be more effective. RMS complies with Sarbanes-Oxley approval requirements.

The solution is offered in a Software as a Service (SaaS) model and in a client-hosted model. Currently, all clients utilize the SaaS model. The SaaS architecture allows clients to configure the application to support their business processes, while sharing common elements and receiving regular upgrades. Peopleclick also offers ready-to-go, preconfigured versions of RMS for rapid implementation. Pricing models are based on an algorithm that includes number of employees, number of recruiters and number of hires.

### External Job Board Distribution

- The Peopleclick RMS posting capabilities support direct posting to 17 job boards in near real-time.
- Client recruiters can source to candidates directly through America's Job Bank (AJB), CanadaIT, Canjobs.com, CareerBuilder Network, Computer Jobs, Dice, HireDiversity.com, HotJobs, HotJobs Canada, IM Diversity (IMinorities), LatPro, Net-Temps, Monster, Monster Asia, Monster Canada, Monster Europe and SearchEase.
- If more job boards are needed, Peopleclick also offers access to job posting aggregators through two partners, e-Quest and Job VIPeR.
  - e-Quest posts to over 800 job boards globally and is fully integrated with Peopleclick RMS.
  - Job VIPeR allows users to post jobs to multiple career site destinations, create customized media plans, track and manage site memberships.
  - Usernames, passwords and posting budgets are managed by the client, outside of the RMS solution. e-Quest and Job VIPeR can also manage these items for clients.
- Peopleclick works with the job boards to ensure that interfaces are kept up to date. The companies jointly plan around updates and releases to minimize the impact to mutual clients.
- Peopleclick RMS offers a central location where users with appropriate permissions can manage postings (create, change or remove) to these sites from their desktop using one simple process.
- The system will schedule and automatically perform either the posting or removal of the job.
- For premium job board postings, an automatic renewal can be activated so that recruiters do not have to remember when a posting expires.

### Searching

- Peopleclick partnered with FAST, leaders in the enterprise search marketplace. FAST searches both structured and unstructured data.
- The Peopleclick FAST search technology supports both conceptual searching and artificial intelligence searching.

### Job Board Searches

- Peopleclick partners with multiple job boards.
- Clients can search their preferred job board for candidates and the candidate can easily be entered into Peopleclick RMS via cut and paste.

### Web Mining

- Peopleclick has partnered with AIRS to provide web mining capabilities and are working with AIRS to integrate web mining with the RMS solution.

### **Demand and Supply Planning**

- Peopleclick RMS assists with demand planning through client configurable tracking and reporting. It allows users to specify what skills and competencies are needed for positions (either through standard or custom fields), which can be tracked and reported on from any level (e.g., job title, location, skill) with Peopleclick RMS ad hoc reporting.
- Competency models are supplied by the client.
- Supply and demand, as well as progress toward the plan, is reported on using RMS's ad hoc reporting capabilities.

### **Comprehensive Sourcing**

- Peopleclick RMS utilizes a proprietary parsing engine. The parsing engine uses artificial intelligence technology to collect and build both hard and soft candidate information.
- Candidates can submit their resume online through the candidate portal in MS Word format.
- Peopleclick RMS partners with third-party vendors for scanning hard-copy resumes and email submissions.
- Detailed source data is tracked by combining a unique id for every job posting and subsequent application with two fields typically added within the client's candidate portal. These act as source values for gauging the success of a particular advertisement or campaign.
- Peopleclick precision matching helps HR professionals quickly find the right candidate for the right position. Job seekers create a profile that includes what they want in their next position, their educational background, management experience, travel preferences and skills. The job profile is populated with corresponding attributes and skills that are important to the position. The solution then matches both the candidate to the job and the job to the candidate with bilateral matching.

### **Duplicate Detection and Management**

- Duplicate candidates are detected using a proprietary algorithm to check for name, address, phone, and email address.
- Duplicates can be merged while maintaining integrity of the data.
- If the system detects a duplicate, the candidate's base profile is updated and a new position-specific profile is created for the new submission.
- Any position-specific profiles that are already in the system are always preserved and remain associated with those requisitions to which they were assigned.

### **Assessment and Screening**

#### ***Prescreening***

- The RMS solution allows the user to create assessments, screening questions and questionnaires for candidates.
- Questionnaires can be added to job postings and routing rules can be enabled to send qualified candidate submissions to pre-defined folders.
- A candidate can apply to more than one job containing several questionnaires and the responses for each questionnaire will be properly associated with the corresponding job.
- The questionnaire provides the recruiting staff with the ability to collect additional information from candidates after they have submitted a job application.
- The RMS solution allows the ability to define an automatic request for additional information when candidates are moved into a pre-determined folder in a workflow.
- Question content is flexible to match clients' screening needs.
- Peopleclick RMS supports bidirectional feeds with employment service providers, such as SHL and DDI, for assessment.
- Links between client-preferred vendors and Peopleclick RMS through email notifications and XML data exchange is supported and populates information in the candidate's profile. The information allows hiring managers and recruiters to request services while reviewing candidates.

- Users can initiate background verifications, assessments and drug tests from providers such as HireRight and Verifications, Inc. from within RMS.
- To evaluate and increase visibility into hiring practices, Peopleclick works with clients to provide methodologies, technology and EEO/AA expertise via the Peopleclick Research Institute (PRI).
- PRI is recognized by the Supreme Court as "Expert Witnesses" in the field of EEO and AAP compliance and might be able to mitigate risks that potentially amount to millions of dollars if a company unknowingly violates compliance or discrimination regulations.
- An EEO Hiring Practice Evaluation is offered which looks at client hiring practices in terms of compliance with anti-discrimination regulations.
- PRI evaluates any changes clients propose or implement in the Peopleclick RMS system that could affect compliance with federal anti-discrimination regulations.
- Depending on the availability of data, PRI conducts statistical analyses of a client's hiring decisions to examine the impact of the hiring process as a whole or to examine the impact of specific steps in the process on members of protected classes.
- Statistical analysis and evaluation gives the client a comprehensive view of legal vulnerabilities as related to their hiring practices.
- PRI reviews general software product releases to ensure Peopleclick is offering compliant alternatives for recruitment management and affirmative action clients.
- Peopleclick RMS offers a pre-configured list of disposition reasons that was scrutinized by Peopleclick's EEO experts to ensure compliance.
- The system has been designed to allow an organization to trigger "self-identification" at any stage of their hiring workflow based on their definition of an applicant.
- PRI is routinely employed on a consultative basis to examine each step in an organization's hiring processes to proactively identify problems and ensure compliant use of their recruitment management solution.

#### **Other Assessments**

- Strategic partnerships with SHL and DDI for assessments exist.
- Peopleclick can support a link to client-preferred vendors through email notifications and XML data exchange.
- Clients can determine what information is stored for assessments.
- The integration strategy is based on HR-XML standards.

#### **Background Checks and Drug Screening**

- Peopleclick has strategic partnerships with HireRight and Verifications, Inc. for background checking and drug testing.
- Links to client-preferred vendors through email notifications and XML data exchange are supported.
- Users can initiate background verifications, assessments and drug tests from within RMS. The assessment provider links (via XML transfer) and populates information in the candidate's profile. This allows hiring managers and recruiters to request services when reviewing a candidate.
- Clients determine what information is stored.
- The integration strategy is based on HR-XML standards.

#### **Workforce Diversity**

- Affirmative Action placement goals can be communicated to recruiters and hiring managers via Affirmative Action alerts.
- RMS has the capability to integrate the placement goals specified in an Affirmative Action plan (AAP).
- A client's recruiting and hiring managers get immediate feedback on which requisitions contribute directly to the company's diversity hiring initiatives.

- Affirmative Action alerts appear upon requisition creation, in the recruiting workflow and on the Requisitions and Job Posting tabs in the portal. RMS users can use this information to make decisions about their sourcing strategy for the position.
- The applicants' EEO data can be captured online during the initial application process or at any point in the hiring process using questionnaires, an additional information request or an email prompt to log into the candidate portal with links to an area to respond.
- Candidate demographic data is stored in a special section of the candidate profile record. The ability to view and edit candidate demographic data is defined by role, allowing the client to control access to confidential information.
- Twelve report templates have been created to address EEO and Affirmative Action (US) report requirements. These templates can be used as the starting point for creating reports of interest to each individual organization.
- EEO and Affirmative Action reports are accessed via a specific user ID and password.
- Race, ethnicity and gender data can be captured on the candidate portal or through email triggers at any point based on each client's definition of an applicant.
- The solution can be employed to ensure a best effort was taken to gather EEO information. The candidate portal can be configured to require a response including whether they decline to respond. If the candidate chooses not to disclose this information, the information may be manually input on the EEO tab of the candidate record.

### **Key Reporting Metrics**

- RMS uses advanced analytics and reporting to measure the effectiveness of recruiting and hiring processes. This insight into key performance indicators is an important step toward optimizing performance and maximizing productivity.
- The system has the ability to create dashboards to display designated key performance indicators. Placing critical reports and graphs on a user's dashboard enables managers and executives to make key decisions.
- Peopleclick has logically joined all the tables and has included many pre-formulated calculations (e.g., time to fill, positions remaining open) to help generate accurate and usable recruiting metrics.
- Peopleclick RMS reporting is able to support the following:
  - Create recruiter 'report cards' that help determine whether recruiters are following EEO-related hiring practices
  - Check for bottlenecks in the process by creating cycle time reports
  - Manage headcount between budgeted and remaining position openings
  - Determine source ROI

### **HRIS Integration**

- XML data exchange (via templates and secure FTP) is utilized for integration; the process is the same for all HRIS systems.
- The following HRIS have been integrated with RMS: SAP, PeopleSoft, Oracle, Lawson and various proprietary client systems.
- RMS offers standard templates for XML integration. Typically, the most requested data to be exchanged includes new hire exports, organizational hierarchy imports and job code imports.
- Data exchange set-up occurs during initial implementation.
- The integration strategy is based on HR-XML standards.
- Peopleclick will provide detailed integration specifications to prospective clients upon request.

### **Internationalization**

- RMS has been used internationally since 1997; the RMS client base is global.
- RMS facilitates recruitment for more than 43,000 users in EMEA (17 clients), 23,000 in Asia Pacific (12 clients), 270,000 in North America and 4,000 in Latin America (13 clients).

- The largest implementations of RMS include a telecommunications company in 97 countries and a consumer electronics company in 60 countries. Both customers have used RMS since 2002.
- Over 20 clients are headquartered outside the US.
- The RMS solution is hosted in a world-class, IBM data center.
- Features within RMS support data privacy in non-US countries. RMS provides anonymization for data protection law compliance which can be automated based upon an inactivity timeframe set by the client organization.
- Anonymization follows duplicate candidate checking rules to ensure one anonymized candidate does not override another anonymized candidate's data.
- Clients will receive a pre-run report of the candidates to be anonymized which can be used to notify candidates in case they would like to remain under consideration for future positions.
- Anonymized candidates will no longer appear in search results, including Quick Find Candidate, Search and Autorecruiter.
- Global organizations can be assured that the anonymizing functionality will not conflict with US regulations to preserve data in accordance with EEOC guidelines.
- Client candidate portals can include any disclosure statements describing EU data protection compliance.
- Each country has its own legal requirements and these are communicated to the project team during the discovery stage of implementation for every client. The system is then configured to meet these individual country requirements.
- The user interface is available in English, French and German, and supports all left-to-right reading languages. Resume parsing is supported in all left-to-right reading languages.
- Clients are able to create and post requisitions in a particular language to a job board specializing in positions in that particular language. Candidates interested in this job opening will be routed to the candidate portal and can apply in that language. Recruiters and managers can manage various hiring activities in that language, including searching for candidates, emailing documentation, sending questionnaires and requests for candidate response and generating metrics.

## **Architecture and Performance**

### ***Web Browsers Supported***

- IE 6 SP1 is required.
- The candidate portal also supports Netscape 6.2 and Netscape 7.1.

### ***Roles and Permissions***

- Deployment of unlimited organizational levels is supported (including decentralized and multi-national rollouts).
- Roles (security categories) are configured and managed by clients through the system's web-based system administrator portal.
- Various combinations of view/add/edit/delete permissions define a role.

### ***ASP Environment***

- Peopleclick delivers the application from an IBM Data Center (IDC) in Atlanta, GA.
- Web servers are configured in "farms" for maximum reliability and scalability.
- Prospective clients are provided with disaster recovery plans and security measures.
- Third-party security vulnerability assessments are conducted semi-annually.
- Strict security measures are in place to protect the integrity and availability of client data.
- Login to the application utilizes a three-tier security model requiring the user to provide a company key (unique), as well as a unique user ID and password.
- Employees with appropriate authorization are allowed to access the production network.
- Infrastructure design provides redundancy throughout the network.
- Peopleclick has had 99.88% uptime since April 2004, including maintenance windows.



- Peopleclick has a formal methodology for coordinating, planning and executing product changes. Four product release levels are distinguished by scope and impact to clients: Major Releases, every 6-12 months; Minor Releases, every 3-6 months; Maintenance Releases, according to SLA; and Hot Fixes, as required by SLA for Severity 1 issues.
- All clients receive maintenance releases at the same time. These maintenance releases and hot fixes pass a six-phase quality assurance cycle before release.
- Clients have an opportunity to review upcoming changes in a staging environment.

#### ***Client Customization***

- Peopleclick RMS is delivered using a Software as a Service (SaaS) model enabled by multi-tenant architecture. Multiple clients are supported on one version of the software.
- RMS is a table-driven system to allow for speedy configuration versus customization. Most organizations require different information to be captured; the database is extensible. Flexibility enables RMS customers to add to and change data tracked (both requisition and candidate), the rules of data (labels, triggers, prefixes, formats), screen layouts, process flows and much more, both during implementation and as needs evolve.
- The system administrator portal offers clients control over the day-to-day maintenance of the application, which can significantly reduce overall delays and costs in making updates to the database. Day-to-day maintenance includes managing user accounts and security groups, job-posting networks, questionnaires, domain lists, skills libraries, application triggers and more.
- Changes can also be submitted through the formal change request process.

#### ***System Scalability***

- One of Peopleclick's largest clients, a Fortune 100 telecommunications company, has approximately 672 facilities in 120 states/provinces, with users in 97 countries.
- Peopleclick hosts many high volume career sites for large Fortune 500 customers; career site traffic exceeds 100 million hits per month, and over 5 million hits per day on peak days.
- Part of the capacity planning process involves working with customers to estimate volumes.

#### ***System Replacement and Data Migration***

- Peopleclick has experience migrating high volumes of data to the database and partners with clients to facilitate the migration.
- Conversion is scoped and included in the implementation timeline. The length of the conversion process varies based on the amount and quality of data to import. The migrated candidate and requisition data is available to the client at go-live.
- The methodology is based on HR-XML data exchange standards.
- A Peopleclick project manager oversees the conversion process.

#### ***Service Differentiators and Support***

- Peopleclick encourages clients to get hands-on use of the product as early in the sales process as possible, and throughout the requirements gathering process. Clients have constant input from Peopleclick experts as RMS is configured.
- Clients are provided with a clear understanding of what the system can do for them.
- User acceptance occurs before, not during, end-user training.
- The company works toward getting it right the first time with the aim of limiting (if not eliminating) post-implementation changes.
- Peopleclick offers a staging environment to clients for user acceptance testing and training, prior to the release of upgrades to production.



### ***Implementation Support***

- Peopleclick assigns a project manager when the contract is awarded.
- The project manager is responsible for the overall system implementation of the solution and leads the project from requirements definition through rollout to the customer's user base.
- The project manager works directly with the client's liaison to ensure all plans, resources, tasks, budgets, dates and general expectations are properly managed, executed and reported.
- The project manager has direct access to other members of the implementation team and is able to engage the appropriate resource(s) based on client needs.

### ***Best Practices***

- Peopleclick helps clients leverage their investment in RMS.
- An annual assessment ensures recruiters are leveraging RMS to its greatest potential.
- Ongoing product upgrade web seminars and informative newsletters keep client recruiters current with the latest features and best practices.

### ***Help Desk Support***

- Ongoing post-implementation support is located in Raleigh, NC.
- Day-to-day application level end user support hours are Monday through Friday, 3 a.m. to 8 p.m. (EST).
- Emergency support is available 24/7 via a cellular pager.
- Peopleclick encourages a Level 2 support model, where designated internal subject matter experts (technical and process) act as the front line of support for client end users.
- Another level of support is available through Client Services Management for a fee.
- All support incidents are tracked using the latest in Customer Relationship Management (CRM) technology to ensure all requests are documented and monitored to resolution.
- The Peopleclick customer hub provides 24/7 access to the CRM system via the Internet.

**Pereless Systems**  
***Pereless Systems i7***  
***(Enterprise)***

621 Shrewsbury Avenue  
 Shrewsbury, NJ 07702  
 Phone: (866) 222-5169  
[www.pereless.com](http://www.pereless.com)

**Company Facts**

- Founded in 2000
- Headquartered in Shrewsbury, NJ
- Less than 100 employees

**Major Clients**

- Entertainment Publications – publishing, 1,000 employees
- Precor USA – manufacturer of fitness equipment, 1,000 employees
- Americold Logistics – warehousing distribution, 9,000 employees
- Kennametal – metal manufacturing, 15,000 employees
- Constella Group – consulting/staffing, 1,000 employees
- Blackbaud – software manufacturer, 850 employees

**Client Base**

- 30% of clients have less than 5,000 employees
- 60% of clients have between 5,000 and 20,000 employees
- 10% of clients have over 20,000 employees
- Approximately 82 active clients

Pereless Systems' client base represents all industries.

**Financial Overview**

- Pereless Systems is a privately held, employee-owned company.
- Financial data is not available.

**Solutions**

- Pereless Systems i7 (Enterprise) targets medium to large corporations. ATS On-Demand targets small corporations, including recruiting and staffing firms.

**Core Solution Overview**

Pereless Systems supports the entire lifecycle of recruiting, hiring and post-employment service activities through a suite of comprehensive web-based applications. Pereless Systems aims to help its customer's partner more effectively by providing stronger and broader functionality, faster results and a smarter software solution to help organizations accomplish their partnering goals and increase profitability faster than other enterprise software systems. Since 2000, Pereless has helped companies accomplish their recruiting goals and increase profitability.

Pereless Systems provides affordable ATS/Recruitment Management Solutions to companies that want all of the key functionality of an enterprise application at a cost point that makes sense to their business size. The solution is scalable and currently supports organizations from as little as three employees to clients with roster of 20,000+ employees.

The solution is in its fourth generation and is hosted by Pereless. Post-employment modules to help track the success of recruiting efforts (i.e., cost of turnover, COT). Performance and retention reports have been developed to give client management teams an overarching view of their company's recruitment

efforts. Pereless Systems provides a dynamic architecture that is easily customized and enables all defined recruitment types (i.e., permanent, hourly and contractual). Pricing is based on a per user fee.

### **External Job Board Distribution**

- Pereless i7 has been directly integrated with all major job boards, including America's Job Bank.
- Pereless will map to industry specific boards and free job boards upon client request.
- Files are sent to every board twice a day. Most job boards index in real-time.
- North American job boards integrations include: CareerBuilder, Monster, HotJobs, Computer Jobs, Dice, NetTemps, Absolute Health, Hire Health, Bio View, FlipDog, America's Job Bank (AJB), CareerMetasearch and the Washington Post.
- International integrations include: Workopolis, Monster International, Hot Jobs International and Reed.
- Usernames and passwords are centrally stored and are managed by the system administrator.
- To better manage secondary job board postings, Pereless Systems owns the interfaces.
- Pereless manages all aspects of job distribution to the boards through their seamless Single Post™ module. Direct interfaces are established and maintained. Posting rules can be established by source (e.g., intranet, corporate career and third-party boards).

### **Searching**

- Pereless i7 has a proprietary search module.
- Boolean, keyword, fielded, and stage-driven searches are supported.
- Users can weight search criteria.
- Searches can be saved and scheduled as agents.

### **Job Board Searches**

- Job board usernames and passwords are managed by the system administrator.
- Candidates can be automatically loaded into i7 and parsed.
- All results are segregated by source (e.g., internal, online, employment agency).
- Search results can be excluded or added by using advanced search capabilities.

### **Web Mining**

- Not Applicable.

### **Demand and Supply Planning**

- The Pereless i-Planning module helps manage demand.
- Demand is identified within the real-time budget and forecasting module which allows for direct insights into tomorrow's employment trends based on past performance.
- Information is tracked and analyzed at the department and the job level.
- Ad hoc reporting provides multi-dimensional views of information.

### **Comprehensive Sourcing**

- Resume parsing is supported by Pereless i7's proprietary parsing engine.
- Acceptable formats include MS Word, text, rich text, PDF, TIFF, JPEG and HTML.
- Resumes can be submitted to the system from the career site, local drive, shared drive, internal recruiting module, fax or email.
- Pereless i7 ensures accuracy and consistency by using HR-XML standards.

### **Dupe Detection and Management**

- Duplicate candidates are cross-referenced in the database by key fields. If a duplicate record is detected, the applicant or the recruiter is alerted and can opt to consolidate information.
- No multiple resumes are allowed for a single candidate, but adding and updating information to one consolidated form is allowed.
- Candidates can apply to multiple jobs and one record is associated with all positions applied for.

### **Assessment and Screening**

#### ***Prescreening***

- Pereless's i-Skills module is a robust prescreening and assessment engine.
- The module allows for companies to build in-depth customized forms with multiple question types (e.g., drop downs, multiple choice, fill in the blank).
- i-Skills has the capability of adding threshold values so that candidate's can be efficiently screened.
- Knockout questions are available with delayed automated email response.
- Candidates are scored and assessed and then directly pushed into the appropriate workflow.
- Real-time reporting is available.

