

# CORPORATE RESUME DATABASE HELPS IDENTIFY INTERNAL TALENTS, SKILLS AND CAPABILITIES TO SUPPORT BUSINESS DEVELOPMENT EFFORTS

## ARINC

ARINC provides a variety of information and communications systems and services for companies and government agencies involved with airports, aviation, defense and surface transportation. Headquartered in Annapolis, Md., ARINC has 3,200 employees located in more than 100 offices around the world and serves customers in 140 countries. Website: [www.arinc.com](http://www.arinc.com)

Recognizing that getting the right people in the right job at the right time is critical to success, and that its greatest asset is people, ARINC set out to improve its ability to rapidly identify employee skill sets and redeploy existing talent for critical openings within the company when service projects ended and new opportunities arose. With increased global competition, the company also recognized the need for better access to its talent pool to more effectively identify internal strengths and capabilities during the proposal process to support new business initiatives.

Expanding its web-based recruitment technology solution, Kenexa 2x BrassRing<sup>®</sup> to include a corporate resume database, ARINC is now able to rapidly locate and proactively recruit talent from anywhere across its global organization and immediately assess the skills and capabilities it has access to before searching externally. By proactively recruiting employees—people familiar with the company's technology, processes and culture—the organization is able to more effectively use its internal resources, increase productivity, and offer new and challenging career development opportunities to employees while positively impacting the bottom line.

Headquartered in Annapolis, MD, ARINC provides a variety of information and communications systems and services for companies and government agencies involved with airports, aviation, defense and surface transportation. Its offerings include air traffic management systems, aircraft testing equipment, baggage systems, intrusion detection devices, satellite testing equipment, and specialized radios and communication networks, as well as engineering and network design services. Originally named Aeronautical Radio, Inc., and acquired by the Carlyle Group in 2007, ARINC has 3,200 employees located in more than 100 offices around the world and serves customers in 140 countries.

Like other service organizations, ARINC is focused on recruiting high quality talent to build and sustain its contracting teams. As projects are completed, and as new contracts are awarded, ARINC also needs to effectively redeploy existing staff to effectively meet business demand and retain its top talent. That means knowing what skill sets and capabilities it has access to internally, as well as what capabilities it may need to search for outside the organization.

Although ARINC replaced its client-server applicant tracking technology in 2002 with a web-based solution from Kenexa, an IBM Company, it continued to maintain a separate resume database containing only a portion of its defense contracting employees' resumes. Realizing that being globally competitive means having access to all its talent 24-hours-a-day, seven-days-a-week, ARINC turned to Kenexa to "build a database within a database" and establish a corporate resume repository with robust search capabilities that could be accessed by the company's project leaders and managers around the world.

"We have been a 2x BrassRing customer for many years and wanted to continue to build upon the solution," said Stacy Silverthorn, Manager of Strategic Staffing for ARINC. "We realized the value of proactively recruiting our own employees and the advantages associated with sourcing candidates internally. Number one, ramp-up time is quicker because the employee is already familiar with ARINC technology, our way of doing business, our culture and our systems. And, number two, when you don't have to start the process from the beginning, it is much more cost effective."

"When you are able to recruit existing employees who are already trained, that saves time and money," said Silverthorn. "It also improves

employee morale and retention when you are able to redeploy people to new areas in the organization. When we contact our employees directly about key opportunities, we send the message that we value their contribution and are committed to their career development at ARINC. They also see that there are opportunities for them within the company."

Realizing it needed better access to its talent pool, ARINC looked at expanding its recruitment technology solution from Kenexa to include a corporate resume database.

"We wanted to replace the client-server database with something that was web-based, would support complex search strings, and would not cost us additional money to implement," added Silverthorn. "Since we already had Kenexa 2x BrassRing set up for recruitment technology, we knew we would be able to incorporate all the employee resumes with minimal additional cost, and at the same time, gain the advanced capabilities that would enable us to identify skill sets and capabilities across the organization."

Already familiar with the benefits of web-based recruitment technology—increased visibility into job candidates, better access to information and a consistent system to be used across the organization—ARINC anticipated similar improvements by establishing the corporate resume database within 2x BrassRing.

"When we transitioned to Kenexa's state-of-the-art recruitment technology, we implemented it globally so all our recruiters were on the same system," said Silverthorn. "The benefit of having one system is that we are able to reallocate recruiting resources as workloads shift, provide access to all the same candidates and associated notes, and have a consistent hiring process for every applicant worldwide. By incorporating the corporate resume database, we would gain robust search capabilities to locate internal talent, and our project leaders and managers could have access to the database regardless of what time zone they were located in."

While resumes stored in the client-server database were being transitioned to 2x BrassRing, ARINC embarked on a company-wide communication program to tout the benefits of a corporate resume database, both for the employee and for the business. The HR team coordinated presentations that showed the value for the employee in creating a corporate resume, as well as how it would help the company strengthen its competitive edge.

"Long-term employees who didn't have a resume worked with resume coordinators to create a profile for the database. We helped them understand the importance of creating a resume," said Silverthorn. "By having a corporate resume in the database, employees would be proactively contacted for key positions that they were qualified for, and could then choose whether or not to pursue these opportunities. Including their resume in the database also helped strengthen the company's position when bidding new business by enabling us to leverage the skills of our entire organization. When we are able to secure new business based on the talent of the people in our company, our employees benefit by working for a stronger, more competitive organization."

In less than a year, nearly 90 percent of all employees have created a resume for inclusion in the database. For new hires, they are required to submit a corporate resume within four weeks of onboarding. Notes Silverthorn, the biggest benefit of building the corporate resume database is immediately knowing not only what skills the company has access to, but where those skills are located within the company.

"From a business development perspective, all of our project leaders now have access to the database and are actively searching the resumes when they are putting proposals together for new business," said Silverthorn. "Whether they need a particular skill set, certification or clearance level, we have the ability to instantly access our in-house talent globally, which has increased our response time for proposals for business development. And, when recruiters are partnering with the hiring managers, they are able to circle back to them very quickly with information."

Now, not only is ARINC able to access resumes of current employees, but it is also able to review past employees' skills to determine if there is someone the company would like to re-recruit and bring back.

"Recently we were looking for a program manager for Cairo that had experience in airport systems and were able to create a short list of 15 possible candidates in less than 30 seconds," said Silverthorn. "The Kenexa solution is a powerful tool—it's really amazing."

By gaining fingertip access to its internal talent pool, ARINC recruiters are now able to create a larger candidate pool to support the company's recruiting efforts. And, hiring managers are seeing a better quality of hire in a shorter period of time.

Most recently, ARINC began rolling out an employee referral gateway and has partnered with Kenexa's Employment Branding division to further exploit 2x BrassRing as a sourcing tool to support its pipelining efforts. Silverthorn notes that the support she gets from the Kenexa team has been instrumental in supporting both its internal and external recruiting efforts and praises Kenexa for its flexibility, proactive approach and sharing of best practices.

"The corporate resume database project has allowed us to make a great leap forward in implementing our global talent management initiative," added Robert Manigold, Vice President of Human Resources, Administration, Brand Management and Communications. "For the first time in our 75-year history, we have a robust, cost-effective tool to meet our mission critical requirements for key management and technical personnel."

By using Kenexa 2x BrassRing to access its internal talent, ARINC is now able to ensure it gets the right people in the right job at the right time.

[www.kenexa.com](http://www.kenexa.com)  
[contactus@kenexa.com](mailto:contactus@kenexa.com)