BUILDING A ROBUST CLOUD TEAM FOR DIGITAL ADVANCEMENT

Industry: Insurance

An internationally recognized award-winning global insurance company specializing in the provision of diverse insurance and reinsurance products and services. With a dynamic, distributed workforce exceeding 5000 employees, it has earned prestigious accolades, including recognition as Top Insurance Employers 2023 and the distinguished title of Specialty Reinsurance of the Year among other notable achievements.

Roles Filled:

- Cloud Azure Infrastructure Lead
- Cloud Azure Infrastructure Architect
- Cloud Azure Engineer
- IAM Lead

- Azure/Active Directory Lead Support Engineer
- Azure Engineer (Consultants)
- PAM/PIM Engineer
- O365 Support Lead

Challenges:

- Fill critical cloud positions to accomplish digital innovation
- Restricted cloud talent available
- Overwhelming number of inbound unqualified applications from client job postings
- 99% irrelevant applications
- Absence of internal specialized TA expertise to prescreen tech skills.
- Decrease in employee productivity due to lack of support
- Distraction from critical projects - hiring manager's time to engage in resume screening and interviewing candidates

Impact:
- Average Time-to-fill 20-35 days across cloud open roles
- Saved 7-8 hours per week of manager's time spent on resume review and interviews
- Increased high-caliber, relevant talent pipeline by 80%
- Structured organized process improving client HR efficiency
- Quality of Hire. Improved retention rate by 40%
- Cost saving

SITUATION

In the past decade, our client underwent several mergers and acquisitions resulting in a fragmented technology landscape. With a recent change in company structure, a new leadership was appointed, placing a primary focus on modernizing legacy systems. To ensure the success of this digital transformation, the IT strategy pivoted to a cloud-first roadmap. To execute this strategic shift, the infrastructure and identity access management teams needed to fill several critical cloud positions.

CHALLENGE

Our client's internal HR featuring a small talent acquisition team was already struggling to fill several open positions. The recruitment challenge intensified when it came to sourcing professionals for crucial cloud roles, necessitating a comprehensive recruiting strategy. The TA team struggled to source cloud computing and IT infrastructure professionals with in-demand niche skills who effectively fit with the existing company culture. The standard methodology of posting on their career site and other specialty platforms proved unsuccessful. Despite generating an influx of over 100 applications each day, 99% of them were irrelevant to the role. Compounding the issue, the TA team lacked the necessary technical acumen to thoroughly screen those applications. As a result, a large number of resumes were forwarded to the hiring manager, consuming valuable time that could have been dedicated to more critical and pressing tasks.

As the open roles in our client's teams persisted, frustration among the hiring managers grew, leading to a decline in the teams' productivity. Recognizing a need for a strategic recruitment solution, the managers, in collaboration with HR, decided to enlist our firm as their recruiting partner. The goal was to efficiently source the best cloud talent on the market, present their employer brand and qualify applications to increase efficiency in the process.

OUR APPROACH

Given our track record of successfully filling hard-to-fill technology roles across groups, our firm was selected to work on several of these critical positions. Collaborating closely with the infrastructure and identity and Access Management team, our TA team developed a detailed requirements analysis based on desired niche skillset, soft skills, company UPS and culture fit.

Following an extensive in-depth research and discovery phase, our team recommended bringing in two Azure cloud engineer/devOps contractors to address the urgent parts of the project. Our market insight indicated that sponsorship would be required for this specialized talent, allowing for a timely solution while the search for full-time Azure engineers without sponsorship to work in the U.S continued. This solution ensured quick onboarding, enabling the contractors to contribute immediately without a learning curve. In alignment with the talent market intelligence report presented, our client was flexible for fully remote infrastructure Azure lead, IAM lead, PIM/PAM Engineer across the U.S. However, for the Azure/Active Directory Lead Support Engineer, Azure Architect and O365 Support Engineer, although still offering remote flexibility, the client mandated individuals residing on the east coast in close proximity to their office locations.

The in-depth research and discovery served as a cornerstone, providing a strong understanding of the technical requirements and candidate persona. Armed with this information, our recruiting team was poised to initiate the search, leveraging the expertise within our firm's internal cloud practice. Guided by our industry-leading cloud market specialists, our TA team received insights into performance objectives for each

role, along with valuable references. To assemble a highly qualified pipeline of cloud talent, we tapped into our extensive network of our firm's cloud specialists and cloud partners, past and present cloud professionals with whom we had collaborated. Within a week, we successfully identified 4-7 candidates for each role.

Our thorough process involved a 45-minute prescreen followed by a comprehensive 60-minute virtual meeting with our cloud practitioners. This deep dive allowed us to fully understand the candidate's experience, skill sets, aspiration, and personality traits. Utilizing our expertise, we adeptly positioned our client's mission, vision and to effectively headhunt and attract top-tier candidates. The top three candidates, carefully selected through our rigorous process, were presented directly to the hiring manager for review.

IMPACT

Each candidate made it to the final interview, reflecting an exceptional ratio of submission to interview. Notably our average time to fill ranged from 20-35 days across cloud open roles. This efficient and effective recruitment process not only saved our client considerable time and money but provided our stakeholders with peace of mind regarding the quality of service delivered, resulting in a significant return on investment, a testament to the success of our recruitment process. Our ultimate compliment of our recruiting process and the exceptional cloud talent we placed was evident when one of the hiring managers expressed: "Efficiencies from the new azure employees are so significant that we have already recouped the value of investment."

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