#### ***Other Assessments***

- Pereless i-Skills allows for customized profile forms.

### **Background Checks and Drug Screening**

- Background checking and drug screening is available via an open, HR-XML architecture.
- Pereless customizes the interface based on client preferences.

### **Workforce Diversity**

- Pereless i7 has built Affirmative Action/EEOC components throughout the candidate workflow. \
- Clients have the ability to enable the Affirmative Action module and to use the EEOC engine inside the Pereless System.
- Data can be collected from candidates that haven't applied directly.
- Pereless supports all diversity programs based on client requests.
- Reports can be compiled and driven into MS Excel on-demand.

### **Key Reporting Metrics**

- The system tracks candidates through various workflows and provides reports.
- Additional reports include: hired, referral, Affirmative Action, history log, recruiter, job reports (i.e., time to fill) and resource ROI

### **HRIS Integration**

- Pereless is integrated with Peoplesoft, Oracle and SAP.
- HR-XML standards are implemented for HRIS integrations with i7.
- By utilizing best practices including lab tests Pereless provides complete integrations with third-party products.
- Pereless provides detailed integration specifications and milestones to clients.

### **Internationalization**

- The product is in production in the following countries: India, Germany, UK, Canada, France and Russia.
- The user interface is available in English, German and French.
- Resume processing is supported in multiple languages.
- To support global recruitment, the system supports the following currencies: euro, US dollar and Canadian dollar.

## **Architecture and Performance**

### ***Web Browsers Supported***

- Internet Explorer - all versions
- Netscape – 7.0 or better
- Firefox – edition 1 or better
- Safari

### ***Roles and Permissions***

- There are five user roles supported: administrator, recruiter, regular user, hiring manager and email recipient.

### ***ASP Environment***

- Pereless hosts all applications at Globix Inc. with data centers in New York, California and the UK.
- Redundant servers are hosted at Pereless' New York and California hubs.
- Audits are performed quarterly to verify physical and application integrity.
- Pereless utilizes state-of-the-art firewalls and authentication protection.
- The Pereless SLA guarantees 99% uptime. Pereless recorded 100% uptime in 2004.
- The Pereless SLA guarantees load response times not to exceed 150ms at any given time. Standard load times average less than 50ms.
- Monthly updates and releases are scheduled.
- All clients run on the same version of software.
- Configuration and customization are upgraded with each new release.

### ***Client Customization***

- Every client implementations includes some level of customization.

### ***System Scalability***

- The largest client has over 600 installations across the US and abroad.
- Bandwidth is ordered on-demand. Any number of hits can be supported.

### ***System Replacement and Data Migration***

- Pereless has an experienced data migration team.
- HR-XML standards are used.
- Typical conversion time is 14 business days.

### ***Service Differentiators and Support***

- Pereless thrives on user adoption.
- Pereless believes companies need an easy to use application that makes business sense
- Pereless offers online question and answer forums, which they believe is the best avenue of support.
- Pereless provides sales and support personnel with best-of-breed tools to enable them to better support customer requests.

### ***Implementation Support***

- Depending on the scope of implementation, clients may be up-and-running on i7 in one day. Custom websites can take up to five business days.
- Pereless utilizes self-run client teams for implementation.

**Best Practices**

- Pereless provides ongoing training and support at no cost to the client.
- Clients access information via the website, webinars and online training.
- There is no charge for training or online seminars.

***Help Desk Support***

- Email and phone support is available 24/7.
- Help is provided in English.

**Recruiternet, Inc.**  
**Projectix**

129 Middle Street  
Portland, ME 04101  
Phone: (888) 935-1411  
[www.projectix.com](http://www.projectix.com)

**Company Facts**

- Founded in 1999
- Headquartered in Portland, ME
- Fewer than 100 employees

**Major Clients**

- CVS Pharmacies – retail, 105,000 employees
- TJX Companies – retail, 120,000 employees
- Tyco Healthcare – life sciences, 40,000 employees
- FoodLion – retail, 73,000 employees
- Adelphia Communications – telecommunications, 15,000 employees

**Client Base**

- Projectix is primarily targeted for medium to large organizations with 5,000 employees and greater
- 20% of clients have less than 5,000 employees
- 60% of clients have between 5,000 and 20,000 employees
- 20% of clients have over 20,000 employees
- Approximately 120 active clients

Client industries include: healthcare, retail, banking/financial, technology, manufacturing and hospitality.

**Financial overview**

- Recruiternet is privately held.
- Revenue figures are confidential. Recruiternet is both profitable and cash-flow positive. Revenue growth has been steady, year-over-year since founding.
- Prospective clients are given access to financial information that confirms the growth rate, profitability and long-term stability of the company.

**Solutions**

- Projectix Hiring Management System

**Core Solution Overview**

Projectix provides an easy to use and flexible web-based solution to help companies manage a continuous hiring workflow, from job requisition to the first day of work. Projectix offers integrated applicant tracking and talent management, including high levels of flexibility through advanced configuration capabilities and a collaborative services approach.

By leveraging .NET technology, Projectix is tailored to a company's particular recruiting process, including HRIS integration, flexible user interfaces, advanced workflow support and integrated complementary service offerings. This approach allows Projectix to serve as the hub for all points of the hiring process, eliminates the need for point solutions and creates a streamlined workflow across the entire organization.

Projectix manages all of the core steps in the typical corporate hiring process, including; job requisition creation and management, job publishing and distribution, candidate sourcing, agency and vendor management, flexible candidate application processes, screening, selection, quality of hire measurement, candidate relationship management, interview collaboration, offer creation and management, hiring and onboarding and internal talent management. Importantly, Projectix supports salaried, hourly and



contingent staffing management. Various hiring processes and user types are supported by a single platform, with aggregated process management and reporting analytics. Projectix also offers full global capabilities, offering 13 standard language translations and complete localization of the data schema.

Projectix is offered in a hosted environment or as a licensed solution. Approximately 85% of clients are using the Recruiternet hosted model. Pricing is based on a per user model.

### **External Job Board Distribution**

- It takes between 30 and 60 seconds to post jobs to third-party job boards.
- Projectix has integrated with CareerBuilder, Monster, Hot Jobs and America's Job Bank.
- For additional job distribution Projectix integrates with TMP Job VIPeR.
- All interfaces are managed as part of the core Projectix product.
- Formal lines of communication with cross-posting job boards ensure interfaces and data transfer protocols are kept up to date.
- Projectix houses third-party job board usernames and passwords.

### **Searching**

- Job requisitions, candidates, applications and resumes can be searched.
- Projectix includes full keyword indexing and auto-matching capability to allow clients to match candidates to job orders.

### **Job Board Searches**

- Projectix currently includes data entry tools that enable recruiters to import candidate resumes into the system quickly.
- Projectix secured a partnership with a third-party resume database provider, and expects to launch their integrated database search capability by the end of 2005. The partnership will also include passive candidate management. Recruiternet intends to integrate with additional third-party resume databases in the future.

### **Web Mining**

- Not Available.

### **Demand and Supply Planning**

- Supply and demand dynamics are tracked through standard reports. Reporting tools can be used to track all aspects of the hiring plan.
- Projectix clients can design their demand tracking reports. Typically, Projectix recommends tracking demand using both the organization segment (e.g., division, location, department) and the job title and/or job type.
- Competency models can be accommodated.

### **Comprehensive Sourcing**

- Multiple candidate sources are facilitated by Projectix, including: apply online (through a company career portal), third-party agency gateways (including contingent staffing), employee referral and refer-a-friend gateways and both internal and external job boards. Candidates can also be added directly to the system by recruiters and imported using resume parsing technology.
- Resume parsing is supported via a proprietary application. Formats supported include email, MS Word, Word Perfect, text and most other standard industry document types.
- Resumes can be loaded into the parser from the corporate career site, via email attachments or manually by system users.
- The Projectix team continually monitors the accuracy and consistency of the parsing engine and implements enhancements routinely.

### **Dupe Detection and Management**

- There are 13 different ways that the system can recognize duplicate candidates.
- Duplicate candidates are not allowed into the database.
- Candidates are stored in the database once, but are allowed to apply to multiple jobs which creates multiple applications for that candidate.

### **Assessment and Screening**

#### ***Prescreening***

- Question sets, called “assessments”, can be created and given varying weighting and scoring values. Scoring schemes can either be used to rank applicants, sort applicants or they can drive applicants to specific workflows, such as knocking out or automatically elevating candidates based on responses.
- Assessments can be both general as well as job-specific.
- Assessments can be used as part of the candidate application process or can be incorporated later in the hiring process.
- Assessments can be administered as proctored tests.
- Clients can either use the Projectix selection assessment creation tools to create and manage their own selection questions or they can take advantage of Projectix’s selection creation and assessment consulting services. Selection creation and consulting services offer clients the ability to have tailored competency, behavioral and skills based selection processes.
- Questions and question sets can be stored for each client and are available only to that client’s users.
- Integration with third-party systems is also an option, and Projectix has done numerous integrations with various assessment providers.

#### ***Other Assessments***

- Projectix includes integrated behavioral, competency and skills assessments.
- Projectix can also integrate with third-party assessment platforms in a variety of data formats, including, but not limited to, HR-XML.

### **Background Checks and Drug Screening**

- Prescreening is handled by USIS and Infolink.
- Projectix includes integrated background checking and drug screening.
- Projectix can also integrate with third-party platforms in a variety of data formats, including, but not limited to, HR-XML.

### **Workforce Diversity**

- Projectix can collect diversity data at different points in the hiring process; it is up to the client on where they would like it to be collected.
- Projectix is able to collect data from candidates that have not applied directly.
- EEO data capture is available and configurable.

### **Key Reporting Metrics**

- Projectix is delivered with over 30 standard reports.
- Key metrics include: time to fill, cost to hire, average days to fill, open requisitions, filled requisitions, cost to fill, EEO and candidate sources.
- Scorecards or performance indicators relative to various metrics can be created for clients.
- Key metrics and cycle times can be tracked by requisition, by order and by department.

### **HRIS Integration**

- Projectix is integrated with leading HRIS, including: Peoplesoft/Oracle, SAP, ADP, Lawson, Infinium, JD Edwards and Ultipro. Projectix has also been integrated with a number of custom HRIS as well as with a variety of lesser known systems. Implementation timeframes vary.
- Almost all client implementations of Projectix include integration with the client's HRIS.
- Recruiternet is flexible on the format and transmission techniques in which data is exchanged.
- Projectix has standardized API-based approaches to systems integration, including clear documentation, software developer tool-kits and SOAP interfaces. QA and testing processes have been defined.
- Detailed integration specification can be provided prospective clients; however, each client will want different data to be migrated over to their HRIS or pulled into Projectix. Typical data integration projects include; requisition information from the HR system, contact and user imports, new hire information and organizational hierarchy synching.

### **Internationalization**

- Most Projectix users are accessing the system from the United States, Canada or the UK. Users are also based in Europe and Asia.
- Projectix is available with 13 standard language translations: English, French, Spanish, Dutch, German, Italian, Greek, Portuguese, Russian, Simplified Chinese, Traditional Chinese, Korean and Japanese.
- A proprietary language management system provides a "client translation" table, which allows clients to modify the translation provided. Clients are able to customize the application terminology and incorporate regional nuances and dialectics.
- Resume parsing is available in all 13 standard languages.
- The Projectix database scheme allows for complete localization with the ability to manage data across more than 100 regional culture preference settings. By assigning different culture preference defaults to various user groups across an organization, data can be presented according to local standards (e.g., date and time formats, currency).

### **Architecture and Performance**

#### ***Web Browsers Supported***

- The system requires HTML 4.0 or better.

#### ***Roles and Permissions***

- The number of roles is unlimited.
- The system comes with four out-of-the-box roles: Admin, Recruiter, Hiring Manager and Store Manager.

#### ***ASP Environment***

- Recruiternet owns and maintains all servers in a Time Warner collocation facility located in Portland, OR. Recruiternet has full access to the servers. The Time Warner facility allows Recruiternet to quickly deploy the equipment necessary to host and manage the Projectix application.
- Backup and recovery procedures include:
  - SQL server database backups once a week with transaction log backups every three hours.
  - Web code (ASP, HTML, CSS and others) is compressed and backed-up to a hard disk on a dedicated server.
  - The backup server's data is saved and sent to an off-site location at Recruiternet's Rochester office. Off-site backups are performed nightly.
  - Application monitoring occurs for all production installations. All data is logged for up-time reporting purposes and system administrators are paged immediately if a request is not

- successful outside of the normal maintenance window. System administrators are notified by e-mail during the normal maintenance window.
  - The ISP monitors the network (e.g. Internet connectivity, firewalls and routers) around the clock. ISP administrators are notified upon failure of any network device.
  - System redundancy is achieved at all levels and on all servers using multiple power supplies, RAID hard drive configurations, web farms with network load balancing, redundant switches and network interface cards and redundant connectivity to the Internet backbone.
  - Daily system reports for application and system levels are automatically run and sent by e-mail to Recruiternet technical management and staff. The reports summarize information regarding system application. Reports help technical staff be proactive about system resource allocation and potential system problems.
  - Off-Site restoration from backup data to the local backup server is available. System administrators can restore files to a particular date and time.
  - Web code (ASP, HTML, CSS, and other files) can be restored to the original server by extracting the files and replacing. 14 days of history is archived which allows rolling back to a particular date.
  - SQL Server database and transaction log restoration are available with the ability to restore to a specific a time and date.
  - System restoration can be done within approximately 4-6 hrs.
  - All servers are Dell, rack-mounted servers and are covered under Dell's 4-hour on-site support agreement.
  - System maintenance occurs during normal maintenance windows. The normal maintenance window is from 2 a.m. to 4 a.m. EST.
- Recruiternet has hosted Projectix for clients since January 2001.
- Projectix has reported a 99.99957% uptime for the past twelve months of service since April 2005.
- Updates and releases are done on a monthly/quarterly rollout. Projectix usually has one software update each month and one major release each quarter.
- Recruiternet does not allow the branching of source code within Projectix; there is no customization of Projectix. All clients run the latest build. This allows Projectix to push updates and releases of the software quickly.

#### ***Client Customization***

- Each client has a highly tailored and configured database, based on their requirements and needs.
- The Projectix architecture allows for configuration rather than customization.
- Depending on the implementation, Projectix configuration can be done by either Recruiternet or the client.
- Projectix was built from the ground-up as a single, flexible, configurable applicant tracking and hiring management platform, engineered on Microsoft's .NET platform.

#### ***System Scalability***

- Projectix's largest implementation supports over 8,000 users (including recruiters, HR and hiring managers).
- The web hosting platform is scalable and there is no upper limit on "hits per month" or database size.
- Projectix can accommodate new business units, acquisitions or changing business needs without separate database installations.

#### ***System Replacement and Data Migration***

- Projectix has substantial data migration and data conversion experience and capability – integration with other software products are almost always possible.
- Depending on the data that the client wants to have converted, migrations can take between two and four weeks.
- Typical projects include the migration of candidate, requisition and job application data.

- Recruiternet's professional services team has an implementation methodology, which includes continual process improvement.
- Projectix's professional services team manages the system replacement and data migration projects.

### **Service Differentiators and Support**

- Recruiternet understands that the launch of any HR software touches many parts of an organization and that client employees have other job responsibilities beyond coordinating the implementation of a new system.
- Recruiternet offers implementation services, flexible project schedules and the dedicated resources necessary to ensure project success.
- Recruiternet takes a collaborative approach to process and workflow consultation.
- The professional services team works to understand each client's particular needs and process improvement opportunities. The Recruiternet team works with the client to define clear business and functional requirements, and to create a Projectix solution that truly streamlines the hiring process based on best practices.

### **Implementation Support**

- From contract signed to "go live" takes approximately 30 to 90 days.
- Implementation teams are led by dedicated Recruiternet project teams that interface with client stakeholders and manage the overall process.
- Typically, a three-person Recruiternet team (project manager, trainer and web developer) is dedicated to a client implementation. On the client size primarily HR and IT resources are needed, and the number of people involved varies greatly from client to client.

### **Best Practices**

- Recruiternet has a variety of resources for providing best practices.

### **Help Desk Support**

- The help desk is available from 8 a.m. to 8 p.m. (EST) by telephone and email.
- Support is provided in English.

### **Other Support Services**

- Recruiternet provides ongoing account management, training and project management services as part of the standard client agreement.

**Recruitmax Software, Inc.**  
**Recruitmax Corporate Edition**

7660 Centurion Parkway, Suite 100  
 Jacksonville, FL, USA 32256  
 EMEA HQ: London  
 Asia Pacific HQ: Sydney  
 Phone: (877) 394-5644  
[www.recruitmax.com](http://www.recruitmax.com)

**Company Facts**

- Founded in 1996
- Headquarters in Jacksonville, FL
- Approximately 350 employees

**Major Clients**

- SBC Communications – services, 162,000 employees
- JC Penney – retail, 150,000 employees
- Fifth Third Bank – financial services, 36,000 employees
- HSBC – financial services, 33,000 employees
- T Mobile – retail, 25,000 employees
- BearingPoint – consulting, 17,000 employees
- Wynn Resorts – hospitality, 15,000 employees
- Alaska Airlines – services, 14,000 employees

**Client Base**

- 30% of clients have less than 5,000 employees
- 40% of clients have between 5,000 and 20,000 employees
- 30% of clients have over 20,000 employees
- Approximately 1,000 active clients with approximately 300 enterprise level

Client industries include: financial services, communications, staffing, business services and consulting, healthcare and pharmaceutical, energy and gas, public sector/government, technology, retail, manufacturing and hospitality.

Industry-specific competency libraries are available. The Hourly Hiring Module is specifically designed to address the retail, manufacturing and hospitality industries.

**Financial overview**

- Recruitmax Software, Inc. is a privately held company.
- In November 2003 the company raised \$17.2 million through Tier-1 investors, Questmark, Tudor and Montagu, and a portion of the funds supported expansion to international markets. The balance ensures that Recruitmax remains over-capitalized and financially attractive to top companies. Prior to 2003, Recruitmax was funded by client revenue.
- Financial data is available to prospective clients upon execution of a mutual NDA.

**Solutions**

- Corporate Edition – Large Global Enterprise organizations
- Recruitmax SE – Staffing and Search Firms
- Aloha – onboarding (extension of recruiting/hiring process)
- Impact – performance management



### Core Solution Overview

Recruitmax offers a flexible, robust and complete solution. Recruitmax has an attractive visual design with an intuitive, user-friendly interface – common features are just one-click away and everything is a logical workflow. Recruitmax offers robust functionality and quick time-to-market for new enhancements and releases/modules. Concept search, by Engenium, is the artificial intelligence search technology used to automatically match and rank results by conceptual relevance.

Recruitmax offers an International Data Centre (IDC) in London to serve EMEA and APAC locations (addresses latency/compliance concerns), resources on four continents, international languages with localized workflow configuration, global partners, the flexibility to rapidly localize and robust international services/support with experience implementing software in over 54 countries.

Recruitmax has a broad offering of integrated workforce management solutions – not just recruitment or talent acquisition. Corporate Edition can be used with the suite of products that also include onboarding, performance management, compensation, and vendor management.

The product is offered in a hosted or licensed model. 65% of clients are hosted. Of the 35 percent who licensed the product, approximately 20 percent host through Recruitmax.

Pricing is based on number of full-time employees, but varies according to the ratio of exempt to non-exempt employees, deployment options, professional services (integration, data conversion, training, consulting, etc), languages, add-on and partner services and optional modules and products (onboarding, performance management, vendor management, etc.).

### External Job Board Distribution

- Jobs are immediately published via the Job Launcher, which contains all pre-defined posting data (sites - internal, external and Internet, time parameters, etc.).
- Recruitmax has integrated with CareerBuilder for direct posting. Other job board postings are facilitated through third-party aggregators, Data Frenzy and Job VIPeR.
- Usernames and passwords are stored in Job Launcher.
- Posting fees are automatically logged in requisition profiles.
- Recruitmax offers reports which allow organizations to track posting fees by source.
- Job aggregator partners, Data Frenzy and Job VIPeR, are available for advanced tracking/allocation. Interfaces are maintained and up to date.
- The Job Launcher interface provides a simple area where users can add, delete and edit all information related to job board postings.
- The Job Launcher allows users to manage the costs related to each site, passwords, data parameters, etc.
- Secondary job board postings are performed through Job Launcher.

### Searching

- Recruitmax is integrated with Engenium conceptual search technology. Engenium uses artificial intelligence to power the search engine which enables concept-based search functionality, and automatic matching and ranking of candidates relative to a job requisition.
- The conceptual search technology enables profiling – matching candidates to top-performing employee profiles or similar candidates as well as reverse matches (match ideal jobs to candidate resumes).
- Search functionality includes:
  - Fielded, full-text and concept-based searching.
  - Meta data associated with a document can be stored in fields and searches can be run against one or multiple fields.
  - Full-text indexing gives the client the unique ability to combine conceptual, fielded and Boolean searches through a single search API call.

