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>> LISA RAMIREZ: We have three leaders hiring in very different industries for very different roles using AI and humans to make it all work. Together, they represent the full arc of the talent strategy.

>> BEN DOLAN: Isn't today a special day, though?

>> LISA RAMIREZ: You're right, Ben, it is a special day. Ben reminded me, Julie Anderson of Wrench Group reminded me, today is Global Talent Acquisition Day. So, what we thought we would do -- you've been sitting for a minute. If you're in talent acquisition, could you stand up and we'll give you a round of applause? Here we go. Let's get ourselves up there. Amazing. Thank you for the reminder, Ben. Thank you, Julie, for the callout earlier.

But I will start with Keisha Malivert, the Executive Director for Workforce Strategy at Advent Health. They operate in the realm of high-stakes certified roles and a workforce planning model that has to anticipate needs long before they become urgent.

Molly Ford is VP of Global Talent Attraction and Employee Engagement at Salesforce. She is thinking about what happens before someone applies and how their experience continues post-hire for those who join.

And finally, Ben Dolan is a Senior Director of Talent Operations at Product Connections. He's going to talk to us a little bit more about what Product Connections does. And he

lives in the world of high-volume hiring with his team filling roles across hundreds of locations simultaneously.

The thing that ties all three together is the understanding that hiring is not a transaction; it's a strategy. And I can't wait to dig into what's working for each of them, what they've learned along the way, so I'd love to get into it. Okay, so, if we could start, we're going to have a little bit of a quick round. If everyone could -- and Ben, if you would start us off.

>> BEN DOLAN: Yep.

>> LISA RAMIREZ: Give us a sense, so everybody understands -- I gave a little bit of a taste of it -- but what kind of hiring you do, types of roles, volume, just help everybody here see what your hiring looks like.

>> BEN DOLAN: Sure can. Product Connections. We're a part of the Acosta Group, full-service marketing agency. We do a lot of activations for brands and for retailers in the food and alcohol space, in-store, in almost all those cases. We have a very large food and alcohol presence, and we hire on an annualized basis between 12,000 and 15,000 part-time folks over the course of the year across 46 of the U.S. states and Puerto Rico.

>> MOLLY FORD: At Salesforce, we are hiring at scale as you heard. We're hiring agentic sellers, so accounting executives that are learning how to build AI and work alongside agents as well as sell it. We're looking at -- you know, last year, we had 2 million job applicants, right? And I like to say people don't want to receive an email from us, they want to receive a job, right? So, I've got 2 million folks that I'm now emailing and talking to, but the vacuum of AE hiring is consistently account executives -- 3,000 this first half of the year and lots of new roles, especially brought on by AI, like forward deployed engineers or builders, which you know, we're all like, well, what is that? Nobody's father was a builder, and if he was, it was construction, but now it's a new tech job, so acclimating to new jobs.

>> LISA RAMIREZ: Amazing. That kind of brings in some of that skill stuff that Svenja was talking about earlier. Keisha?

>> KEISHA MALIVERT: Advent Health has health care systems in nine different states, have over 100,000 team members and hire on average about 25,000 to 27,000 clinical and non-clinical staff every single year. So, that's from nursing to respiratory therapists, surgical type teams, EVS workers, and really all support service roles.

>> LISA RAMIREZ: I said we were covering a lot of industries. We were covering a lot of roles, and we also are covering the country, so we have Florida, Bay Area, Arkansas, and Texas. So, we also, we're sharing some of that back in the green room. I was talking with Mike Aronson from Johnson Controls earlier today about how TA has so much -- so many more

functions. It's so much more complicated than it was, so you've got strategy, you've got marketers. We were talking a lot about, you know, marketing back there.

But I want to talk about strategy, and Keisha, I want to talk to you since you're in workforce planning. At the beginning of the cycle, it starts with the need -- what is the need? Where is the need? So, in workforce planning for a health care system, you're trying to anticipate the needs that are months and probably years out. What are you seeing? What's working? What data, what signals do you rely on most, and how has that really held up? How's that helped your plans?

>> KEISHA MALIVERT: Yeah, so the first issue or the first lesson, actually, I would say is that workforce planning is not just a hiring process. It's really understanding how we can operationally partner with understanding our true business. And so, I think of workforce planning as three major signals. The first is really looking at our operational demand.

So, as a health care organization, how many expansions can we anticipate? As we saw this morning, we are facing a highly, great aging population, and we are needing health care more than ever before. So, I would consider looking at our census of patient needs, our expansions in our hospital, clinical staffing and volume. We then look at the operational demand and look at the signal of our workforce, our signal surrounding our retention efforts, turnover, our vacancy rates. How many premium labor in overtime we have because we have vacancies that are still out open and backing into the volume that is ever changing in health care, depending on the season. I think we're in flu season right now, right, and that's when we're seeing needs continue to rise up.

But the third signal that we look at in our workforce planning strategy and model is really looking at the market strategy, and so that's us evaluating where our supply is moving to, where they're migrating from, understanding why they're migrating and moving to whichever state, and how we then will attract them to our organization and our mission and cause. So, we pair all of that together to look at what needs we need for today, as well as by 2030, 2040. What can we anticipate? And come up with a plan. And it's just that, it's a plan. It's a forecast. It's not a target that is 100% accurate. I don't think you can predict -- especially in health care. We saw those slides, and I saw health care number one with like seven rows of red, so --

>> LISA RAMIREZ: That's got to make you feel about.

