



The Goodyear® Tire and Rubber Company Discovers Key to Successful Outsourcing Partnership

ADP's RPO Solution

When Goodyear inked an end-to-end recruitment process outsourcing deal with ADP in 2009, Goodyear's HR leadership embraced the challenge of creating a successful partnership built on communication, technology and trust. With more than one hundred years of history and the reputation as a global innovator, Goodyear sought to capitalize on its storied history and strategic vision by re-implementing its recruiting and hiring process in North America.

Now several years into the partnership, this global industry leader is seeing positive end-to-end results. Based on well-calibrated Service Level Agreements (SLAs), Goodyear and ADP consistently see improvement in key measurement areas including average days to offer, diversity outreach, turnover and quality of hire. While these achievements owe themselves to a number of factors, the initial commitment to partnership and process still serve as the foundation for success.

Leading the Change

"We understood early on that a successful outsourcing partnership was a two-way street and the ability to be open and flexible was key," said Chastity Duskey, Manager of Talent Acquisition at Goodyear. "When we hire someone new into the organization, we recognize there will always be a learning curve in the beginning and it was the same for our RPO partnership."

Early on, Goodyear invited core team members from ADP to attend a three-day new hire orientation program, providing education on the entire company and insight into how each area of the business directly affects Goodyear's overall performance. Additionally, the ADP team members met with key business and HR leaders and spent time with current employees to learn about their experience during their candidacy for employment. As the two companies got to know one another on a deeper level, it became evident Goodyear's RPO team inherently found itself becoming an internal employee of Goodyear.

"By strategically integrating the ADP team members as much as we could into our internal culture and day-to-day life, they became better equipped to truly understand what Goodyear is all about," noted Duskey.

Today, this continues to enable ADP to deliver services at an increasingly higher level of quality. Most notably, ADP initiated a major change within its internal administrative delivery model, moving from a purely scalable team of resources to a dedicated team which continues to improve performance by increasing efficiencies and raising HM satisfaction from Goodyear.

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RPO Case Study - Goodyear

Championing the Partnership

Understanding that process change is never easy, Goodyear's senior leadership works closely with ADP to keep open lines of communication at all times through daily and weekly phone calls and on-site process reviews. Equipped with strong data, metrics and technology tools, Goodyear leaders are adeptly able to assist in educating, informing and helping internal staff see and understand the partnership value as challenges arise.

"Our messaging both internally and externally is very consistent in that we refer to any staffing activity as a function of Goodyear's recruitment process. This is not a function of any one group taking ownership of the hiring activity for Goodyear, it is Goodyear taking ownership of its own hiring activity," said Duskey.

Standardized and ad-hoc reporting data effectively depicting key hiring performance metrics both internally and externally, allows ADP to consult, educate and partner with key stakeholders by providing concrete documentation of the "true story." This also enables continuous improvement opportunities and increased levels of buy-in from hiring managers and HR leaders. Custom reports utilized to accomplish this goal include a sub-cycle time, source of hire, requisition trending and overall requisition health.

Furthermore, weekly reports aid Goodyear's HR partners in moving candidates through the process and a custom portal built for hiring managers and HR business partners allow any stakeholder to receive a real-time snapshot of a given requisition's pipeline, create a new requisition, provide interview feedback, schedule an onsite interview and generate customized offer letters.

Sustaining the Success

By committing to a true partnership and working together as a team, ADP has assisted Goodyear in placing, on average, over 5,000 internal and external associates per year. "The ultimate success of this partnership would not have been possible if each stakeholder was not fully committed to the strategic and efficient goals initially laid out upon implementation," Duskey concludes. "Goodyear continuously strives for innovation in our hiring process and ADP works with us to further raise that bar." •