- Recruiters can perform advanced skills matching directly from any requisition profile by clicking a concept search icon. This automatically parses information and searches all candidates in the database for matches on the description of that requisition profile. Results offer a percentage match, allowing recruiters to add top candidates to the recruiting process.
- A unique auto-spot functionality that allows recruiters to perform continuous automated matching of candidates to open requisitions. Results are generated and captured in the auto-spot interface, allowing users to batch candidate pools.
- Search criteria cannot be weighted.
- Other search features include: save searches for public or private use, scheduling automated searches to run overnight or at specific time intervals, sorting by configurable column headers, geographical search criteria is available such as mile radius (find candidates/jobs within X miles from zip code or city), drill-down searching on original search results, highlighted keywords for easy identification, searches performed from any candidate profile to find similar (clone) candidates, and a host of configuration tools to allow/prohibit requisitions and candidates to appear/not appear in search results.

#### **Job Board Searches**

- Candidates applying from job boards have a unique web-identifier to capture the source.
- Logins and resume loading are determined by each individual client.

#### **Web Mining**

- Recruitmax has a third-party web partner, AIRS, which is a fully integrated, web-based search solution that combines traditional resume banks with the power of AIRS Internet search capabilities.
- Recruiters can meta-search commercial sites, sort through over 100 million resumes and home pages on the Internet, filled with passive candidates, all from a single application.

#### **Demand and Supply Planning**

- Demand is measured at the position level in the Corporate Edition and displays ratio of openings filled to total necessary.
- Additional resource planning functionality is available with the Resource Edition which integrates with the Corporate Edition to provide resource planning, utilization tracking, labor type analysis, P&L reporting, soft/hard booked business planning and more.

#### **Comprehensive Sourcing**

- Recruitmax has an internally developed parsing tool within the base solution and the Infogistics parser is used to support international address formats. Both parsing tools work with any text readable format such as MS Word, text, MS Excel, HTML and PDD, but not image files (JPEG, TIFF, etc.).
- A unique Email Reader is offered to automatically parse email attachments and public website resumes (HTML URL's).
- Hardcopy resumes may be processed; however, clients are required to provide scanning equipment and text conversion (OCR) software or use a partner for hardcopy parsing (via mail or fax).
- Resumes can be loaded to the system from a local drive or shared drive, the career portal, the employee portal or from email. More labor intensive methods of inputting resume data include: data entry, manually scanning hard copies, via fax with text conversion software or by mail being manually scanned.
- The Recruitmax parsing tool is designed and tested for accuracy. Tests are performed regularly to ensure the parsing tool accurately converts data into the appropriate fields.



### **Dupe Detection and Management**

- The system intuitively searches for duplicates, and batches potential re-applies to the utilities interface.
- Users choose how to resolve the duplicates by deletion, merging, etc. and may set duplicate rules to automatically perform resolution tasks without the need to perform any manual activity (i.e., delete all duplicates).
- The duplicate search can be set to run nightly or on-demand.
- Multiple resumes can be allowed for a single candidate. While only one “main” resume is maintained in the candidate profile, additional versions may be included as file attachments.
- Multiple candidates are managed through the requisition profile. When a candidate applies to a position, his/her candidate profile is automatically added to the requisition profile. This automatically triggers the beginning of the recruiting workflow for the individual. The client will be able to view all candidates in the requisition profile interface and the status of each through color-coded status bars. Each candidate’s name is hyperlinked to allow the user to access the candidate profile with a single click of the mouse.

### **Assessment and Screening**

#### ***Prescreening***

- Clients may configure prescreening assessments as part of the overall recruiting workflow. Recruitmax has built-in tools for creating any number of assessments with question formats.
- Weighted questions are also available.
- Test questions can be defined as “knock-outs” to automatically disqualify any candidate that gives the incorrect answer.
- The assessment test will offer results for the client’s candidates ranked in order for at-a-glance measurement.
- Questionnaires may have an overall scoring threshold, allowing the system to eliminate candidates who perform below the requirement.
- Clients may use a database of pre-defined questions established by a third-party vendor.
- Assessment partnerships include: ePredix, DDI, Bigby Havis, SHL and Psychometrics.
- Integrations with Concord, PeopleAnswers and Kenexa are available.
- Recruitmax ensures unbiased and consistent hiring by providing clients with tools that enable a uniform screening process, uniform workflow, uniform interview feedback, automated filters and disqualifiers and measurable results through scoring and ranking.

#### ***Other Assessments***

- Recruitmax has integrated with third-party partners such as DDI for skills assessments, behavioral/personality profiles and competency assessments.
- Recruitmax fully integrates with third-party vendors to capture both the answers and score results.
- HR-XML standards are used when integrating with third-party vendors, although other standards are also supported.

### **Background Checks and Drug Screening**

- Recruitmax has a third-party relationship with Axcion-AISS and Kroll (international only) for background checks and drug screening.
- Recruitmax has also integrated with: First Advantage (formerly PRSI), Arrin, Verified Credentials, New Day, BIG and eScreen.
- Requests for checks and screenings can be automatically communicated as part of the workflow or on demand directly from the system’s email routing functionality.
- Depending on third-party vendor capabilities, status updates are captured in the system.
- Summary and/or detailed results are captured and stored in the Candidate Profile of the appropriate individual. Results allow the system to automatically rank the candidate and determine if he/she will progress to the next stage of the recruiting workflow.

- Recruitmax uses HR-XML standards when integrating with third-party vendors, although other standards are also supported.

### **Workforce Diversity**

- Recruitmax tools enable the capturing and automated reporting of diversity information. The Administration Portal allows the client to maintain a list of their EEO Codes. The code is used as a value in the EEO Code field on the Requisition Profile. When creating a requisition, the client chooses the EEO Code associated with the requisition. The value is also on the Job Template in the EEO-1 Job Code field allowing for accurate reporting.
- The system produces 4 diversity reports.
- Affirmative Action/EEO reports can also be generated through the ad hoc query tool or custom-designed by the Recruitmax team.
- Clients decide when diversity data is requested (i.e., immediately after submitting resume, after final interview, immediately before extending offer, etc.).
- An email is sent to the candidate with a link to an online form interfacing with the client's system to capture the information. The information is stored separately from the Candidate Profile, which inherently guarantees no link between the candidate and the information submitted.
- Diversity data is requested by placing an online form on the client's Career Portal. This allows both active and passive candidates to respond to the survey.
- Recruitmax supports EEOC, WOTC and AA diversity programs. The tools can also be configured to support almost any other program through definition of diversity targets, configuration of employment categories and employee categories, etc.

### **Key Reporting Metrics**

- Key metrics automatically tracked include: Activities by Candidate, Candidate By Source, Hires By Month, Hires By Source, Hires By Vendor, Hires Pending Start, Applicant Flow Log, Applicant Flow Summary, EEO1 Report, Diversity Targets, Requisitions By EEO Job Category, Requisitions By Location and EEO Category, Requisitions By Location & EEO Category, Activities By Manager, Requisitions Stalled in Approval Chain, Requisition Count By Recruiter, Requisitions By Recruiter, Recruiter Activity Summary, Activity Summary By Type, Costs By Business Unit, Costs by Department, Costs By Hiring Manager, Costs by Recruiter, Cost Details-Cost Per Hire, Job Launcher Number of Candidates, Job Launcher Cost per Launch, Job Launcher Cost per Candidate, Print Open Requisitions, Requisition Count By Department, Requisitions By Department, Requisitions By Status, Time Per Stage and Time to Hire.
- Scorecards can be configured as a report through the ad hoc query tool.
- Reporting variables are designed so non-technical users can leverage the power of the reporting tools by developing an intuitive data selection walk-through. By utilizing previous report selections, Recruitmax can provide logical options on subsequent pages.
- Based on table and field selections, Recruitmax guides the client through a data filtering process to ensure optimal results.

### **HRIS Integration**

- Recruitmax has integrated with the following HRIS: PeopleSoft, Oracle, BOSS, SAP, Mapper, ADP, Ceridian, Cyborg, Lawson, Infinium and Horizon.
- Implementation, which includes integration with HRIS and data conversion, typically takes 45 – 60 calendar days, but varies based on size and complexity.
- Recruitmax incorporates standard technologies to achieve integrations with client HRIS and works with most integration methodologies (i.e., XML, HR-XML, Flat File, and dB to dB).
- The combination of the Recruitmax system architecture along with the Data Intelligence Group (DIG) allows integrations with more than 30 unique systems and currently supports more than 300 active integrations within the customer base.
- Recruitmax has 100% success rate with third-party integrations.
- Detailed integration specifications are made available to prospective clients.

## **Internationalization**

- Recruitmax is deployed in over 40 countries and has users in more than 200 countries.
- International Data Center (IDC) in Europe to supports international customers to allow in-region data storage to address privacy issues and latency concerns.
- 24/7 “live” multi-lingual customer support with in-region call routing is available.
- The application can support multiple languages and support localization (multiple localized workflows with date, time, currency and other geography-specific localization). Localization of the User Interface depends on the origin of the user.
- Recruitmax is headquarters in North America, Europe and Asia Pacific with certified global service resources in the United States, Europe, France, Australia, Hong Kong, China, Italy and Saudi Arabia.
- Local resources in each geographic area served ensure compliance with laws and regulatory issues that are applicable to each location (i.e., Data Privacy/Protection Act).
- Regionalized global services consultants with experience conducting recruitment implementations in more than 54 countries are available.
- Recruitmax currently has translations in 12 languages (including double-byte) with unlimited ability to add more if needed: Chinese, Dutch, English, Finnish, French, German, Japanese, Korean, Norwegian, Portuguese, Spanish and Swedish.
- Recruitmax is fully functional in all double-byte languages such as Korean, Simplified, traditional Chinese and Japanese, and complex scripts.
- Support for resume extraction in most Latin script languages is available, and active research is ongoing to be able to provide such extraction support for double-byte languages and more complex scripts.
- Recruitmax uses Java which inherits locale data from Java and from ICU4J. This allows correct formatting of over 200 locales, with date, time, currency, punctuation and addresses.
- The international Career Portals created for its customers reflect the legal requirements for the country and region they address.
- Data privacy information is clearly defined, so is personal data treatment consent, with specific consent declarations in those countries where it is necessary to have them.
- Non-discrimination policies are also clearly indicated in those countries that require them, and positive residency information is displayed where necessary.

## **Architecture and Performance**

### ***Web Browsers Supported***

- Recruitmax recommends Internet Explorer 5.5 or better, although most any standard industry browser can be utilized.

### ***Roles and Permissions***

- An unlimited number of user roles can be created by the system administrator.
- User roles granted can have limited or extensive permissions.

### ***ASP Environment***

- ASP solutions are hosted at state-of-the-art data centers, located in Jacksonville, FL, Petaluma, CA and London, UK.
- All hardware and networking equipment is fully redundant and located at hosting partners, Peak 10 and Level-3.
- Clients have appropriate access to security architecture and disaster recovery plan upon execution of a mutual Non-Disclosure Agreement.
- Security audits are performed annually by Fortrex.
- Database performance, security and availability are ensured through internal technology team, technology partners and the hosting facility.
- The tri-tiered approach guarantees superior performance and security along with the Service Level Agreement.

- Recruitmax has maintained over 99.99% uptime for over three years.
- Version Releases to the core code occur twice a year. Upgrades are numbered and include enhancements, bug fixes, patches, and general maintenance. Clients receive these during scheduled maintenance windows and the upgrades are offered at no charge.
- Nearly 100% of Corporate Edition clients operate the most recent version of the software, with the exception of 14 clients that have asked to remain on a previous version.
- The Recruitmax core code remains fully intact at all times. When a client requests customization, the added functionality rests “on top” of the core code. The core code is then upgradeable moving forward without impacting each client’s unique customizations.

### ***Client Customization***

- Recruitmax is designed to be highly flexible and configurable. While some customers have chosen to run the solution out-of-the-box, most customers have some degree of customization to address unique business processes or to create competitive advantage.
- A core code model is used which enables rapid customization with the benefit of enterprise scalability. Only designated code modules are customized. The core code (which is the engine of the application) never changes and remains consistent across customer code-basis while the outer code modules are simply customized.

### ***System Scalability***

- The largest Recruitmax implementation currently supports more than 3 million candidates and thousands of users.
- An example of system scalability is a hiring event where, in less than 3 months, more than 10,000 hires were sourced, tracked and offered positions. There were more than 100,000 applicants and thousands of daily activities by tens of thousands of users including candidates, hiring managers, recruiters and administrators.
- Recruitmax maintains a completely scalable environment at the Peak 10 co-location facility.
- Recruitmax owns all of the equipment, and the system can be scaled by simply adding hardware.
- In terms of supporting additional users and workflows, Recruitmax is virtually unlimited in its scalability.

### ***System Replacement and Data Migration***

- Recruitmax has performed hundreds of implementations, most of which involved migrated data from legacy system or other disparate ATS.
- Data conversions require approximately 10-20 hours per data source for providing sample files, consulting and coordinating the final transfer.
- Data conversions are usually either basic conversions (cost and time to market are the highest priorities) or premium conversions (compliance with exacting technical specifications is the priority).
- Recruitmax supports data transfer/upload from various methods (flat file, FTP or XML). A data conversion specialist will provide mapping, testing and migration of source data.
- Sample file layouts including sample data should be sent to Recruitmax to determine the estimated amount of time that will be required to convert the data.
- A high-level gap analysis is performed on the data structure and the compatibility with the Recruitmax structure. Typically, proprietary data requires custom development time to map the conversion and build scripts to process the old data into the Recruitmax system.
- The Recruitmax professional services team manages the data conversion effort.

### **Service Differentiators and Support**

- Differentiators include a unique Standard Implementation Methodology with consistent stages and a phased rollout approach with decades of combined experience and best practices to ensure the fastest ROI with reduced costs.
- Regionalized global services consultants available with implementation experience in more than 54 countries. Resources are on four continents and consultants average in excess of ten years of experience.
- Recruitmax offers a dedicated implementation team and a dedicated post-implementation account manager to provide ongoing support. Report consultants, technical support analysts and optimization analysts are also available.
- A tailored training program customized for the client's unique solution environment is offered. custom-written user manuals are provided for each of the clients' main user types – recruiters, hiring managers and system administrators.
- Customer Service is available "live" 24/7 via telephone, live chat and email. The model supports global customers through the provision of multi-lingual staff.

### **Implementation Support**

- The conventional implementation, which includes integration with HRIS and data conversion, typically takes 45 to 60 calendar days. An optional second phase, Enhancement Implementation, will require an additional 90 to 120 calendar days. This phase includes third-party integration(s), customizations, etc.
- Implementations operate as consulting projects working in collaboration with each client to develop the best overall solution.
- For a large global implementation, Recruitmax assigns approximately eight (cross-functional) dedicated resources to each client during implementation that work as liaison to the larger Recruitmax professional services teams.

### **Best Practices**

- Recruitmax provides in-depth experience implementing the software across a wide variety of industries and environments with over 1,000 clients worldwide.
- Recruitmax leverages an internal knowledgebase of case histories, best practice documents and process diagrams.
- Recruitmax resources use an internal/external network of consultants, subject matter experts, and best of breed consulting and solutions partners to expand the knowledgebase of technologies and industry best practices, trends, benchmarks and methodologies.
- Recruitmax sponsors industry research, benchmarking studies and regularly publishes white papers on all facets of the recruiting and human resources industry.
- Recruitmax supports organizations such as the Human Capital Institute (original founding sponsor), SHRM, IHRIM, Staffing.org, and the Electronic Recruiting Exchange, among others.
- It is part of the standard service to provide access to the consulting services (e.g., best practices, ROI, benchmarking, etc.) at no additional charge to clients.

### **Help Desk Support**

- Customer service is available 24/7 via telephone, live chat and email.
- An interactive web-based support portal, eAdvocate, is available as well.
- The Recruitmax model supports global customers through the provision of multi-lingual staff.
- Help desk supports the following languages: English (US & UK), Spanish, French, Italian and German.

***Other Support Services***

- Clients are assigned a dedicated Account Manager (AM) throughout the life of the contract. The AM ensures client satisfaction from implementation to ongoing support. Quarterly, the AM meets with the client to discuss performance issues, new products/features and gather feedback on how to best serve the client's needs.
- The Quarterly Performance Review is conducted to measure the quality of the solution and identify areas in which the team can provide the best service delivery. Information includes: SLA performance metrics, volume and nature of calls to Customer Service, future needs assessment, new features introduced in the latest version release, and industry trends and market data.



**SilkRoad Technology, Inc.**  
**OpenHire Applicant Tracking System**

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 Phone: (336) 201-5100  
[www.silkroadtech.com](http://www.silkroadtech.com)  
[www.openhire.com](http://www.openhire.com)

**Company Facts**

- Founded in 1996
- Headquartered in Winston-Salem, NC
- 56 employees

**Major Clients**

- Smith & Nephew – healthcare, 7,866 employees
- Shaw Industries - manufacturing, 30,000 employees
- Euromarket Designs (Crate & Barrel) – retail, 6,000 employees
- H&R Block – financial services, 111,300 employees
- Save the Children – non-profit, 3,000 employees
- Boston University – education
- J.R. Simplot – agriculture, 11,500 employees
- Enterprise Rent-A-Car – travel, 57,300 employees

**Client Base**

- 30% of clients have less than 5,000 employees
- 50% of clients have between 5,000 and 20,000 employees
- 20% of clients have over 20,000 employees
- Approximately 200 active clients

Client industries include: manufacturing, pharmaceutical/healthcare/life sciences, insurance, retail, education and non-profit.

**Financial overview**

- OpenHire is a privately held company.
- Financial data is confidential.

**Solutions**

- The OpenHire applicant tracking system is an end-to-end recruiting management application that is offered as Software as a Service (SaaS).
- OpenHire has a long-time user base spanning corporations of every size, from small and mid-sized corporations with less than 100 employees, to some with more than 30,000.
- SilkRoad offers an end-to-end human capital management solution with applications that facilitate onboarding, performance management and employee self-service.

**Core Solution Overview**

OpenHire is a sophisticated, cost reducing, web-based Applicant Tracking/Recruiting Management System (ATS). Because the OpenHire Applicant Tracking System is delivered as Software as a Service, there is no software to buy or install. OpenHire is accessible 24/7 from the Internet.

OpenHire simplifies the communication between candidates, recruiters and hiring managers with collaborative tools that streamline requisition approval, candidate reviews, interviews, offer approval and other core recruiting processes.

OpenHire seamlessly integrates with all major resume sources. This is achieved through the OpenHire APAC process that allows clients to automatically push jobs listings; the BROWSER, proprietary-patented

technology that pulls candidates resumes; and managing candidates not only from the client's company's Internet and Intranet sites, but also from fee, free and niche Internet job boards, all with one click in real-time, with no additional resume processing fees.

The Candidate Qualification Engine makes job candidate evaluation faster and more consistent. Recruiters can customize an unlimited number of screening questions and utilize the automatic scoring and weighting system to evaluate candidates without manually reviewing every resume.

In its fourth generation, OpenHire is sold in a SaaS model. Pricing is based on a per user basis. The software is hosted in a secure environment by an industry leader, SolidSpace. SolidSpace is also a wholly-owned subsidiary of SilkRoad technology.

### **External Job Board Distribution**

- Jobs are posted to third-party boards within 24 hours of submission.
- Jobs are posted to over 320 job boards including CareerBuilder, Monster and HotJobs as well as niche, location-specific and free sites.
- Job Board login information is managed through a proprietary system that OpenHire has engineered.
- The user is in complete control of which jobs are posted. Recruiters can elect to post individual jobs to one or more boards with a single click.
- Both edits and deactivations are supported directly through the OpenHire user interface. The user makes the necessary edits, and then chooses which boards to update.
- OpenHire does not use a third-party application or service provider to post jobs.

### **Searching**

- OpenHire utilizes Microsoft SQL's full-text indexing services to facilitate in-house developed search facilities.
- Candidate records can be searched by keyword, fielded data or both. A fielded data search facility allows users to create Boolean-type queries without the necessity of having a full understanding of how Boolean search terms are constructed.
- There is no conceptual or criteria weighing capabilities.
- Saved searches (along with user permission access rights), scheduled agents and highlighted keywords are all part of the OpenHire offering.
- Deactivated candidates are accessible for future searches and can be searched in conjunction with, or separately from, active candidates.

### **Job Board Searches**

- OpenHire features direct searching of candidates from job boards through the user interface.
- Login is handled automatically and the customer's administrator stores the job board login information within OpenHire.
- When a user wishes to search the resumes on the job board, the user is automatically authenticated on the job board.
- Selected candidate resumes are automatically loaded into the customer's system using OpenHire's patented the BROWSER technology, which automatically retrieves the candidate's resume from the job board.
- Candidate resumes captured from job boards are flagged with the job board as their source, and are searchable within the customer's OpenHire candidate database.

### **Web Mining**

- OpenHire currently does not support the use of webmining/spidering tools

### **Demand and Supply Planning**

- Not available.



### **Comprehensive Sourcing**

- Resume parsing is done by a proprietary application, the BROWSER.
- The following document types are supported: HTML, MS Word, rich text, text, PDF, email (embedded in message body, or as attachment, hard copy after being scanned and converted).
- Resume parsing is supported through the recruiter's interface using a tool to upload local or network files.
- Resumes are also parsed from third-party job boards if the customer elects to accept resumes into OpenHire via email.
- OpenHire also offers both fax and hard copy resume processing services.
- Accuracy/consistency depends on who is entering the resume. If a recruiter is entering the resume, they are given the opportunity to modify the parsed output. If a candidate has submitted their resume via email and the parsing application cannot accurately determine whether the required information is present, OpenHire will automatically notify the candidate via email and provide them with the opportunity to complete their submission.

### **Dupe Detection and Management**

- Duplicates are identified based on phone number, email address and name. Any of these three criteria can be checked individually or in conjunction with the other two.
- Duplicate records are linked such that any recruiter can view key information about the duplicates from the record they are currently working with. In addition, all user comments associated with any duplicate resume can be viewed on one consolidated screen.
- Multiple resumes for the same candidate are permitted. Each resume is managed via its specific id. OpenHire currently does not employ a profile-based system whereby multiple resumes are linked to a central candidate profile.

### **Assessment and Screening**

#### ***Prescreening***

- OpenHire's Candidate Qualification Engine (CQE) is a robust full-featured screening technology designed to reduce the amount of manual review that recruiters must perform on incoming resumes.
- Both free text and multiple-choice questions are supported.
- Any multiple choice questions can be weighted and graded.
- "Knock-out" answers are supported.
- Validated third-party questions can be loaded into OpenHire's CQE facility.
- OpenHire does not employ a third-party to provide screening capability.
- By routing incoming candidates from job boards to the OpenHire-hosted company career site, they ensure that candidates are given equal opportunity to provide the same data (i.e., profile info, resume info, screening question feedback, and EEO info).

#### ***Other Assessments***

- OpenHire has not, to date, integrated with any third-party assessment vendors.
- As with any offering, discussions regarding partnerships are a possibility.

### **Background Checks and Drug Screening**

- OpenHire is currently in negotiations with several top tier vendors to provide an integrated background/screening service offering.
- OpenHire's vision is to allow reports to be requested through the user interface, and summary results to be accessible from within the interface.
- Currently OpenHire does not use HR-XML for any integration, but has the capability to support its use.

### **Workforce Diversity**

- Diversity data is typically collected when a candidate first submits their resume at a customer's OpenHire-hosted external or internal career web pages. If the candidate did not enter the system by either of these means, there is a facility whereby a recruiter can send an email-based request to a candidate to provide their diversity info.
- OpenHire tracks both candidates who declined to provide diversity information, as well as those candidates who never had the opportunity to provide diversity information.
- EEOC and OFCCP data is tracked and reportable.

### **Key Reporting Metrics**

- Time-to-fill, time-to-start, cost-per-hire, sourcing metrics, candidate volume/in-flow and recruiter productivity metrics are all tracked.
- Standard scorecards are not currently available.
- Metrics can be tracked by requisition, by department, by company location, by hiring manager or by recruiter through a custom reporting mechanism.

### **HRIS Integration**

- OpenHire has integrated with Lawson, SAP, and ADP's CSS HRizon system as well as several homegrown HRIS databases.
- A typical one way feed of hired candidate data to a receiving HRIS typically takes two days to configure and deploy. Two-way communication typically adds another day to the configuration process.
- OpenHire's own XML data exchange architecture provides a platform for data integration. This architecture is designed to be used for multiple data communication purposes. By using a "vanilla" layout in the XML schema, OpenHire lays the basis for the same schema to be used to supply candidate, job, or record status information.
- The typical approach to HRIS integration implementation is to supply a global definition of what data is available for import/export. From that definition OpenHire determines what data needs to be exchanged based on the business needs of the project. A specification for the incoming and outgoing data file(s) are created and the appropriate scripts are written to generate the files. OpenHire uses web services with SSL to import and export data.

### **Internationalization**

- Currently there are production environments in Germany, United Kingdom, Brazil, Singapore, Kuala Lumpur, Italy and Spain.
- OpenHire's User Interface is available only in English and German. Customers who use OpenHire to support their international recruiting efforts do so using English and/or German language postings and processes.
- Applicants can input resumes in any non-double byte language through the online resume submission forms, but the form field names themselves are displayed only in English.
- To enable global recruitment, OpenHire supports display of salary on job records in any currency. Expenses and salary are calculated in US currency.
- US Date format is used throughout OpenHire.

### **Architecture and Performance**

#### ***Web Browsers Supported***

- The OpenHire User interface is designed to be run on Internet Explorer 6, but supports Internet Explorer 5.5.
- Applicant interfaces are supported on Internet Explorer 5.0 or better, Netscape 6.0 or better, and most AOL, CompuServe, MSN, Opera, Firefox and Mozilla browsers.
- Internet Explorer for Mac is also supported.

### **Roles and Permissions**

- There are five user roles are available:
  - Recruiting (level 1) – The Recruiting role can manage jobs and candidates assigned to them, have a search capability specific to their candidates, have user-specific report capabilities and can perform candidate reviews/interviews.
  - Management (level 2) – The Management role can manage any requisitions, jobs and candidates, have global search capabilities, have complete reporting capabilities, have access to configure job templates, screening questions, source codes, etc. and can perform candidate reviews/interviews.
  - Hiring /Interviewing – The Hiring/Interviewing role can perform candidate reviews/interviews, can view the status of openings assigned to them, can view reports specific to their area, can create requisitions (but not post them) and have a search capability for candidates not being currently considered for other positions.
  - HR Admin – The HR Admin role can create jobs and requisitions and assign them to recruiters. Those in the HR Admin role cannot manage candidates but can configure job templates, screening questions, source codes, etc.
  - Exec/Reporting – The Exec/Reporting role has complete reporting capability but no ability to modify data.

### **ASP Environment**

- OpenHire is sold as an ASP and hosted in a secure environment by an industry leader in hosting applications, SolidSpace, and is delivered as a software as a service.
- SolidSpace is also a wholly owned subsidiary of SilkRoad technology.
- SolidSpace's main data center is in Winston-Salem, NC.
- OpenHire provides prospective clients with detailed documentation of the disaster recovery plan and security architecture.
- OpenHire runs multiple production environments to ensure availability of the application. In addition multiple Internet connections and redundant network hardware is employed to minimize impact of hardware failure.
- Currently no outside security auditing services is utilized.
- OpenHire's system is designed with multiple security layers and zones. In order to compromise a system, an attacker would have to penetrate more than one layer, and breaching that system would not necessarily mean that other systems would also be compromised.
- OpenHire's network is segmented into an exterior network that is accessible from the public Internet and non-routing interior networks that are not accessible from the Internet. Systems exposed to the public Internet expose the smallest profile possible.
- Web servers only support HTTP/HTTPS protocols.
- Application servers that have to be Internet accessible, such only accept traffic on the designated ports assigned to individual companies.
- The systems have maintained an average uptime of greater than 99% over the past 3 years.
- OpenHire cannot provide definitive statistics on Web page download response, or search response time as both of these pieces of information depend heavily on the amount data contained on the page, or the complexity of the search.
- Full version system releases are deployed on a six month cycle with incremental updates occurring monthly. Patches and minor updates are applied on a weekly basis.
- All customers run off the same version of OpenHire.
- OpenHire makes every effort to minimize the impact of software updates on customers.
- 90% of all updates will not affect a customer's existing configuration. In the event that an existing configuration will be impacted, OpenHire works with customers to convert the necessary configuration to subscribe to the new process.

### ***Client Customization***

- Less than 5% of the customer base has customizations in place, not including custom reports.
- OpenHire develops code in a modular fashion such that changing one area has a minimal impact on other areas of the product.
- Customization is performed by OpenHire development.

### ***System Scalability***

- OpenHire's largest implementation supports over 500 hiring managers and recruiters.
- Hits are tracked on a service-wide basis, not on a per customer basis. On average there are over 1 million hits per week.
- The customer with the largest resume database has 240,000 resumes on file.
- OpenHire's customer with the largest postings database has 1,700 active jobs on file.

### ***System Replacement and Data Migration***

- More than half of current customers migrated from existing ATS providers.
- The typical data conversion, including job and candidate records, takes from 1-2 weeks from start to finish.
- OpenHire treats each conversion as a newly created instance. The one exception is that OpenHire front loads the system with requisitions and candidate information prior to launch.
- A standardized template-based method for populating legacy data is used. As long as the legacy data can be provided within the OpenHire-defined template, the population of the legacy data into the OpenHire data model will be quick and efficient.
- OpenHire also offers data manipulation services if the customer cannot provide the data in the requested format.
- OpenHire's implementation services team handles these projects.

### ***Service Differentiators and Support***

- OpenHire is committed to supporting the activities necessary to successfully recruit, process, and hire qualified candidates.
- Since their focus is on centralizing the recruiting process, OpenHire is able to ensure that the activities necessary to succeed in this effort are made available to recruiters, hiring managers and those tasked with qualifying that success.
- Ultimately, by providing a streamlined means of advertising open positions, receiving resumes, reviewing, interviewing, and hiring qualified candidates, and tracking those processes, they are able to ensure success.

### ***Implementation Support***

- OpenHire implementation typically lasts between 4 and 6 weeks. (This does not take into account conversion of legacy data or integration with outside systems which may add 1-2 weeks to that timeframe.)
- Implementation teams are professional service providers.
- A typical implementation team includes:
  - OpenHire Implementation Manager - Oversees project, assists with configuration as necessary.
  - OpenHire Implementation Consultant - Project leader, assists with application as necessary, meets with customer to determine needs.
  - OpenHire Implementation Support - Configures application, performs data loads, and writes custom reports.
  - OpenHire Customer Trainer - Performs on-site and/or web-based training with customer.

**Best Practices**

- All of OpenHire's implementation consultants will advise customers on best practices throughout every step of the implementation process.
- OpenHire does not charge for this level of service.
- It is in the best interest of OpenHire and its customers to ensure that best practices are used wherever logical.

**Help Desk Support**

- SilkRoad Technology customer support provides e-mail, chat and live telephone support from 6 a.m. to 6 p.m. (CST), Monday through Friday.
- Limited on-call support for system-critical issues is available 24/7.
- Support is available in English.

**Other Support Services**

- Each customer is assigned a dedicated account manager who works with the customer to understand and address their specific needs.

**SonicRecruit**  
***SonicRecruit Applicant Tracking***

6425 Christie Ave, Suite 300A  
 Emeryville, CA 94608  
 Phone: (888)817-9698  
[www.sonicrecruit.com](http://www.sonicrecruit.com)

**Company Facts**

- Founded in 1995
- Headquartered in Emeryville, CA
- Less than 100 employees

**Major Clients**

- American Standard – building materials, 61,500 employees
- Mazda Motor of America – automotive, 800 employees
- CIT – finance, 6,000 employees
- The Sharper Image – retail, 2,400 employees
- Coca-Cola Bottling Company Consolidated – bottling, 6,100 employees
- Destination Hotels & Resorts – hospitality, 4,000 employees
- The Cheesecake Factory – restaurant, 18,000 employees
- XO Communications – telecom, 5,000 employees

**Client Base**

- 40% of clients have less than 5,000 employees
- 40% of clients have between 5,000 and 20,000 employees
- 20% of clients have over 20,000 employees
- Approximately 150 active clients

Client industries include: accounting, agriculture, banking and finance, biotechnology, building materials, colleges and universities, construction, consulting, food and beverage processing, government & defense contractors, healthcare and hospitals, hospitality, manufacturing, municipalities, non-profit, retail, shipping, software and telecommunications.

SonicRecruit supports hiring initiatives across the business spectrum.

**Financial Overview**

- SonicRecruit is publicly traded.
- Investors include Boulder Investment Partners and Cannacord Capital.
- SonicRecruit is not VC backed.
- Financial data is available to prospective clients.
- 2004 revenue: \$2.5 M.

**Solutions**

- SonicRecruit Applicant Tracking System, Hiring Manager Module and Vendor Management Module are available products.
- All products featured by SonicRecruit are scalable enough to be used by small, medium or large corporations.

**Core Solution Overview**

SonicRecruit's web-based ATS delivers a powerful, intuitive and customizable recruiting tool. SonicRecruit learns about the specific goals of their client's and builds the database and website needed.

From the seamless integration of the career site to tailored ad hoc reporting, SonicRecruit works to gather the data needed. Recruiters are able to quickly post jobs to the website, Intranet, employee referral

system, and a multitude of job boards; applicants are attracted by the custom application, updatable profiles and proactive alerts. A designated client service advocate guides clients quickly through the entire implementation process, which typically takes less than thirty days. Support continues even after the implementation has been completed.

SonicRecruit also offers modules that automate hiring manager participation by moving jobs quickly through the approval process, eliminating bottlenecks, and in the staffing vendor role, by immediately notifying agencies of possible duplicates and preventing costly disputes.

Praised by both mid-market and Fortune 500 clients, the flexibility of SonicRecruit offers an array of HR solutions and guarantees that the hiring process will be refined.

SonicRecruit is in its fifth generation. It is offered as a hosted application and pricing is dependent upon several factors, including number of users and modules selected. Pricing includes implementation, training and support. Other items, such as data conversion and custom programming may be subject to one-time fees.

### **External Job Board Distribution**

- Postings are immediately sent to job boards.
- SonicRecruit currently integrates with CareerBuilder, Monster, MonsterTrak, HotJobs, America's Job Bank, hCareers, Absolutely Health Care, HireDiversity, CareerExchange, SubContract.com, as well as with a variety of industry-specific boards.
- Usernames and passwords are stored in the system, allowing a client to quickly submit their jobs with no repetitive data entry.
- SonicRecruit regularly reviews the specifications provided by job board partners, as well as reviewing all batch receipts, to quickly correct any errors.
- Edits will quickly flow to job boards.
- Secondary job boards are handled with the job tracking URL generated for each requisition.
- SonicRecruit's direct interface to larger job boards makes it possible to continually offer more and more options for job board cross-posting. Integration with smaller, industry-specific boards has implemented upon client request.
- Applicants from job boards have their source automatically tagged, easing source efficiency reporting.

### **Searching**

- SonicRecruit uses a proprietary search function.
- SonicRecruit's search functionality allows for a variety of keyword searches, Boolean searches, fielded searches, and searches by answers to screening questions, recruiter comments, and more.
- Recruiters may save their searches and benefit from highlighted keywords.

### **Job Board Searches**

- SonicRecruit has partnered with InfoGist to search job boards and bring back candidates to the system. There is no login; candidates are brought into SonicRecruit with one click.

### **Web Mining**

- Web mining is supported through SonicRecruit's partner, InfoGist.

### **Demand and Supply Planning**

- Not available.

### **Comprehensive Sourcing**

- SonicRecruit utilizes a resume parsing utility made available externally to applicants and internally to recruiters.
- Resumes are parsed using a proprietary internal parser as well as a third-party tool, ResumeMirror.



- Resumes are accepted in a variety of formats (email, PDF, HTML, MS Word, etc.) and can be uploaded through the corporate careers site, Intranet, employee referral system, email, as well as through an internal “Add Resume” tool. Hard copies are processed through their partner, BluePoint.
- Candidates are allowed to review the parsed fields before submitting their profile.

### **Dupe Detection and Management**

- Clients have the option of requiring all candidates to establish a profile (simply done by filling out the regular application page) which provides an applicant with a login and password; applicants can then quickly apply for other jobs without having to redo the entire application.
- Clients can search for and/or forbid duplicate email addresses.
- Duplicate records can be eliminated in seconds.
- Within the system a candidate has a single profile, no matter how many jobs they have applied for, or over how long a period of time.

### **Assessment and Screening**

#### ***Prescreening***

- SonicRecruit’s prescreening technology enables Human Resources to create an unlimited number of custom, job-centric questions used to instantly rank each applicant.
- The questions and answers are both written and weighted by HR, allowing instant additions and changes.
- Candidates can be knocked out for specific answers and diverted from the recruiter’s attention.
- An unlimited number of questions/answers can be added. Any third-party questions may be added manually.
- Within the next business quarter, SonicRecruit will be announcing the partnership with a third-party assessment vendor.
- The percentile ranking allows HR to focus immediately on the most qualified applicants, eliminating unprofitable phone screens and ensuring qualified applicants are consistently the focus.

#### ***Other Assessments***

- Not applicable.

### **Background Checks and Drug Screening**

- SonicRecruit is currently integrated with Arrin Systems, an industry leader in background screening.
- Integration with other vendors is available by client request.
- Background checks are initiated, viewed, and stored within a candidate’s profile, keeping all data neatly organized.
- Recruiters can check the status of their check with a single mouse click.
- SonicRecruit uses HR-XML to streamline integration.

### **Workforce Diversity**

- SonicRecruit boasts a vigorous reporting tool which allows clients to report on a myriad of diversity information, including gender, race, veteran status, FLSA codes, and more.
- Recruiters and hiring managers can be automatically prompted to give approved Reason for Rejection codes for each applicant
- Recruiters can input data for indirect applicants or direct them to a portion of their careers site to enter it themselves.
- Diversity data can be collected in a variety of ways, during or after the application process.

### **Key Reporting Metrics**

- SonicRecruit tracks metrics including source efficiency, time to fill, cost per hire, EEO, recruiter pipeline and recruiter efficiency.



### **HRIS Integration**

- SonicRecruit has integrated with SAP, Oracle, and PeopleSoft and others.
- The timeline for integration depends on the client's specifications.
- HR-XML is utilized for integration.
- Clients are encouraged to provide their specific integration criteria, rather than a pre-designed module.
- A HRIS interface utility is provided at no additional charge.

### **Internationalization**

- SonicRecruit is in production in the following countries: US, Canada, The Czech Republic, France, Germany, Hong Kong, Indonesia, Japan, The Netherlands, Saudi Arabia, Singapore and the UK.
- SonicRecruit is available in English; however it has built web interfaces in several languages.
- Resume parsing is available in English and French.
- SonicRecruit provides text fields that can accommodate any currency.

### **Architecture and Performance**

#### ***Web Browsers Supported***

- SonicRecruit is optimized for IE 5.5 or better and Netscape 6.0 or better, though compatible with less current browsers.

#### ***Roles and Permissions***

- SonicRecruit users are not constrained by narrowly defined roles.
- Each user may have custom settings enabling or disabling specific features and functions, as well as limiting or allowing access to sensitive data.

#### ***ASP Environment***

- The ASP is co-located with Nacio in Northern California.
- SonicRecruit uses redundant servers.
- Documentation is available for prospective clients.
- There are quarterly internal audits of the infrastructure.
- SonicRecruit is password protected and available with SSL.
- System availability is 99.999%.
- SonicRecruit regularly upgrades its system and offers enhancements.
- All clients run the same version of software with custom configurations; customizations and data integrity are not affected by upgrades.

#### ***Client Customization***

- SonicRecruit is a completely customizable recruiting solution; 100% of implementations are customized around client needs.
- The dedicated staff of implementation specialists customizes each client's system, frequently in less than one week.
- The SonicRecruit process allows immediate customization by clients, support staff, or anyone with access to the system.

#### ***System Scalability***

- The largest implementation includes a 35 person Human Resources recruiting department and an unlimited number of departmental hiring managers and external vendors.
- There is no reasonable limit to how many hits per month any SonicRecruit integration can support.
- The databases have an unlimited capacity; some clients host 60,000+ individual candidate profiles.

### ***System Replacement and Data Migration***

- SonicRecruit has converted over twelve different database types from other ATS providers.
- Data conversion is usually completed in a few weeks.
- The key activities of a system replacement include resume data migration and career site redesign.
- Implementation specialists have experience converting clients from a wide variety of other vendors; more than 80% of current clients have converted from an existing database.

### ***Service Differentiators and Support***

- SonicRecruit scores consistently high on ATS customer satisfaction surveys.
- The staff has years of experience in project management, corporate HR, and recruiting, to understand the needs of clients.
- Training takes place in a client's customized system, not a generic test system.
- The specialist who guides them through design, customization, and implementation handles training and becomes their primary support contact- the person who helped build the system is always around to help them use and improve it.
- The long-term relationship developed prevents misunderstandings and gives clients an informed sounding board who knows the specific needs and goals of their team.

### ***Implementation Support***

- SonicRecruit clients usually go live in weeks.
- The approach is deeply consultative. Each implementation is assigned a dedicated SonicRecruit staff member with experience in both project management and corporate recruiting.
- Only 10-15 hours over the entire course of implementation - including training - is required from the recruiting team.

### ***Best Practices***

- The specialist assigned helps each client determine best practices.
- The implementation specialist handles each client for the entire duration of the relationship.
- The individual who helped design the system is there to support and improve it as time goes on.
- There is no charge for the support or advice of a SonicRecruit team member.

### ***Help Desk Support***

- SonicRecruit's support staff is available Monday through Friday, 7 a.m. to 6 p.m. (PST) by telephone, live chat and email.
- Support is available in English.

### ***Other Support Services***

- SonicRecruit offers each client a dedicated account manager who is usually the same individual that configured the system and trained the users. This relationship enables a deep understanding of the client's process, needs, goals, and progress, both up-front and over time.

**Taleo Corporation**  
***Taleo Professional***

575 Market St., Eighth Floor  
San Francisco, CA 94105  
Phone: (415) 538-9068  
[www.taleo.com](http://www.taleo.com)

**Company Facts**

- Founded in 1999
- Headquartered in San Francisco, CA
- Less than 550 employees

**Major Clients**

- JPMorgan Chase – financial services
- Honeywell - manufacturing
- Dow Chemical - manufacturing
- Procter & Gamble – consumer goods
- American Airlines – transportation
- UnitedHealth Group – healthcare
- Starbucks – retail
- Best Buy – retail

**Client Base**

- 15% of clients have less than 5,000 employees
- 40% of clients have between 5,000 and 20,000 employees
- 45% of clients have over 20,000 employees
- Approximately 265 active clients

Client industries include: healthcare, manufacturing, consumer goods, financial services, retail, hospitality, life sciences, transportation, media and entertainment, telecommunications, technology, energy, institutional and government.

Taleo primarily targets Global 2000 organizations and typically serves organizations with an average of 40,000 employees.

**Financial Overview**

- Taleo is a privately held company. However, a registration statement is filed with the SEC for the proposed initial public offering.
- Taleo has raised approximately \$35 million in capital funding since its inception. The latest round of financing was completed in January 2001, and the company has been self-sustaining since then. Detailed financial information can be found in Taleo's filing with the SEC.
- Company revenue in the 9 months ending Sept. 30, 2004 was \$43 M.

**Solutions**

- The Taleo Enterprise Edition Talent Management Suite is designed for companies with more than 5,000 employees and includes twelve modular solutions to enable management of talent initiatives throughout large, complex organizations to reduce process variance, drive quality and consistency and create efficiencies to increase workforce productivity and enhance organizational value. The solutions include Taleo Hourly, Taleo Workforce Mobility, Taleo Campus, Taleo Contingent, Taleo Projects, Taleo Agency, Taleo Regulatory and Diversity, Taleo Integration, Taleo Assessment, Taleo Talen Metrics Reporter and Taleo Onboarding.

- Taleo Business Edition is a web-based subscription service, allowing recruiters and HR generalists to try online, buy online and start working with the staffing management software within hours to save time, costs and better match individuals to jobs, decreasing the time to contribution for hires. Generally organizations with up to 5,000 employees, specific departments or divisions of larger companies, will benefit from Taleo Business.

### **Core Solution Overview**

Taleo Professional helps organizations manage professional, salaried talent management functions, including attracting and evaluating candidates and employees, matching skills against job opportunities, candidate relationship management and internal employee mobility. Taleo Professional provides many-to-many matching of candidates and employees against available job opportunities, and includes variable workflows for different types of workers, locations, workgroups and regulatory environments, as well as resume processing capabilities and proven third-party integration capabilities.

Taleo delivers solutions for assessing, acquiring, assigning, retaining, and managing talent more consistently. Taleo's combination of pioneering experience, collaborative client relationships, deep and broad technology, and research insight defines a standard for creating value through talent management.

The Configurable Talent Process Platform provides the foundation for consistent execution of processes throughout an organization while adapting it locally according to the organization, location, and local talent management model, types of hires, employees and internal mobility requirements.

Taleo's three-tier selection strategy begins with disqualification questions to eliminate candidates who do not meet the minimum requirements. Then, Taleo's proprietary ACE Methodology helps identify candidates with the skills, skill-levels and interests matching open jobs. Finally, Taleo's assessment solution identifies the candidates with the right aptitude, attitude and cultural values to be effective at the job.

The proven technology behind Taleo's robust, three-tier computing infrastructure supports today's demanding IT requirements and guarantees the reliability, scalability and security of the enterprise staffing solution through ASP delivery or client-hosted models. The majority of clients use the service as an ASP delivery model. The product is in its sixth generation.

Pricing is based on a sliding scale of the number of customer employees in two categories (salaried/professional workers and hourly/production workers). The distinction is made to reflect the volume and complexity of the different types of hires.

### **External Job Board Distribution**

- Requisitions are automatically updated on job boards and career sites when status changes (filled, expired, on-hold, cancelled) or when details are updated.
- Clients can post to job boards directly from within the Staffing WebTop at no additional fee to the following premier career sites: Monster.com, Monster.ca, Hotjobs.com, Hotjobs.ca, Headhunter.net, Jobboom.com, CareerBuilder and America's Job Bank.
- Users are assigned a user name and password in the System Administration Module. There is also a password management function to have a user change their password on the first login and on a regular basis (as defined by the client).
- Jobs can be automatically posted via the integrated Sourcing Manager delivering "One-click posting" to internal and external websites, job boards, and print media. Users benefit from real-time posting and determine a sourcing strategy by requisition.

- An integrated portal to eQuest enables a multi-posting service representing over 1,200 job boards including niche & free sites, and news services within the Staffing WebTop.
- A description of each job board's coverage, estimated price, and the length of each job board term are provided within the Staffing WebTop. eQuest is offered at a minimal fee, based on volume and blocks of positions posted.

### **Searching**

- Taleo has structured search combined with keyword search in addition to a conceptual search.

### **Job Searches**

- Taleo utilizes loop-back functionality for customer's posting on major job boards. Once candidates apply to a job, they are re-routed to the customer's career site to facilitate the candidate's profile being entered directly into the system. Candidates will appear real-time when applying to requisitions, even from external job boards.
- Requisitions are automatically updated on job boards and career sites when there has been a status change (filled, expired, on-hold, cancelled) or when details are updated.
- The system supports sourcing candidates from job boards by redirecting the candidate to a customer's career section. The candidates apply directly in the customer's database.
- A separate login is created to automatically load selected candidate resumes into the system.
- Job board search results are not currently integrated into the database search results, but it is something Taleo is investigating.

### **Web Mining**

- Taleo offers access to the AIRS SearchStation Internet mining tool directly through the application's Resource Center for a small fee. (If an existing agreement does not already exist with AIRS).

### **Demand and Supply Planning**

- Taleo's founding principles are based upon supply chain tactics, with the premise that matching the available skills and talent in a company, with the work that needs to be completed, leads to a talent management process that breeds operational excellence.
- Demand can be identified and tracked along a number of levels, including, by business unit, location, job function, permanent, hourly or contingent, etc. – Customers setup the system to track demand in ways that work for their business processes.
- A standard competency database of over 22,000 skills is supplied. Customers can create specific competency models for individual jobs pulling from the skills database, and questions from recruiters and hiring managers.
- Taleo tracks the number of openings associated with each requisition and decrements those openings whenever a candidate is hired. Gaps are identified against individual requisitions, or across the organization using standard or customized reports.

### **Comprehensive Sourcing**

- Taleo partners with Resume Mirror, who provides advanced candidate information processing and standardization technology, REX. REX performs sophisticated data extraction, standardization and normalization processes in seconds.
- The following document types are accepted: MS Word, PDF, text, HTML, e-mail-based and more than 80 other common formats to a single structured format.
- The resume parsing feature is used to extract key data elements from a candidate's resume automatically populate fields in the candidate's profile.
- Resumes may be loaded via corporate career site, fax, e-mail, local drive and shared drive and paper resumes via Taleo's Capture Resume or OCR scanning capabilities.

### **Dupe Detection and Management**

- For paper resumes, duplicates are identified upon import. Upon transmission from the scanning vendor to the Staffing WebTop, a query for e-mail address, first name, and last name is performed to determine if the profile is a duplicate.
- Customers have the option to set an XML Flag to update the original record for each duplicate. The XML flag is a global setting that will apply to all duplicates for a client.
- If the duplicate submission is for a new requisition number, however, the resume will be stored with the new requisition, and will not replace the text in the candidate's general profile. If it is for a requisition already associated with the candidate, the system will overwrite the resume. A central profile is maintained, but the candidate can vary the resume based on the position they are applying for. If "Update" is turned off, the record is not be imported and writes to an error log for manual consideration by the client.

### **Assessment and Screening**

#### ***Prescreening***

- A profile-based solution, candidate prescreening is done automatically. Taleo gives clients the advantage of automatically pre-qualifying candidates as they go through the application process. Candidates applying to a requisition are automatically attached to a requisition and are asked specific client defined prescreening skills and questions. Questions/skills can be set as requirements for the position, or as an asset.
- Customers can change questions, weights, processes and create "knock-out" questions.
- Taleo has a built-in assessment platform to allow users to incorporate validated third-party assessment questions, their own validated assessments, or validated assessment questions provided by Taleo's IO Psychology staff.
- Taleo has a proven integration with ePredix.
- Taleo ensures unbiased and consistent hiring by creating a set of questions used automatically for every candidate.

#### ***Other Assessments***

- Taleo has developed its own assessment platform, and employs an internal I/O staff to provide selected, validated assessment content. Taleo has partnered with several assessments content providers who are certified to put their content on Taleo's platform. These providers include: BHI, Polaris Assessment Systems, Shaker Consulting Group and TalentMine. No integration is necessary to use the assessment solution.
- When using Taleo's Assessment Solution, Taleo stores candidate answers in an area that is only accessible to the I/O content author. Assessment results are available in each candidate's profile and viewable by authorized recruiters and hiring managers.
- Taleo is integrated with ePredix, Development Dimensions International (DDI) and SHL.
- In the case of vendor integrations, candidate answers are sent to the third-party assessment provider and results are sent back to the Taleo system.
- Taleo RS-XML is used for assessment integrations. RS-XML is a superset of HR-XML. Taleo believes the RS-XML standards are more advanced than HR-XML standards.

### **Background Checks and Drug Screening**

- For background checking and drug screening, Taleo has partnered with HireRight, Accurate Background, First Advantage Corp. and Kroll.
- Users can request checks/screens directly from the Taleo user interface using the Taleo Partner Staffing Services platform (T/PaSS). T/PaSS is an integration framework that supports embedded, pre-integrated access to Solution Partners for staffing services. In addition to the embedded data, each service can be inserted into different workflows, through self-service configuration. As a result, workflow steps and status are triggered automatically based on the results returned.



- T/PaSS offers turnkey integration that eliminates separate IT integration projects, embedded, configurable workflow triggers from Integrated Solution Partners, and third-party results accessible directly from the Staffing WebTop and Manager WebTop.
- Status updates are received and stored as part of the candidates' profile.
- Both summary and detailed results are received by Taleo.
- Taleo RS-XML (a superset of HR-XML) is utilized for integrations.

### Workforce Diversity

- Taleo can help customers meet diversity goals by supporting diversity job boards, unique career sites, and specialized sourcing programs to attract a diverse candidate pool.
- Diversity data can be collected at any point in the recruiting selection process, as defined by the customer - including during the initial application, after the initial interview, or after an offer has been accepted.
- Data can be collected from candidates that have not applied directly.
- The following diversity programs are supported in terms of tracking and supporting: EEOC, OFCCP, AA, WOTC and WTWTC.
- Taleo's Regulatory & Diversity solution provides organizations with the ability to create consistent and scalable talent management processes that help to reduce exposure to lawsuits and regulatory actions, comply with the requirements of certain government contracts, reduce administrative costs and improve the quality of hire through support of diversity programs.

### Key Reporting Metrics

- Taleo has integrated the BusinessObjects report generation tool into the Staffing WebTop for its Staffing Metrics Reporter™.
- BusinessObjects allows users to create, view, refresh, schedule, broadcast, and explore reports. For more information, see [www.businessobjects.com](http://www.businessobjects.com).

### HRIS Integration

- Taleo's Integration Solution enables the import and export of data through the Taleo Integration Platform.
- The WebMethods integration solution provides ready-to-use interfaces to major HRIS' requiring only data mapping on the client's side.
- Taleo uses WebMethods, an integration tool in B2B, as the medium to manage the transport and mapping of data. Customers benefit from the flexibility to use any transport/protocol and document format, ready-service mappings to B2B services on the customer end for widely used ERP solutions, inbuilt queuing and data management, guaranteed delivery and feedback mechanisms, and management data exchange over the Internet or leased lines.
- Data exchanged over the Taleo Integration Solution includes import of candidate (profiles & applications), job description, job position template, user, and user group data, as well as export of candidate, history tracking, and job position data. New types of import and export data will be added in future versions.

### Internationalization

- Taleo's solutions are currently implemented in 87 countries:
  - North America: Belize, Canada, Costa Rica, El Salvador, Guatemala, Mexico, Nicaragua, Panama, and the United States
  - South America: Argentina, Brazil, Chile, Colombia, Honduras, Peru, and Venezuela
  - Europe: Austria, Belarus, Belgium, Bosnia, Herzegovina, Bulgaria, Croatia, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Macedonia, Moldova, Netherlands, Norway, Poland, Portugal, Romania, Russia, Switzerland, Slovakia, Slovenia, Spain, Sweden, Turkey, Ukraine, United Kingdom and Yugoslavia



- Africa: Algeria, Egypt, Kenya, Morocco, Nigeria, Saudi Arabia, South Africa
- Asia Pacific: Australia, Azerbaijan, China, Cyprus, India, Indonesia, Japan, Jordan, Kazakhstan, Kyrgyzstan, Lebanon, Malaysia, Mongolia, New Zealand, Pakistan, Philippines, Singapore, Syrian Arab Republic, Taiwan, Tajikistan, Thailand, Turkmenistan, United Arab Emirates, Uzbekistan, Vietnam and Yemen
- The front-end (candidate-facing) is available in 13 languages including: Chinese, Simple Modern Chinese, Kanji, Japanese, Dutch, Italian, Spanish, German, US English, UK English, French, Canadian French, Danish, Swedish, and Portuguese.
- The back-end (client-facing) is available in English, French Spanish and German.
- One requisition can exist in several languages.
- An alliance with MagnaWare enables clients to accept paper, fax, digital sender and electronic documents in 120 languages (including multi-byte Asian characters).
- Additional features provide for currency and date formatting.
- As part of the administrative set-up, the date format can be defined.
- The currency conversion can be setup in the administration module.
- Information in candidate or recruiter selected currency.
- Requisition or candidate specific currency code with monetary values depends on where job is posted from vs. residence of candidate being profiled or user preference.
- Automatic conversion of monetary values during candidate searches and automatic job matching processes, including conversion rates and rounding algorithms.
- Input and management of low-precision conversion rates for each pair of currencies.

## **Architecture and Performance**

### ***Web Browsers Supported***

- Front-end (Career Section): Microsoft Internet Explorer 4.01 SP1 or better is supported, with Windows NT 4.0 (with appropriate Service Pack: SP6), Windows 2000 (with appropriate Service Pack: SP1) and Windows 98, Mac OS FU1-8.6 with Internet Explorer 4.5 and 5.0.
- Back-end (Recruiter): Microsoft Internet Explorer 5.01 or better is supported, with Windows NT 4.0 (with appropriate Service Pack: SP6), Windows 2000 (with appropriate Service Pack: SP1).

### ***Roles and Permissions***

- There are 14 different types of users in the Taleo application including multiple types of hiring managers, recruiters, system administrators, and several others.
- For each user type, customers can granularly control the capabilities of each user of the system, including data and process capabilities within the application.

### ***ASP Environment***

- Taleo's fifth-generation ASP infrastructure is delivered via two data center locations, San Jose, California with Equinix, and New York, NY with Internap.
- Prospective clients receive the disaster recovery plan and security architecture.
- Redundancies are in place to provide high availability.
- Taleo uses several different software packages to monitor availability and network health.
- 99.9 percent reliability over the last six months. Quarterly uptime reports and detailed outage reports are available to all clients.
- All clients will use the same version of software when 6.1 upgrades to remaining clients are complete.
- Configurations in the software are automatically moved forward with new releases.
- Clients do not have customizations, so there are no issues with new releases.
- As an ASP, Taleo limits customizations but extensive configuration capabilities are available to allow each customer to tailor the software to meet their unique business requirements.
- Customers can make changes to the configuration themselves at any time.

### ***Client Customization***

- Taleo provides for customers' needs for flexibility by allowing personalizing or configuring the product rather than customizing to a customer's specific requirements allowing them to maintain control over their own policies, branding and marketing initiatives.
- Any staffing process can be enabled by Taleo's ACE Configurable Workflow technology. Taleo provides organizations with the ability to enable workflows that are specific to each job type. This ensures that the exact steps necessary to fill a job are followed each and every time. Workflows will be enabled for job types and geographies (country, region) or business units; however, any combination is possible.
- There are over 300 configuration switches in the application to allow clients to customize the application. Taleo also offers User Defined Fields (UDF) to allow clients to add fields to the requisition, candidate and offer records. UDFs can be drop down boxes or open text of limited or unlimited length, as well as other formats. UDFs are fully reportable.
- Taleo offers the Career Site Builder™ to increase a customer's level of flexibility and customization in building one or more career sections. Taleo's Career Site Builder supports the creation of a large number of unique career sites, all linked to the same corporate site and accessible from the Staffing WebTop. The Career Site Builder can be easily configured to create a new career site with no intervention from technical support at Taleo - though support is available if needed.
- With the Correspondence Manager, customers create and customize letters and emails from within the application in addition to modifying letters sent automatically by the system. Letters are available in all supported languages designated by the customer. Letter naming, creation and maintenance will be managed in the Administration module. Custom letters can be sent in conjunction with actions taken on candidates such as changes in status (interview, hire, etc.) and be associated with a customer's structure elements (job, location or organization). Administrators can set up frequently used paragraphs as "inserts" to construct letters that may be similar but contain slightly different information (such as offer letters with and without stock options). These inserts can be selected and sequenced on an ala carte basis when constructing a new letter.
- All product enhancements are customer driven. Focus Groups are conducted three times a year to understand the needs of customers and determine the Road Map.
- Customers can submit an enhancement request through the technical support team. Taleo provides customers with a web tool for communication purposes as well as a toll free phone number.
- All requests are prioritized depending on complexity, consequences and urgency of request. The prioritization of requested changes is affected by the following factors: the potential for loss of database integrity if any, the cause of an application failure, the number of customers requesting it, the absence of workaround procedures, and the current development activities.

### ***System Scalability***

- One of the largest implementations is Hewlett-Packard, which employs 140,000 individuals worldwide, has 14,000 Hiring Managers and receives 700,000 candidates per year.
- Hewlett-Packard selected Taleo for its vision and capability to execute on a global scale.
- HP's solution has been deployed in 60 countries.

### ***System Replacement and Data Migration***

- Taleo has successfully handled multiple system conversions, including data migration. A data migration process includes the following activities:
  - Mapping of every field from the source system to Taleo.
  - Extraction of the data in a specific format (by the client).
  - Conversion and loading of the records in the Taleo environment.
  - Quality assurance and system tests.
- The professional services team manages migrations.

## **Service Differentiators and Support**

### ***Implementation Support***

- Prior to assigning an implementation team, Taleo will perform a thorough project scoping to understand the size of the implementation initiative required and the resources needed to staff the effort.
- Potential project resources required from the client are: a Project Sponsor, a Project Manager, a Project Lead, a Project Co-coordinator, a User Representative per region or business unit, an IT Project Lead and other specialized team members depending on the complexity of the organization.
- Potential project resources from Taleo are: the Services Director for the region, a Project Manager and/or Senior Consultant, an Implementation Consultant and a Technical Consultant.
- Time devoted to the implementation by the Client's different project resources varies depending on the structure of the implementation team, scope of the project and complexity, typically ranging from three to six months.

### ***Best Practices***

- ***Best Practices Database – Talent Management Knowledge Base***
  - A unique attribute of Taleo is the Talent Management Knowledge Base. This knowledge base is a collection of best practices gathered from the more than 155 implementations performed for the large, global client base.
  - The Implementation Consultants and Client Optimization Analysts (COAs) utilize the knowledge base for each new client, thereby providing new clients with established workflows and best practices for different staffing topologies, such as campus, hourly, professional, contingent and global.
  - Customers receive workflows and best practices that can also be configured for unique processes.
  - COAs use this wealth of knowledge to assist customers with benchmarking analysis and ongoing optimizations.
- ***Best Practice Toolkit – Data Privacy***
  - Taleo has completed a European data privacy compliancy project that includes the following countries or governmental entities: EU, Austria, Italy, Belgium, Luxembourg, Finland, The Netherlands, France, Spain, Germany, Sweden and the UK.
  - As a result of this filing process, Taleo has produced a Data Privacy toolkit and trained all consultants to help clients apply best practices in this area.
  - Taleo's proprietary ACE Benchmarking tool provides best practices in talent management are generating results for customers.
  - ACE Benchmarking provides a strategic view of organizations' enterprise talent management initiatives.
  - ACE Benchmarking enables all clients to benchmark themselves against other best-in-class companies in a wide-variety of key performance indicators including: Employer of Choice, Process Excellence, Application Usage and Workforce Productivity.
  - The benchmarking tool allows Taleo to work closely with customers to refine and measure talent management initiatives in order to improve and build upon programs where needed.

### ***Help Desk Support***

- Taleo's offers 24/7 web- and phone-based technical support for day-to-day issues, incidents and product-related questions is available.
- An assigned client executive helps maximize the benefit of the solution.

**VirtualEdge Corporation**  
**VirtualEdge Enterprise Staffing Suite**

1010 Stony Hill Road  
 Yardley, PA 19067  
 Phone: (215) 504-5400  
[www.VirtualEdge.com](http://www.VirtualEdge.com)

**Company Facts**

- Founded in 1998
- Headquartered in Yardley, PA
- Less than 100 employees

**Major Clients**

- Agilent Technologies – electronics, 40,000 employees
- Avery Dennison – office products, 21,400 employees
- Campbell Soup Company – consumer goods, 24,000 employees
- The Chubb Corporation – insurance, 12,000 employees
- Covenant Healthcare – healthcare, 11,000 employees
- Delta Airlines – transportation, 55,000 employees
- Genworth Financial – finance/insurance, 6,150 employees
- Honda of America – manufacturing, 13,500 employees
- Saint Gobain – building supplies, 172,000 employees
- sanofi-aventis – pharmaceutical, 90,000 employees
- Schneider National – transportation, 21,000 employees
- Schwan Food Company – consumer goods, 24,000 employees

**Client Base**

- 36% of clients have less than 5,000 employees
- 33% of clients have between 5,000 and 20,000 employees
- 31% of clients have over 20,000 employees
- Approximately 75 active clients

VirtualEdge offers a module within the Enterprise Staffing Suite that addresses the specific shift/staffing needs of healthcare organizations.

**Financial overview**

- VirtualEdge is a privately held company.
- VirtualEdge has received private equity from three investors (Edison Venture Fund, Carmel Associates and Star Canyon LLC) in a single round of financing (Series A).
- Financial data is available to prospective clients.
- As a private company, VirtualEdge does not disclose financial information publicly.

**Solutions**

- VirtualEdge Enterprise Staffing Suite targets medium to large corporations and provides a complete solution to address the challenges of acquiring, managing and deploying an organization's workforce.
- Deployable separately or together, VirtualEdge (VE) Enterprise Staffing Suite offers
  - VE Professional - supporting the recruitment of the exempt and non-exempt workforce,
  - VE High Volume - supporting the recruitment of the always open, need-driven positions,
  - VE Contingent - supporting the engagement of the contingent workforce allowing companies to recruit, procure and manage their contingent talent pool and
  - VE Salute-supporting the onboarding process for new employees.

### **Core Solution Overview**

In addition to offering the industry's only guaranteed performance results, VirtualEdge has refined a value delivery methodology ensuring customers get the value they expect (VirtualEdge Value Realization Methodology). The process is iterative, focusing on improvements in the value chain providing the highest return, and includes discovery, delivery, and measurement in each stage.

In 2004, VirtualEdge initiated the Zero Code platform to market their commitment to developing and delivering a single version of code where a customer is never left behind. While the VirtualEdge solution can be configured and personalized to a customer's environment, a single code base offers customers the benefits of rapid feature releases and scalability.

Currently, all clients are using VirtualEdge 6.6 in a hosted environment. VirtualEdge software is offered in a licensed or subscription business model, and both models are offered in a hosted environment. Pricing is based on employee headcount.

### **External Job Board Distribution**

- VirtualEdge formats postings for job board posting, handles edits and removals when required..
- VirtualEdge posts to over 30 job boards worldwide. New boards are added based on customer requests.
- VirtualEdge uses direct interfaces with the job boards.
- To simplify the management of job board integration, VirtualEdge has developed generic templates for each job board, with dynamic settings to support customer configurations.
- Usernames and passwords are managed within the job board templates.
- Advanced notification of job board posting changes is provided to trigger modification of the templates.
- Secondary job boards with automated processes are set up like primary job boards.

### **Searching**

- Keyword, Boolean and zip code radius searches are offered.
- The system features conceptual searching, powered by Engenium. Engenium is utilized in five locations within the application.

### **Job Board Searches**

- Candidates sourced from job boards can be emailed directly into the customer's VirtualEdge system, automatically creating a candidate profile.
- Job board search results are not integrated into the VE System search results.

### **Web Mining**

- VirtualEdge can interface with several web spidering technologies such as Talent Hook, Infogist and AIRS Search Station.
- Search results for such sessions can be automatically sent to VirtualEdge, updating the candidate database accordingly.

### **Demand and Supply Planning**

- Demand is identified and tracked by competencies as well as customer-specific tracking requirements.
- Competency models are provided by customers or through a third-party content partner.
- Supply can be reported relative to demand and evaluated by competency thresholds. Data can also be analyzed by a number of customer specific criteria, including gaps analysis by requirement.
- Hiring plan progress can also be reported.

### **Comprehensive Sourcing**

- VirtualEdge has partnered with Resume Mirror to for resume parsing. ResumeMirror's advanced candidate information processing and standardization technology, REX, integrates with VirtualEdge to perform data extraction, standardization and normalization processes in seconds.
- ResumeMirror automates conversion of MS Word, PDF, text, HTML, e-mail-based resumes and accurately processes over 80 other common formats.
- Resumes can be parsed and uploaded into the system from the corporate career portal (internal, external and referral), fax, email, local drive and shared drive.
- REX limits virus exposure and allows you to identify cover letters included in resume documents and remove and store cover letter data for later use.
- The REX Knowledge Base contains more than 125,000 terms to assist in the intelligent classification and standardization of candidate information. The comprehensive nature of the Knowledge Base increases categorization accuracy of candidate information.
- REX produces data output in text, rich text, HTML or XML-format to conform to the latest HR-XML schemas.

### **Dupe Detection and Management**

- VirtualEdge has a robust duplicate management system. If a candidate's first name, last name and email address are a 100% match, the system only allows submittal activity to be appended to the record – it doesn't overwrite the matched profile. If first name and last name or email address match, the record is marked as a suspect duplicate. There is a visual indicator to support proactive, subjective review of the record along with quick and easy support to un-suspect or merge/purge the record in question.
- Duplicate records can be merged and purged.
- Multiple resumes can be entered into the resume field and multiple resumes can be uploaded/attached.

### **Assessment and Screening**

#### ***Prescreening***

- The VirtualEdge System contains a powerful screening component. Screening includes the ability to attach one or more assessments to a requisition. When the candidate applies, they are prompted to complete the questionnaire (assessment). The questions can be weighted, as well as series of questions can be weighted, and navigation may be short-circuited based upon defined score threshold. The customer's designated users (Site Administrators) configure and manage the assessment library.
- VirtualEdge will integrate with a third-party for prescreening at a client's request.
- Additional prescreening is supported after the candidate has applied to the company/position. Recruiters can select from pre-defined prescreening assessments to gather further information for decision support.
- To ensure that all candidates are screened equally, no screening questions may be edited or deleted once the first candidate has applied to the position.
- VirtualEdge has partnered with the Vertical Screen companies, ePredix, and DDI, to offer customers more advanced screening capabilities and access to their libraries. All partnerships are customer driven and supported by the Unify integration model supporting real-time or batch interface processes.

#### ***Other Assessments***

- VirtualEdge offers a module that allows the user to initiate service requests to outside vendors for any type of task that the customer may outsource (e.g., background checks, reference checks, degree verification and employment verification).
- Both candidate answers and results exchanged with the third-party vendor.
- VirtualEdge utilizes the standard XML vocabulary developed and promoted by the HR-XML Consortium in the development of solutions.



### **Background Checks and Drug Screening**

- VirtualEdge has integrated with the following background checking companies: Accurate Background, American Backgrounds, BIG (TruScreen), Everifile and HireRight.
- VirtualEdge is in the process of integrating with the following background checking companies: Acxiom, ChoicePoint and USIS.
- Background checks and drug screen can be requested via VirtualEdge and are communicated directly to the third-party provider.
- Status updates, summary and/or detailed results are received.
- VirtualEdge utilizes HR-XML.

### **Workforce Diversity**

- The online profile can be configured to request EEO/gender information from the job seeker. Information can be requested as strictly optional or it may be configured as mandatory questions with an option to “Choose Not to Disclose”.
- The EEO information is stored with the candidate record, but is not viewable to recruiters/managers.
- Several reports support EEO requirements, including the Applicant Flow Log, EEO Summary and EEO Classification Summary.
- Data collection requirements are configurable by country/requisition.
- Data collection can be collected from candidates that have not applied directly.
- Diversity programs supported include EEOC, OFCCP, AA, WOTC and WtWTC.

### **Key Reporting Metrics**

- Some of the key metrics tracked include: cost per hire, time to hire, time to fill, time to open (requisition approval) and source effectiveness.
- VirtualEdge offers scorecards.
- Cycle times can be tracked by requisition, recruiter, etc.

### **HRIS Integration**

- 90% of implementations have required integration projects involving inbound and outbound data exchange transactions at several touch points. These integration efforts include SAP, Lawson, PeopleSoft, Oracle and proprietary applications.
- HRIS integration typically occurs during the fourth stage of the implementation process.
- An average customer is live in 45 days.
- Data migration services include supporting the customer in loading legacy requisition and candidates as well as organizational and user data from an HRIS feed.
- Based on the configuration of the system, VirtualEdge provides the customer with a data format for each import file.
- Data can be imported on a one-time-basis to populate tables or it can be maintained through an on-going HRIS Integration project.
- VirtualEdge only imports the specific data provided by the customer and can import data files of any size using VirtualEdge’s proprietary middleware component, Unify.
- Unify was developed by VirtualEdge to streamline the data exchange process.
- Unify is a fully configurable solution that exploits the benefits of both XML and HR-XML’s Staffing Exchange Protocol 1.1.
- Unify also supports legacy file format exchange for those systems that do not support XML.
- Unify is responsible for data mapping, transmission protocol and frequency of both inbound and outbound data as well as exception handling and reporting.
- Unify has no dependency on third-party system as all protocols are standard.
- The professional services team manages all data migration projects.
- Detailed integration specifications are provided to prospective clients.



## **Internationalization**

- One of VirtualEdge's key strengths is the ability to support large multinational companies with the unique multi-language capabilities of the software.
- Global customers include Agilent Technologies, Avery Dennison, Broadcom, Campbell Soup, Genworth (formally GE), Rohm and Haas, Sanofi-aventis and URS.
- VirtualEdge customers are supported in over 80 countries, including: Algeria, Argentina, Australia, Austria, Bangladesh, Belgium, Bolivia, Brazil, Bulgaria, Canada, Caribbean, Chile, China, Columbia, Czech Republic, Denmark, Egypt, England, Finland, France, Germany, Greece, Hong Kong, Hungary, India, Indonesia, Ireland, Israel, Italy, Japan, Jordan, Korea, Lebanon, Luxembourg, Malaysia, Mexico, Morocco, Netherlands, New Zealand, Norway, Pakistan, Palestine, Philippines, Poland, Portugal, Romania, Russia, Saudi Arabia, Scotland, Singapore, Slovakia, South Africa, Spain, Sweden, Switzerland, Syria, Taiwan, Tanzania, Thailand, Tunisia, Turkey, UK, Ukraine, USA, Venezuela and Vietnam.
- 19 languages are supported, including those requiring doublebyte capabilities: English, UK English, Spanish, Italian, French, French Canadian, German, Russian, Danish, Norwegian, Finnish, Swedish, Portuguese, Japanese, Chinese, Simplified Chinese and Hindi.
- BluePoint, a resume processing partner of VirtualEdge, supports English, Spanish, German and French.
- VirtualEdge fully supports localization considerations such as currency, date formats and other requirements.

## **Architecture and Performance**

### ***Web Browsers Supported***

- At a minimum, VirtualEdge supports Internet Explorer versions 5.x or better and Netscape versions 6.x or better.

### ***Roles and Permissions***

- User roles are configurable by the customer. VirtualEdge security is based on user groups and permission levels set by customer system administrators.
- Permission levels are assigned at both the functional level and field level privileges (no access, read only, read/write).
- Permissions limit the functions, fields and data a user has access to. Based upon a user's login to the system, users will be able to access only those areas/data to which they have been provided access.

### ***ASP Environment***

- SunGard hosts the application. VirtualEdge data centers are located in Philadelphia and Pittsburgh.
- Redundancies are built in and hot standbys are available for failover.
- Prospective clients are provided with disaster recover plans and security architecture.
- VirtualEdge subscribes to a security audit service, analyzes results and executes action plans based on analysis.
- Above 99.9% uptime has been maintained since inception.
- VirtualEdge provides two major releases per year (Spring and Fall). Each major release is followed by an Express release.
- All VirtualEdge customers are running on the same version of software.
- In an ASP environment, all users run on the same source code, making fixes and upgrades available to everyone simultaneously without any impact to the customer's unique configuration settings.
- One month prior to a new release, a customer's site administrators are notified of the update and provided with an online orientation prior to the release.
- The VirtualEdge project manager is available to discuss new features and functionality, preview screens, and address what items the customer is interested in implementing in their configuration.
- In a client-hosted environment, patches and system upgrades are sent out to the customer with installation documentation. Professional Services is available to assist the customer with installation(s).

### ***Client Customization***

- Configurable applications are offered, providing the ability to map the functionality in the respective applications to support the workflow and processes of the customer.
- VirtualEdge's architects have designed core components which drive rich configurability. This design goal was driven by the need to offer all customers, from 200 person organizations to 120,000 person organizations, a solution that supports their unique workflow needs; doing so without repeatedly increasing the resources required to support the application.
- This architecture does not simply support configuration at the gross on/off level – but includes a data dictionary that drives screen composition, layout, rules and read/write user group permissions; morphing the application to truly support a company's recruiting needs.
- Another driver of this architecture is the acknowledgement that change is constant. Designers are tasked with ensuring the solution is change-enabled.
- Both customers and designated VirtualEdge project managers are equipped with a suite of tools that allow them to make configuration changes to support future initiatives within a company's recruitment lifecycle.

### ***System Scalability***

- The customer base ranges from 2,000 to 172,000 employees.
- The delivery infrastructure of the VirtualEdge system inherently recognizes that recruitment is mission critical to customer's business.
- The architecture of the VirtualEdge platform supports best practices with both the ability to scale up and scale out.
- As the application is not machine dependent, capacity is basically limitless.
- By distributing the workload, processing resources are spread among multiple servers, which improve both performance and the availability of overall service.
- VirtualEdge supports scaling out via clustering and network load balancing.
- In addition, Application Center 2000 helps to manage and deploy the environment efficiently.
- Threshold and capacity are consistently monitored and evaluated for scale strategy prior to performance issues affecting the environment.
- Health monitors are utilized to examine various services and thresholds and will notify appropriate VirtualEdge personnel via telephone and email of any performance issues.

### ***System Replacement and Data Migration***

- VirtualEdge offers experience developed over years and hundreds of client engagements for migrations. Professional Services can provide data conversion services.
- Data conversion typically occurs during the fourth stage of the implementation process.
- An average customer is live in 45 days.
- Data migration services include supporting the customer in loading legacy requisition and candidates as well as organizational and user data from an HRIS feed. Based on the configuration of the system, VirtualEdge provides the customer with a data format for each import file. VirtualEdge only imports the specific data provided by the customer and can import data files of any size using VirtualEdge's proprietary middleware component, Unify.
- Unify was developed by VirtualEdge to streamline the data exchange process. Unify is a fully configurable solution that exploits the benefits of both XML and HR-XML's Staffing Exchange Protocol 1.1. Unify also supports legacy file format exchange for those systems that do not support XML. Unify is responsible for data mapping, transmission protocol and frequency of both inbound and outbound data as well as exception handling and reporting.
- The professional services team manages all data migration projects.

### **Service Differentiators and Support**

- VirtualEdge's Guaranteed Performance Results is the first program by an enterprise staffing software provider that guarantees measurable results, shared risk, and aligned interests and guarantees the performance on delivering them.

### **Implementation Support**

- An average customer is live in 45 days.
- Implementations are managed by the Client Services group within VirtualEdge.
- The VirtualEdge implementation team is comprised of: the Executive Sponsor, Senior Implementation Director, Designated Implementation Manager, Configuration Specialist, Integration Manager, and Training Specialists.

### **Best Practices**

- Best practice resources are available from the VirtualEdge implementation team to post-live support. Information is accessible via a help portal, training sessions, webinars, site visits, etc.
- VirtualEdge also sponsors regional Best Practices sessions with industry thought leaders on the topics that impact customers.
- VirtualEdge encourages customers to share what has worked for them in terms of people, process, and products.
- Some services are covered under maintenance; some are sponsored by customers; and some are sponsored by VE.

### **Help Desk Support**

- System support is available 24/7. Standard hours of operation are 8 a.m. to 8 p.m. (EST).
- Support is available via phone, fax, email and the web.
- Support is provided in English although VirtualEdge has provided training to enable local support in other native languages.

### **Other Support Services**

- VirtualEdge offer customers a choice of several support packages to meet the specific service needs of their individual organizations.
  - Platinum Support – Most comprehensive support package featuring a designated Technical Account Manager responsible for ongoing management and maintenance of the VirtualEdge application. In addition, this program offers priority phone response, toll-free access, pre-release training and system audits, as well as standard offerings of 24X7 system support, web access, and software upgrades.
  - Gold Support – Premium support including faster response times, toll-free support calls, a designated point-of contact, a semi-annual performance audit and health check.
  - Standard Support – Timely support for the most common needs of VirtualEdge administrators and users.

**Webhire, Inc.**  
**Webhire Recruiter**

91 Hartwell Ave  
Lexington, MA 02421  
Phone : (781) 869-5000  
[www.webhire.com](http://www.webhire.com)

**Company Facts**

- Founded in 1982
- Headquartered in Lexington, MA
- Less than 100 employees

**Major Clients**

- Centex Homes
- Heinz North America
- Lee Memorial Health System

**Client Base**

- 81% of clients have less than 5,000 employees
- 16% of clients have between 5,000 and 20,000 employees
- 3% of clients have over 20,000 employees
- Approximately 200 active clients

Client industries include: manufacturing, biotech, retail trade, information services, finance and insurance, healthcare (target audience with Webhire Healthcare) and other services.

**Financial Overview**

- Webhire, Inc. is a privately held company.
- Financial information is available upon signing of an NDA.

**Solutions**

- Webhire Recruiter – Corporate Edition targets larger corporations.
- Webhire Recruiter – Professional Edition targets mid-sized companies.
- Webhire Healthcare serves the needs of HR professionals in the healthcare industry.

**Core Solution Overview**

Webhire Recruiter differentiates itself by providing:

- Strategic candidate sourcing capabilities, connecting recruiters to passive job seekers and targeted sourcing options
- Flexible prescreening and pre-employment selection testing options
- Streamlined candidate communication and the development of a talent pipeline
- Webhire Workforce Intelligence™ to gather and report key recruiting metrics
- Customer satisfaction delivered through the customer care cycle.

Webhire offers a core applicant tracking solution that is part of a broader talent management solution, moving towards addressing all aspects of the employment life cycle. Additional product extensions offered with Webhire Recruiter enable: customized workflow, hiring manager/recruiter communication, ad hoc reporting and dashboards, XML-based data exchange with HRIS, corporate and Intranet portals and integration with Monster, AIRS Oxygen and ePredix.

The solution is in its third generation and is offered as a hosted model. Annual costs are based on the total number of employees in an organization.

### External Job Board Distribution

- Webhire controls the sending of the job to the job board for posting.
- Once the board receives the posting it can take them anywhere from five minutes to more than 24 hours to post the job to their site.
- Webhire provides the ability to post jobs to thousands of job boards and newsgroups via Webhire's Job Post Network of more than 2200 sites.
- Webhire allows the client to maintain subscription information for some of the top job boards. This can save the client steps by automatically submitting password information when they post to these boards.
- The Webhire system administrator is responsible for assigning each user access to post jobs.
- In order to post jobs to Internet job sites, the client must include the contact information of the person and/or department to be billed by the Internet posting sites.
- The possible contact names appear in a drop-down list on the Add Job page. In addition, the client needs to include the company name and address.
- Webhire has a modify/delete option for some job boards on which they post the client's jobs. For these sites, when a client closes a job that is posted, they have the option to remove the posting at the same time. When they edit certain fields of a job that is posted, they can optionally update the posting on the select public job boards.

### Searching

- Webhire uses a custom-built version of the FAST (formerly AltaVista) search engine, which provides concept-based search functionality. The concept library includes over 18,000 terms, covering the healthcare industry as well as dozens of other industries and functions.
- The search functionality offers the flexibility to utilize concept-based searching, keyword searching and/or Boolean searching to ensure qualified candidates are found quickly.
- All criteria are weighted for the user.
- Webhire allows users to save searches that produce quality results for future use. Searches can be stored in a private or public folder and can be re-run at regular intervals to find the newest candidates who match your criteria.
- Search agents can be scheduled using WebhireConnect: AIRS.
- Search results are returned with keywords highlighted.

### Job Board Searches

- Webhire has partnered with AIRS to offer an integrated Web-based search solution. Integration with AIRS Oxygen allows Webhire users to search the top commercial job sites, sort through more than 100 million resumes and contact candidates using a sophisticated bulk email system.
- Monster.com and Webhire offer an integrated hiring solution, giving users access to enhanced, integrated resume searching of Monster's extensive resume database containing over 42 million candidates.
- Users login to Webhire and would be given access to AIRS and Monster through a single login.
- Webhire offers deep integration that allows users to seamlessly move candidates from AIRS and Monster into their Webhire database with ease.
- Monster job board search results are integrated into Webhire search results, while still indicating the original candidate source.

### Web Mining

- Webhire offers web mining through its integration with AIRS Oxygen.

### Demand and Supply Planning

- Webhire Workforce Intelligence™ provides reports that help customers manage their candidate pipelines, including reports to monitor the current pipeline as well as historical reports for understanding how to fill the current pipeline to meet demand.
- Competency models are supplied by the client.

### **Comprehensive Sourcing**

- Webhire does not support parsing, as they do not feel it is the most reliable way to move high volumes of data into the solution.
- Instead, direct integration with sourcing partners such as AIRS and Monster is offered to allow users to consolidate candidate information in a more reliable way.
- Resumes are accepted via email, corporate career site response form, fax and hardcopy.
- Acceptable email attachments include MS Word, WordPerfect, text, rich text and HTML. Image attachments, such as TIFF, JPEG, GIF and PDF cannot be processed via email attachments but can be processed via Webhire's hardcopy scanning process.
- Webhire works with Datamatics, their certified scanning partner, to provide resume-processing services to customers.
- Resumes are scanned using a high-quality OCR scanning process. Trained operators review any suspected characters that were unable to be scanned and will either accept or correct the suspect character. The combination of voting OCR with manual review results in 98% character accuracy of the OCR output.

### **Dupe Detection and Management**

- The Webhire solution contains an administration section available to users and administrators to review, merge or delete duplicate resumes received in the solution.
- Duplicate candidates are identified when a first name, last name and zip code are found as a match. The solution will flag duplicate resumes allowing users to determine if the resume is allowing an update to an existing resume or a new submission.
- Administrators can also choose to activate the Automatic Duplicate Processing feature within the solution to automatically merge candidate data that contains the same first name, last name, email and zip code.
- One resume per candidate is allowed.

### **Assessment and Screening**

#### ***Prescreening***

- Recruiters can create a series of questions for each requisition that allow candidates to be reviewed for requisition-specific requirements as they apply for specific positions. These questions are associated with the job record prior to posting. Depending on how the candidate answers the questions, a passed or failed prescreen activity will appear on their candidate record.
- Users can change questions, weights and create "knock-out" question.
- Webhire announced a partnership with First Advantage (formerly ITax Group) in June 2005.
- The solution allows administrators to enforce workflow to ensure an unbiased and consistent hiring process is followed.

#### ***Other Assessments***

- Webhire currently integrates with ePredix for behavioral assessments. Assessments take place during the application process as deemed appropriate by the client company. Assessment results are automatically stored in the candidate record.
- Webhire customers have the ability to integrate with any vendor using Webhire's Universal Integration Engine (UIE).
- Webhire's Universal Integration Engine (UIE) provides a set of standard, web-based tools with which to transfer data to and from the Webhire solution.
- The UIE uses XML format for the data exchange, since XML offers a universal format for sharing data, regardless of origin and destination
- Webhire has worked with customers to create custom integrations with assessment providers when necessary.



### **Background Checks and Drug Screening**

- Webhire will soon announce a partnership with Sterling to integrate their background checking technology into Webhire Recruiter.
- Currently, Webhire customers have the ability to integrate with any vendor using Webhire's Universal Integration Engine (UIE).

### **Workforce Diversity**

- Gender and ethnicity data can be collected at the time that the applicant submits their application via the online resume builder.
- Veteran and disability status can also be collected from the applicant later in the process and added to the Webhire database for EEO tracking purposes.
- Webhire provides two government-mandated EEO reports which allow users to manage diversity programs initiatives.

### **Key Reporting Metrics**

- Webhire delivers end-to-end talent management solutions that provide the comprehensive sourcing and selection capabilities, helping employers attract the right candidates, develop relationships, build a pipeline, measure progress, and ultimately, achieve their business goals.
- Webhire's analytic tools and flexible reporting capabilities put HR professionals in the driver's seat allowing them to develop and share candidate and workforce intelligence, aligning talent acquisition goals with corporate strategies. They offer:
  - 23 standard reports which can be filtered or grouped by all levels of the organizational structure.
  - Integrated ad hoc reporting capabilities.
  - Customized dashboard of key metrics that can be shared with decision makers.
  - Custom report creation services.
  - The ability to export data and create custom reports using a client's own report writing tools.
  - Webhire allows users to track Key Performance Indicators (KPIs) via the dashboard. This feature works like a scorecard in that it indicates when metrics are falling above or below set guidelines.

### **HRIS Integration**

- Webhire uses Pervasive software to integrate data from SQL server and Oracle databases to XML for input into Webhire Recruiter.
- One customer uses Informatica to integrate with Webhire Recruiter. They import data from the HRIS system into Webhire to update valid data such as departments, divisions, and job codes. This allows the customer to copy their master data (HRIS) into Webhire Recruiter. Another example is to use Informatica to map a snapshot of data in XML format to a database for ad hoc reporting. Finally, this data is used to transfer new hire data into their HRIS.
- Customers integrate with many types of applications using middleware or programming tools. Some examples are Access, SQL Server, Sybase, Oracle, ASCII, XML, Lawson, Meditech and PeopleSoft.
- Webhire's Universal Integration Engine (UIE) provides a set of standard, Web-based tools with which to transfer data to and from your Webhire solution. The UIE uses XML format for the data exchange, since XML offers a universal format for sharing data, regardless of origin and destination.
- Webhire will work with customers to determine what needs to be integrated.

### **Internationalization**

- Webhire's solution is currently in operation in Canada, Puerto Rico, France, Switzerland and the UK.
- Webhire is currently in the process of seeking Safe Harbor Certification. As part of this certification, Webhire will be accessing parts of the solution which will need to be updated to reflect current data privacy laws of a country.
- The client-facing user interface is available in French and English.
- The candidate-facing user interface is available in French, Spanish and English.
- Webhire has doublebyte capabilities.



- Webhire supports resume processing for all versions of English and French Canadian.
- Resumes in other languages that are alphabet-based (German, Italian, Portuguese, Spanish) as opposed to symbol-based (Arabic, Japanese, Chinese) are accepted.
- Webhire systems are designed so that they can be localized. Currently, the Webhire solution interface supports English for the US, Canada, Ireland and the UK, and French for Canada, including local currencies and date/time stamps

## **Architecture and Performance**

### ***Web Browsers Supported***

- Webhire supports Microsoft Internet Explorer 5.01 or better and Netscape Communicator 7.0 - 7.1.
- As new versions of IE and Netscape become available, Webhire will work to support these newer versions as well.

### ***Roles and Permissions***

- There are five user roles available: Administrator, Recruiter, Manager, Email Contact and Approver.

### ***ASP Environment***

- Webhire Recruiter is located in Massachusetts, within a secure hosting facility by Savvis Communications.
- Webhire's redundant servers are housed at their corporate location.
- Webhire will provide their disaster recovery plan to customers.
- Webhire does not conduct independent audits. Webhire IT logs data at all levels of the infrastructure. Webtrends is used to access and monitor IIS logs for application servers. Internal event logs are used to monitor internal access to servers. System/network logging captures data for routers and switches.
- Webhire guarantees that the Webhire solution will provide 99% uptime in any calendar month. Unplanned system downtime averaged less than 1% for the last four quarters of 2004. Webhire has maintained this uptime percentage for over two years. The average response time between pages is less than three seconds.
- Webhire has released new functionality requested by customers 3 to 5 times a year.
- Upgrades include integration of existing customizations and custom reports.

### ***Client Customization***

- 99% of Webhire customers have customized the application either on their candidate interface (Corporate Career Center) or in the recruiter interface (Webhire Recruiter solution.)
- All customizations are scoped and rolled out during implementation and prior to the customer's go-live date.
- Requests for post-implementation customization have a turn-around time of 24 hours.
- System administrators may also configure the solution without having to contact Webhire, by using areas of the administration section.
- Webhire's client services team is responsible for customizing the solution for customers.

### ***System Scalability***

- Webhire's solution is built on a multi-tier, highly redundant, scalable platform delivered as an application service provider (ASP). Webhire's objective is to be as accountable as a single instance client/server implementation with the benefits of an ASP. Webhire is on target to meet this goal given the following statistics:
  - >99.8% system uptime.
  - Search results in less than 2 seconds.
  - Total system response time consistently less than 3 seconds.
  - Over 100,000 active users.
  - Over 400,000 jobs.
  - Close to 200,000 searches per month.

- Can support a 50% increase without significant upgrades.
- 2 million candidates visit customer's career sites each month.
- 10 million candidate profiles have been captured by clients.

### ***System Replacement and Data Migration***

- Webhire has implemented data migrations for thousands of customer of all sizes.
- The migration methodology is flexible enough to account for unique customer requirements such as a phased implementation approach, but structured enough to ensure integrity.
- Webhire can provide complete data migration services to move existing data such as valid data, applicants, resumes, requisitions and activities to the Webhire Recruiter database.
- Conversion is available with Oracle or SQL Server.
- Migrations are led by Webhire's technical product specialists who average over ten years of experience with applicant tracking migrations.
- Webhire professionals have executed migrations from the entire product line as well as many competitive products. They have been responsible for handling highly complex data sets and managed a variety of implementation projects based on the customer's needs.
- Webhire's technical project manager work closely with customer's implementation project manager to ensure a low risk, smooth transition that will enable faster return on value.

### ***Service Differentiators and Support***

- Webhire's approach to servicing customers is "The Customer Care Cycle". This proven methodology provides just the right balance of structure with flexibility. The approach provides a unique experience by thinking, planning and delivering well beyond the traditional implementation.
- Webhire's Customer Care Cycle methodology incorporates the measurement of key metrics such as time to adopt, return on investment and quality of hire.
- Throughout their life with Webhire, customers receive proactive interaction focused around key phases of implementation, adoption, achievement of recruitment goals and continuing success for all users.

### ***Implementation Support***

- Customers can be "live" on Webhire Recruiter in as little as six to eight weeks. More complex implementations involving a large amount of data migration or user training for large organizations can average 12 – 16 weeks.
- Webhire implementation teams are Webhire employees who are dedicated to the success of customers. Webhire does not employ third-party consultants.
- A Webhire project manager is assigned to the client and starts putting together a project schedule soon after the contract is signed. The number of planned resources will be determined at that time.

### ***Best Practices***

- After implementing Webhire Recruiter, Webhire continues to provide comprehensive customer support tailored to meet the organization's needs.
- Post-implementation support includes change management best practices, optimization training, account assessments, enhancement feedback reviews and end of year goal expansion sessions to evaluate the past year and plan for the next.
- In addition to the Customer Care Cycle, Webhire offers customized project management, training and consulting services to meet specific customer needs. These include ROI analysis, report strategy and development, data migration and integration services and resource augmentation. Clients access this information by interacting with their Webhire project manager and account manager, via the web, a webinar or during onsite visits.
- Additional costs for these services would depend upon the size of the organization and their contract terms.

***Help Desk Support***

- Technical support is available with a live technician Monday through Friday, 8:30 a.m. to 8:00 p.m. (EST).
- Support can be reached via email, phone or live chat from within the product.

***Other Support Services***

- Webhire's approach to customer service is to provide a cross-functional team of specialists that is coordinated and led by a dedicated account manager.
- All members of the account management team have an average of four years experience working with customers and are well versed in assisting customers with any challenges they may encounter.
- The account manager is a client's main contact at Webhire and is responsible for providing a company with the highest level of support.

**WetFeet**  
**WetFeet Recruiter**

101 Howard Street  
Suite 300  
San Francisco, CA 94105  
Phone: (866) 493-8333 (866-4-WETFEET)  
[www.wetfeet.com](http://www.wetfeet.com)

**Company Facts**

- Founded in 1994
- Headquartered in San Francisco, CA
- Less than 100 employees

**Major Clients**

- Federated Department Stores, parent company of Macy's and Bloomingdale's – retail, 110,000 employees
- Mervyn's – retail, 29,000 employees
- Leapfrog Enterprises Inc. – media, 860 employees
- Muzak – business services, 3,000 employees
- Emmis – broadcasting and cable tv, 2,500 employees
- Amegy Bank – banking/financial services, 2,100 employees
- Holland America – hospitality and travel, 5,000 employees

**Client Base**

- 74% of clients have less than 5,000 employees
- 11% of clients have between 5,000 and 20,000 employees
- 16% of clients have over 20,000 employees
- Approximately 180 corporate clients with 33 live installations

Client industries include: advertising, business services, consulting, financial service, health care, hospitality and travel, media, non-profit, retail and technology.

**Financial Overview**

- WetFeet is a privately held company.
- In business since 1994, WetFeet is backed by leading investors including Housatonic Partners and MDV.
- WetFeet will provide financial information at the request of prospective clients.
- Revenue: Additional information is available to prospective clients upon request.

**Solutions**

- WetFeet Recruiter targets small to medium sized corporations.
- Enterprise Interview Scheduler targets medium to large sized corporations.

**Core Solution Overview**

WetFeet Recruiter is positioned as a mid-market solution that delivers key recruitment management capabilities within a value-oriented pricing package. Key strengths and differentiating factors include:

WetFeet Recruiter's screening tools are powerful yet easy to use and enable companies to work with large volumes of candidate resumes and quickly focus on top talent. WetFeet Recruiter's advanced Enterprise Interview Scheduler™, with its candidate self-service module, simplifies the entire interview process - inviting, scheduling and communicating with candidates, providing significant time savings in high volume situations such as large seasonal hiring, and expediting interview scheduling for career fairs and campus recruiting.

With WetFeet Recruiter, clients will get an exceptional, comprehensive career website, not just a job search engine, developed based on years of research. The system design is based on years of research, so it is easy to use for both recruiters and job seekers. WetFeet Recruiter can be implemented quickly and easily, with minimal resource requirements for the client.

WetFeet is committed to 100% customer success and delivers high levels of client support. WetFeet aims to be a thought leader in recruiting. WetFeet's research, started in 1994, delivers top recruiting reports and methods, and is the basis for WetFeet offerings.

WetFeet Recruiter is delivered as a hosted Application Service Provider solution. Pricing is based on the number of employees in an organization and the modules purchased. Subscription pricing includes maintenance and support services.

#### **External Job Board Distribution**

- Recruiters can post jobs to hundreds of third-party job boards with the click of a button.
- WetFeet Recruiter integrates with two of the leading job posting gateway providers, TruStar Solutions and RecruitUSA, who provide automated posting services to hundreds of leading job boards, integrated directly into the WetFeet Recruiter desktop.

#### **Searching**

- Recruiters can also search by "Ideal Candidate Profile" which retrieves candidates that match the screening profile for a particular job

#### **Job Board Searches**

- WetFeet Recruiter creates a "Portable Job URL" for each job that can be posted to any third-party job board. Applicants who click the link will then be taken to the specific job application on your corporate site, and all applicant data will be captured in your private talent database.

#### **Web Mining**

- Not available.

#### **Demand and Supply Planning**

- Not available.

#### **Comprehensive Sourcing**

- Staffing Outsourcing Solutions provide offline resume processing services for WetFeet Recruiter clients so that paper, e-mail, and fax resumes can be imported into WetFeet Recruiter quickly, effectively, and accurately.
- WetFeet Recruiter plans to add resume-parsing functionality in late 2005.

#### **Dupe Detection and Management**

- By using WetFeet's job referral URL candidates can provide referral information when applying for jobs.
- Referral information is easily viewable from the candidate desktop allowing clients to quickly identify referred candidates.
- Recruiters can use the candidate search function to search by referred first name, last name, e-mail and company.
- WetFeet Recruiter is able to export referral information for reporting purposes.

## **Assessment and Screening**

### ***Prescreening***

- WetFeet Recruiter automatically pre-screens candidates against criteria specified by users.
- The system provides profile matching, keyword matching, and screening questionnaires and automatically routes candidates to the right recruiter.
- Recruiters have the ability to screen candidates on key facts such as industry experience, job classification, salary range, career level, location, etc and job specific questions.
- Job specific questions can be weighted and indicated as a “knock-out” question. Questions, their weight and the overall screening scale for a job can be changed at anytime and candidates will be rescored accordingly.
- Job specific question types include: free text, true/false, yes/no, numeric and multiple choice

### ***Other Assessments***

- Not available.

## **Background Checks and Drug Screening**

- Not available.

## **Workforce Diversity**

- WetFeet Recruiter allows clients to capture and track Gender and Ethnicity for candidates who apply to jobs. The collection of EEO information can be turned on/off on a job-by-job basis.
- The EEO information can be entered by the candidate (on an optional basis) upon resume submission, or by a user at any point in the process.
- WetFeet Recruiter provides the following EEO reports:
  - EEO/Candidate Flow Report - Displays aggregate gender and ethnicity information for candidates, grouped by job assignment(s) and filtered by application date.
  - EEO Productivity - Displays candidate flow through the recruiting process, segmented by gender and ethnicity.

## **Key Reporting Metrics**

- Metrics are viewable via WetFeet Recruiter’s reporting module. Users can segment data by requisition number, department, location, etc.

## **HRIS Integration**

- WetFeet Recruiter can be integrated with any HRIS system, using web services or file transfer.
- WetFeet provides access to WetFeet Recruiter web services APIs and detailed integration specifications for which clients can utilize to interact with directly with WetFeet Recruiter.
- WetFeet provides the appropriate candidate or job data in a pre-determined, file format for file transfer integration. WetFeet can also accept job and candidate data in the same format for import.
- WetFeet is currently in the process of conforming to the HR-XML industry standard.

## **Internationalization**

- WetFeet is currently operating for clients in the United Kingdom and South Africa.
- The user interface is available in English.
- Resume processing occurs in English.
- Currencies are supported for North America.

## **Architecture and Performance**

### ***Web Browsers Supported***

- Microsoft Internet Explorer 5.5 or better is supported for the recruiter facing application.

### **Roles and Permissions**

- WetFeet Recruiter provides a default set of standard roles, each of which can be customized. The default set of roles include:
  - Guest – view only access
  - User – manage candidates, view reports, view owned and shared jobs, create jobs and screening criteria
  - Job Librarian – manage job templates
  - Manager – View all jobs regardless of job owner, view reports
  - EEO Administrator - view candidate EEO data, view EEO reports
  - Web Admin – Manage website content and correspondence templates
  - System Administrators – manage users, change job ownership, create job-sharing relationships, delete jobs, access reports

### **ASP Environment**

- Hosting is provided by Qwest Communications Corporation Hosting and Access Services located in Sunnyvale, CA.
- Redundant Servers are available.
- WetFeet provides prospective clients with information regarding WetFeet Recruiter's disaster recovery plan and security architecture.
- WetFeet has participated in a voluntary technology audit performed by Dataway, a third-party. The process was focused on system security and the identification of any security holes. The audit revealed no material security concerns.
- WetFeet utilizes continuous real-time 24/7 monitoring by Keynote Systems, the leading web performance measurement and management service.
- WetFeet Recruiter consistently outperforms major indexes and in 2004 Keynote Systems rated WetFeet Recruiter's service availability at 99.89% - an extremely favorable comparison to the Keynote 40 Index of 93.74% for top business websites during the same period.
- WetFeet typically releases major updates four times per year and makes minor updates on a monthly basis.

### **Client Customization**

- All clients are currently running the same version of WetFeet Recruiter.
- On a release by release basis, WetFeet works with current clients to determine the impact of new features. If needed, WetFeet performs all conversion.
- All client implementations are configured to meet the needs of each client. The WetFeet Recruiter implementation team performs the configuration and set-up. On average, implementations take four to six weeks, although some client implementations have taken as little as one week.

### **System Scalability**

- While WetFeet Recruiter has the capability to support larger implementations, currently the largest client implementation has:
  - Over 1200 active users
  - Over 300,000 visitors a month
  - Over 1 million candidates

### **System Replacement and Data Migration**

- Many existing clients have migrated from either in internal or third-party ATS system.
- Actual conversion times vary by client. On average, implementations including ATS conversions take four to six weeks.
- ATS conversion projects are performed in house by WetFeet staff.



### **Service Differentiators and Support**

- WetFeet provides a series of training seminars via conference call to optimize use of WetFeet Recruiter.
- Additional training or training customization work is available and can be scheduled at a mutually acceptable time. Possible projects include customized training manuals, webinar presentations and on-site training.

### **Implementation Support**

- On average, implementations take four to six weeks, although some implementations take as little as one week.
- Implementation teams are typically comprised of the following, but may vary from client to client depending on scope, timeline and size of the organization.
- WetFeet team members include: Primary Implementation Manager, Web Designer, Quality Assurance Engineer
- Client team members include: Project Manager, Web/Graphic Designer

### **Best Practices**

- WetFeet's Strategic Services Group provides leading organizations such as HP, General Mills, Merrill Lynch, and Procter & Gamble with recruitment benchmarking and best practices research and consulting services.
- The recruitment best practices research conducted by the Strategic Services Group simultaneously represents a significant and continuous investment in recruitment best practices R&D to support and drive ongoing system enhancements for WetFeet Recruiter.
- WetFeet's corporate studies, such as Corporate Recruitment Websites 2005, are sold separately from WetFeet Recruiter but are available at a discount to WetFeet Recruiter clients.

### **Help Desk Support**

- WetFeet Recruiter includes email support, online help and 24/7 support for critical situations
- In addition to the core support services listed above, Enterprise clients receive toll-free telephone support to meet pressing business needs.
- A client's assigned account manager will be the first point of contact for all WetFeet questions. He/she will then involve additional WetFeet team members to address specific questions.
- A client's team will have the option of contacting WetFeet Technical Support via a toll-free number or e-mail address.
- Critical issues will page WetFeet support around the clock.
- Normal hours of operation are 8 a.m. to 5:30 p.m. (PST), excluding public holidays.
- Types of support include email and phone support.
- Support is available in English.

### **Other Support Services**

- Emergency 24/7 support and monitoring is present.
- A dedicated account manager is assigned to each account.

## Automated Sourcing Solutions

Two leading candidate sourcing technologies have been included in this guide, AIRS and Data Frenzy. These technologies have been embedded in a number of ATS, but can serve as a standalone alternative.

### **AIRS**

#### ***AIRS Human Capital Solutions***

Since 1997, AIRS has helped 70% of the Fortune 500 improve recruiting outcomes, drive employee performance, and lower career transition costs through the development and application of game changing technology and innovative learning solutions.

AIRS Solutions include:

#### ***AIRS Training***

From Internet Sourcing to advanced Diversity Recruiting tactics, AIRS is the largest and most respected recruitment training company in the world. With over 55,000 alumni, globally recognized certifications, and workshops taught in over 20 major cities every month, AIRS Training helps recruiters perform to the maximum potential!

#### ***AIRS Engage***

AIRS Engage is a groundbreaking recruitment CRM designed specifically to help recruiters grow and leverage their professional networks. Deployable instantly across any organization, AIRS Engage provides recruiters in both corporate and search organizations the sophisticated marketing and contact management tools they need to truly unlock the power of their professional relationships to find, qualify, and hire game-changing talent.

#### ***AIRS Oxygen***

AIRS Oxygen automates the time consuming task of candidate sourcing. Used by more than 500 corporations and executive search firms worldwide, Oxygen is enabling thousands of recruiters to spend more time working with hiring managers and applicants instead of searching resume banks, posting jobs, sourcing passive candidates, sending email, and entering data into an applicant tracking systems.

#### ***AIRS TalentPoint***

AIRS TalentPoint is a turnkey career site application that allows recruiters and job seekers alike to quickly and effectively manage the online recruiting process. Designed as a stand alone application or as an add-on to Oxygen, TalentPoint offers advanced 'apply online' features, candidate screening tools, online interview scheduling, as well as a sophisticated candidate database and marketing engine.

#### ***AIRS Atmosphere***

AIRS Atmosphere is a new enterprise platform that can extend the power of mentoring into any workgroup across your enterprise. Atmosphere can streamline your current mentoring and professional development initiatives and provide powerful new solutions for diversity, recruiting, retention, succession, mergers, and operational improvement.

#### ***AIRS Horizons***

AIRS Horizons is an effective, highly personal and affordable alternative to traditional 'brick and mortar' outplacement. Built around the most sophisticated and powerful web based career transition platform on the market, AIRS Horizons has helped more than 16,000 displaced workers take the next step in their career while saving their sponsoring organizations more than \$10 Million in outplacement fees.

## **Data Frenzy**

Data Frenzy, a database technology company founded in 1996, provides seamless job board connectivity for Applicant Tracking Systems (ATS's) and their Clients. From within the ATS a Client can post and manage jobs on virtually every job board. Updates and deletions of jobs from the ATS are transmitted to Data Frenzy; upon receipt from the ATS Data Frenzy updates the database of each job board where the job was posted. The ability to update and delete jobs is unique to Data Frenzy; no other job distribution company has this amount of control over each job posting. Unlike users of other job distribution companies, Data Frenzy Clients are not burdened with reviewing resumes for inactive jobs.

Further distinguishing Data Frenzy from all other job distribution companies is the advanced technology to receive, process, and upload resumes directly to the Client's ATS (with no manual intervention). Every resume submitted via eMail to a Client's job posted by Data Frenzy is received, processed and transmitted to the Client's ATS for automated seamless import. With 100% accuracy each resume is attached to the specific requisition to which the Candidate applied, and the exact source (job board) is automatically transmitted to the ATS. Without this resume processing technology Client's are forced to direct all resumes to individual staff members who are required to manually insert resumes into the Client's ATS. As a result, the resumes of good Candidates (yet not in consideration for the submitted requisition), are deleted prior to the manual upload process.

With Data Frenzy a Client staff member can remove a Candidate from consideration for a specific job requisition, but the Candidate was automatically inserted into the ATS database, and is available to all other staff members for other job requisitions. Because the import process is automated, resumes that otherwise would have been deleted by staff members without the time to import them into the Client's ATS, are in the Client's ATS searchable database. Unlike competitors not using Data Frenzy, each Data Frenzy Client builds a proprietary database of Candidates consisting of all resumes received from all job postings. As a result, each Data Frenzy Client has access to a proprietary database of Candidates who are no longer "actively" seeking employment.

The creation of a "passive" Candidate database, simply by using Data Frenzy for job distribution, is a significant competitive advantage.

## Sample RFI

Insert Your Company Logo

**Vendor Name**  
Vendor Contact Name

Internal Contact Name  
Internal Contact Group  
Internal Email Address  
Internal Phone Number

### Project Name ATS Request for Information

Our goal is to better understand your capabilities relative to our business needs. The project team will review your answers and use them to identify a shortlist of contenders, which we would like to invite to participate in our RFP process. Please keep answers brief.

Please contact (your company's contact name) at (phone number) or (email address), if you have any questions about the RFI or about the project. Responses are expected no later than (time, date).

Question	Instructions	Response (In some cases an example has been provided)
<b>Company Overview</b>		
Company name?		
HQ address?	City, State/Province/Country	
Main phone number?		
Website URL		
Founding year?		
Company size?	Approx. # of worldwide employees	
Number of clients?	How many <i>companies</i> do you have as active clients?	
Typical client size	Do you primarily target small (<5k employees), medium sized (5k-20k) and or large (>20k) corporations? Estimate the percentage of clients in each size category.	
Product name(s)?	List all of your ATS products. Note if the ATS product targets small, medium or large corporations. <b>Bold</b> the core product – that is, the one product that you will describe throughout this document.	
Financial overview?	Public or private? Owners/investors? If VC-backed, note number of rounds & amount of capital raised? Is your financial data available to prospective clients? What was your company's revenue in 2004?	
<b>Solution Overview</b>		

Question	Instructions	Response (In some cases an example has been provided)
Core product?	Please note the product name (again) of the product that you will focus on for the remainder of this questionnaire.	
Generation?	How many generations of your software have been released (e.g., 3 <sup>rd</sup> generation)?	
Core product context and differentiators?	200 words or less. Use complete sentences. Focus on key differentiators rather than a general description of the product or a general description of your company. If your ATS is part of a broader suite (e.g., TMS, TAS, WM, TWA), please describe. If you offer add-on components or the core product is part of a family of related products, please explain here.	
Major clients currently using your core product?	Limit to 8 clients Note client name, type of industry and estimated number of client employees	
Client industries currently using your core product?	List the industries. If you <i>target</i> specific industries (e.g., retail, healthcare), please note.	
Sell as ASP in hosted environment and/or licensed software?	For your core product, do you offer one or both platforms? Approximately what percentage of clients are on each platform?	
Pricing models?	Indicate how you price your product (e.g., flat fee, per user, per employee, per recruiter, per resume, per hire). Describe pricing for both ASP and licensed software if you offer both.	
Demo available?	List URL for online demo and/or contract name, telephone number and email.	

<b>Differentiating Functionality</b>		
Applicant types supported?	<p>Which types of applicants are supported by the system:</p> <ul style="list-style-type: none"> <li>▪ Perm/Direct</li> <li>▪ Contingent workers</li> <li>▪ Temp-to-Hire</li> <li>▪ Hourly, salary, executive, fixed fee</li> <li>▪ Full-time, part-time</li> <li>▪ Others (e.g., campus, consultants/project)</li> </ul> <p>Note if additional add-on components are required to support the above.</p>	
<b>Candidate Experience</b>		
General	Please provide a general description of functionality available to the candidate, e.g., profiles, apply online.	
Candidate registration?	<p>How many pages does the candidate have to complete?</p> <p>How long does the process typically take to complete?</p> <p>What proportion of the fields is mandatory?</p> <p>If you support parsing, are candidates able to edit the results?</p>	
Drop-off rate?	What is the drop-off rate of candidates coming to your site from external sites, such as job boards?	
<b>Demand Planning</b>		
Demand and supply planning?	<p>How does your software help manage demand?</p> <p>At what level is demand identified &amp; tracked (e.g., job title, location, skill/competency level)?</p> <p>If a competency model is needed, is this supplied by you or by the client?</p> <p>How is supply reported relative to demand? Are gaps identified?</p> <p>How is progress toward the plan reported?</p>	

Automated Job Posting		
Job library?	<p>Store templates? Allow job requisitions to be cloned?</p> <p>Elegantly allow customization of requisitions by business unit, job type, location, etc?</p>	
Corporate career site?	<p>Describe the functionality offered to jobseekers (e.g., browse, search, apply, update, submit resume, and view status)?</p> <p>What aspects of this workflow are configurable by your clients?</p> <p>Can users upload additional docs (e.g., cover letter, sample work products)?</p>	
Internal mobility?	<p>Does the solution manage the internal job board?</p> <p>How does the workflow differ for internal candidates (e.g., job posting, candidate access, prioritization, and communications)?</p>	
External job board distribution?	<p>How long does it take to post jobs on third-party job boards?</p> <p>Which job boards have you already integrated with?</p> <p>How do you manage usernames, passwords and posting budgets?</p> <p>How do you keep the interfaces up to date?</p> <p>How do you simplify editing and deactivating job boards?</p> <p>How do you manage secondary job board postings?</p> <p>Direct interfaces or use third-party vendor(s)? If third-party, please name.</p>	
Sourcing coordination?	<p>Can different source groups receive the job posting at different times? Is the trigger manual or can it be scheduled (e.g., post to corporate site 5 days after intranet site)?</p>	



Comprehensive Sourcing		
Resume parsing (data extraction and processing)?	<p>Is parsing supported?</p> <p>Do you use a proprietary or third-party component? If third-party, please name.</p> <p>What document types are accepted (e.g., email, hardcopy, PDF, HTML, Word)?</p> <p>From which locations can resumes be loaded into the system (e.g., corporate career site, fax, email, local drive, shared drive)?</p> <p>How do you ensure accuracy &amp; consistency?</p>	
Source tracking?	<p>Briefly describe how your solution tags and reports source effectiveness.</p> <p>Can sources be auto-tagged?</p> <p>Is tracking by both by specific source and by source group?</p>	
Dupe detection & management?	<p>How are duplicate candidates identified?</p> <p>How are duplicate records handled (e.g., linked, consolidated)?</p> <p>Are multiple resumes allowed for a single candidate?</p>	
Referral management?	<p>How does your system enable referral management (e.g., submission, validation, tracking, payment tracking and reporting)?</p> <p>How is the payroll application notified of the referral payment?</p>	
Third party recruiter / agency management capabilities?	<p>Describe the scope of vendor management functionality you offer (e.g., submission, communication, status, contract management).</p> <p>Does your system allow third-party vendors to see a consolidated view or do they maintain multiple candidate identities?</p>	
Contingent workforce management integration?	<p>Does the ATS provide contingent workforce management capabilities? Please describe.</p> <p>Which third-party VMS systems have already been integrated with your ATS?</p>	
Other sourcing features?	<p>Please explain (e.g., supplier diversity, support multiple candidate pools, support for anonymous candidates).</p>	

<b>Advanced Searching</b>		
Recruiter search and/or match capabilities?	<p>Do you use a proprietary or third-party component? If third-party, please name.</p> <p>Do you have conceptual search?</p> <p>What other types of search do you support (e.g., keyword, fielded, Boolean)?</p> <p>Can the user weight criteria?</p> <p>Note related search features (e.g., saved searches, scheduled agents, highlighted keywords, clone candidates, deactivate candidates from future searches).</p>	
Search job boards?	<p>How does the system support sourcing candidates from job boards?</p> <p>How is login managed?</p> <p>How selected candidate resumes automatically loaded into your system?</p> <p>Are the job board search results integrated into the database search results?</p>	
Web mining?	Does the system support web mining through other third-party tools or proprietary spidering functionality?	
Other searching differentiators?	Please explain (e.g., artificial intelligence, desktop searching).	
<b>Assessing &amp; Selecting</b>		
Prescreening questions?	<p>What is the prescreening process?</p> <p>Can I change questions, weights, process and create “knock-out” questions?</p> <p>Can I use a database of validated third-party questions?</p> <p>Which 3<sup>rd</sup> parties do you have proven integration with (e.g., ePredix)?</p> <p>How does your system ensure unbiased and consistent hiring?</p>	

<p>Other assessments?</p>	<p>What other types of assessments and third-party vendors have been integrated into the system (e.g., skill, behavioral / personality profiling, competency assessments)?</p> <p>Are both candidate answers and results exchanged with the third-party vendor? Do you use HR-XML?</p>	
<p>Background checks &amp; drug screening integration?</p>	<p>Which third-party vendors have been integrated with your system?</p> <p>Can checks/screens be requested via your system?</p> <p>Are status updates received?</p> <p>Are summary and/or detailed results received?</p> <p>Do you use HR-XML?</p>	
<p>Workforce diversity?</p>	<p>How does your system enable companies to meet their workforce diversity goals?</p> <p>How and when is diversity data collected?</p> <p>Can data be collected from candidates that have not applied directly?</p> <p>What diversity programs are supported (e.g., EEOC, OFCCP, AA, WOTC, WTWTC) in terms of tracking and reporting?</p>	
<p>Reference checks?</p>	<p>How are reference checks handled by the system?</p>	
<p>Email &amp; scheduling integration?</p>	<p>Briefly describe proven integration capabilities with popular email &amp; scheduling applications (e.g., Outlook, Lotus Notes)?</p>	
<p>Interview questions?</p>	<p>How does your system help identify relevant interview questions?</p>	
<p>Hiring collaboration?</p>	<p>How does your system enable collaboration?</p> <p>What processes utilize collaboration (e.g., gather resume feedback, interview feedback)?</p> <p>Do users sign-on to the system or collaborate via email?</p>	
<p>Scoring &amp; ranking?</p>	<p>How does the system present a unified and complete view of the candidate based on their application and screening?</p>	
<p>Other screening types or selection strengths?</p>	<p>Please explain (e.g., tax screening).</p>	

Configurable Workflow & Reporting		
Customizable field names?	<p>Are field names changeable?</p> <p>What type of user is able to change field names (e.g., IT, business user, consultant or not possible)?</p>	
Candidate relationship management	<p>How does the system enable for paper and email letters to be sent to candidates?</p> <p>Can both ad hoc and automatic triggers be set-up (e.g., auto acknowledgements)?</p> <p>Can group updates be sent to a candidate pool?</p> <p>Proactive alerts to users about status or new job requisitions (e.g., job agents for notifying candidates of new job orders)?</p> <p>Set-up opt-in email campaigns for applicants to enable candidate marketing?</p> <p>Can ad hoc distribution lists be set-up?</p> <p>Is a candidate history maintained?</p>	
Hiring management?	<p>Can recruiters/users create their own homepage? What can they customize on their homepage?</p> <p>Can ad hoc candidate folders and tasks be created?</p> <p>Does the system provide the ability to update multiple records simultaneously?</p> <p>Can additional candidate documents be uploaded and attached to their profile?</p>	

<p>Configurable applicant process / workflow?</p>	<p>What processes are configurable (e.g., requisition approval, offer approvals)?</p> <p>What aspects of the automated workflow are configurable (e.g., process steps, event triggers, statuses, screening criteria, levels of approval, other business rules)?</p> <p>At what level can workflows be defined (e.g. by job function, location, workgroup, business unit)?</p> <p>Describe how workflow changes are accomplished in the system (e.g., templates, override).</p> <p>Can updates to multiple workflows be made at the same time?</p> <p>Does the vendor or client usually make changes? What skills are required?</p>	
<p>Flexible reporting engine?</p>	<p>About how many canned reports do you offer?</p> <p>What sort of reporting workflow do you offer (e.g., scheduled reports, auto email distribution)?</p> <p>Do you use a proprietary or third-party component? If third-party, please name.</p> <p>What skills are required to create a custom report (e.g., none it is web-based, Crystal Reports)?</p> <p>About how long does it take to create a custom report?</p> <p>Can data be exported into common formats (e.g., CSV) for analysis using other tools (e.g., Excel) or systems?</p> <p>What analysis tools do you offer?</p>	
<p>Key metrics?</p>	<p>What are the key metrics that the system automatically tracks?</p> <p>Do you offer scorecards?</p> <p>How can key metrics and cycle times tracked (e.g., by req, by order, by department)?</p>	

<b>Onboard</b>		
Onboarding?	How does your system enable companies to easily onboard employees?	
HRIS integration?	Which HRIS applications have you integrated with? How long does it typically take? Do you use industry standards, e.g., HR-XML or have your own? How do you ensure integration goes quickly and smoothly (e.g., module) Will you provide detailed integration specification to prospective clients?	
<b>Internationalization</b>		
Multinational client base?	How many clients do you have that use your software in multiple countries?	
In which countries is your software currently operating in a production environment?	We are trying to understand your level of experience and support for different contracts, privacy and security regulations, please identify those countries where your software is currently in operation.	
User interface languages?	Please list the languages in which your candidate and client facing user interfaces have been translated? Note if you have double byte capabilities.	
Resume processing languages?	What languages do your resume processing currently support?	
Enable global recruitment?	Which currencies does your system support? Multiple date/time formats supported? Other localization features?	
Expansion plans?	What are your global expansion plans for the next 12-24 months?	

Architecture & Performance		
Web browsers supported?	Please list browser name and version(s).	
Permissions & privileges?	How many user roles does your system support? What are they?	
ASP environment?	<p>If you ASP, where is the application hosted?</p> <p>If you use a third-party, please name.</p> <p>Do you have redundant servers? If yes, who hosts them and where are they located?</p> <p>Will you provide prospective clients with detailed documentation on your disaster recover plan and security architecture?</p> <p>How often do you have independent audits of your infrastructure and application integrity?</p> <p>How do you ensure database, application and connectivity level security?</p> <p>What is your system availability? Web page down load response time? Search response time?</p> <p>How often do you rollout system updates/releases?</p> <p>Are all clients running on the same version of your software?</p> <p>What happens to configurations and customizations when software is upgraded?</p>	
Client customization?	<p>What percentage of your implementations have client customizations?</p> <p>How have you architected your solution to ensure speedy customization?</p> <p>Who typically customizes your software (e.g., clients, you, consultants)?</p>	
System scalability?	<p>How many users does your largest implementation currently support?</p> <p>How many hits per month can your largest implementation support?</p> <p>What is the size of database that your largest implementation supports?</p>	
In-house development staff?	<p>How large is your software development and testing organization?</p> <p>Where is your development organization located?</p>	



<b>System Replacement &amp; Data Migration</b>		
ATS replacement projects?	<p>How much experience do you have migrating customers from existing ATS to your ATS?</p> <p>How long is the typical conversion process?</p> <p>What are the key components of the ATS change out?</p> <p>What processes, tools, etc. have you implemented to streamline the process?</p> <p>Does your professional services team or a consulting partner typically manage these projects?</p>	
<b>Implementation, Training, Service &amp; Support</b>		
Product development planning?	<p>How do you determine your functionality release plan?</p> <p>How do customers participate in identifying and/or prioritizing features for review?</p> <p>How are client requests factored into the overall product plan?</p>	
Service differentiators?	<p>100 word limit.</p> <p>Please focus on key differentiators rather than a general description of the service.</p>	
Implementation support?	<p>From contract signed to “go live”, how long to implement your software, on average?</p> <p>Are implementation teams primarily self-run client teams or consulting projects?</p> <p>How many resources are typically involved?</p>	
Best practices?	<p>Briefly describe additional best practice resources you offer to clients.</p> <p>How do clients access this information (e.g., website, webinar, training, site visits)?</p> <p>Is there a charge for this information/ services?</p>	

<p>Help desk support?</p>	<p>Briefly describe:</p> <ul style="list-style-type: none"> <li>▪ Hours of operation (incl. time zones)</li> <li>▪ Types of support (e.g., telephone, live chat, email)</li> <li>▪ Languages supported.</li> </ul>	
<p>Other?</p>	<p>Briefly describe any other types of support that you offer, e.g., dedicated account management, weekly continuous improvement calls.</p>	

## Glossary of Terms

Following is a general list of acronyms and terms that you may come across in your ATS search. By no means is the glossary complete. Language is constantly in flux and new terms and acronyms are constantly appearing.

Term	Acronym	Definition
Affirmative Action	AA	Federal polices designed to assist with elimination of discrimination based on race, color, religion, sex or national origin.
Applicant Tracking System	ATS	System designed to assist with the pre-hire phase of employment. Manages job postings, data collection, etc. to match prospective candidates to open positions.
Application Service Provider	ASP	A company who provides remote access to software applications to companies who do not want to purchase or manage the software directly
Balanced Scorecard		A concept developed by Robert Kaplan and David Norton, PhDs to enable organizations to clarify their strategy and create action plans. The goal is to tie business performance to organizational strategy by measuring financial performance, customer knowledge, internal business process and learning & growth.
Best Practices		Ways an organization can empower themselves by leveraging positive outcome opportunities across the company to improve operational performance.
Cost Per Hire		Evaluation of average cost incurred in recruiting and hiring a new employee. Factors involved may include relocation costs, advertising/job board fees, interview expenses, referral bonuses, recruitment staff compensation, skills assessment, background checks and pre-employment screening.
Customer Relationship Management	CRM	Product designed to assist with managing the customer through the sales cycle and providing improved customer support. The system may make communicating across an organization easier.
Human Resource Information Systems	HRIS	Typically a database system which manages an organization's HR-related information. Used interchangeably with HRMS.
Human Resource Management	HRM	Structure within an organization that manages HR-related information.
Human Resource Management System	HRMS	Typically a database system which manages an organization's HR-related information. Used interchangeably with HRIS.
Human Resources - Extensible Markup Language	HR-XML	Standard developed by the human resources community to facilitate the automated exchange of data between human resources applications and organizations.
Job Board		Website where a job may be posted.
Office of Federal Contract Compliance Programs	OFCCP	Part of the federal Department of Labor Employment Standards Administration. Responsible for ensuring that companies doing business with the federal government follow non-discrimination practices.
Pre-employment Screening/Testing		Verifications, checks and tests that candidates undergo in advance of being hired. May include background checks (employee identity, work history, criminal history, credit history, driving record, or education), drug screening, skills

Term	Acronym	Definition
		assessment and other assessments.
Request for Information	RFI	Questions sent to a vendor to investigate and determine whether it will be a suitable fit to shortlist and request a detailed project bid.
Request for Proposal	RFP	Document sent to a vendor that includes a list of questions inciting an in-depth look at specific business requirements.
Safe Harbor Certification		Safe Harbor, created by the federal government in consultation with the European Commission, was a way to allow US companies to do business within the European Union after the European Commission's Directive on Data Protection (prohibits the transfer of personal data to non-European Union nations that do not meet standards for privacy protection) was passed.
Service Level Agreement	SLA	Agreement between two parties describing the level of acceptable performance.
Time-to-hire		Measurement of time to fill an open requisition. It may be measured from time a job requisition is submitted by the hiring manager to the point a new employee begins their position.
Work Opportunity Tax Credit	WOTC	A federal income tax credit to encourage private companies to hire targeted groups of job seekers by reducing employers' federal income tax liability.
Welfare to Work Tax Credit	WTWTC	A federal income tax income tax credit to encourage employers to hire long-term family assistance recipients who started working between Dec. 31, 1997 and January 2006. Administered under the WOTC certification procedures.

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