>> KEISHA MALIVERT: It didn't make me feel good. I think I had heart palpitations seeing those slides this morning. But it at least gives us a further look at how we can be productive as posed to reactive in finding the talent we need and creating our own.

>> LISA RAMIREZ: That's amazing. Now, the strategy is one thing, but you've got to really tell the story. So, you've got to know where the people are, and then you've got to really tell your story as an employer brand. And so, Molly, I want to spend a little time with you on employer brand.

So, Salesforce is one of the most recognizable brands on the planet. Your boss was up here earlier. But employer brand and consumer brand are different. How do you translate this super strong consumer brand and that equity into something that actually pulls the right talent in, rather than just everybody? You talked about the application volume you're getting.

>> MOLLY FORD: Absolutely. For us, I look at three different things. First, it's who the company is, because it's going to be our values and our culture that are going to draw people in. Is this a company I want to work for? What do they stand for?

I think that second thing is we look at -- just like I might ask you for a referral for a hairdresser or a referral for a restaurant or recommendation -- that consumer experience of what are people saying about this company? What are other folks saying? So, employee advocacy is one of our biggest levers, right? So, if I can have a video about the day in the life of an account executive or have someone talk about their own journey of stepping away for -- in the U.S. -- six months of maternity or paternity leave and coming back to the job, right? So, making sure we have that strong employee advocacy engine so our employees are our best referrals. So, whether they're someone on Indeed or Glassdoor and they're looking at our rating, they're understanding what they're getting into it. It's really about leading with the company values -- what will your experience be here. The second thing is really that employee advocacy -- what are our employees saying and what is that funnel of information we're sharing.

>> LISA RAMIREZ: That's awesome. That's it. That's great. I think giving people a real sense of what it's like to work for you, especially as you're creating new roles. Like you said, it's not your father's builder job, so you've got to really tell people what it's like to work here, but also what the job is like.

Ben and maybe Keisha on this one. I want to talk a little bit about, okay, so you've got your brand -- you know, you've got your strategy, you've got your brand. And when you think about recruitment marketing -- so now you've got the jobs, you've got to advertise them -- it used to mean job boards and career fairs, and I think we've really progressed past that, so I'd love to hear about your recruitment marketing strategy and what it looks like today and what channels and tactics have actually surprised you.

>> BEN DOLAN: Okay if I'll jump in first?

>> KEISHA MALIVERT: I'll start. I think this is where we have to look at the full-funnel experience, the full journey. And personally, for us, we've had to take a healthy investment in understanding all of the major touchpoints just for them to understand who we are, as we continue to potentially grow in new markets in states that maybe have never seen our hospital system or our mission before.

We actually need to show that in ways that are relevant to them, so that is in the ways in which we are utilizing our team members to be the advocate, to be our ambassadors, and we do a lot of video story-telling at Advent Health, where we have our nurses, our CT techs, our surgery teams on the front lines really giving the day in the life, doing a lot of upper-funnel social media, tactical initiatives that we are seeing extremely high engagement in, and we pair that within the tactical bottom-funnel initiatives where -- I was just calling out our Premium Sponsor Job opportunities and how we're leveraging the strategies of direct targeting on the quality versus the quantity of applicants, and Premium Sponsored Jobs are allowing us to get the benefit of both by getting the right people at the right time and not having to open up the funnel too much.

>> LISA RAMIREZ: So, not as much spray and pray, like getting out there, but really that targeted --

>> KEISHA MALIVERT: Correct.

>> LISA RAMIREZ: That's amazing. Ben, do you have anything to add on that one?

>> BEN DOLAN: Yeah. We've been on a similar journey since COVID, coming right out of COVID. We were doing a lot of work to try to figure out what was the business going to evolve into. Because in our world, everybody turned off what it is that we do. So, we started from a basis of basically nothing and have built that back, so our growth year over year has been exponential.

And there's a couple of things tactically we kind of learned our way into. The quote this morning of the number of jobs from 1940 to today that are brand-new in the marketplace that didn't exist was one that resonated with me, as we had a job that was posted that we were taking literally what the name of the job was -- Fresh Production Specialist -- and I'm sure every hand is in the air right now saying "pick me." What in the world is that? So, partnership with data from Indeed and in partnership with our Indeed account reps, we went back into the marketplace and kind of peeled that apart and said, hey, how do we figure out how to tap into the correct audience here? This in essence is a job that somebody's going to produce fresh orange juice inside of a retail store. Of course, Fresh Production Specialist makes perfect sense, right?

We job tested. We test and learned. We ended with Juice Barista. Now I think some people might sign up for Juice

Barista, right? So, we've launched 300 new locations since we did that. We had 90 locations that were shut down at that time because we couldn't find staffing for them. Every single facility is staffed now. We have very generous applicant flow that comes through, but it was just a really good example of kind of taking what we heard this morning but applying resources that are available and paying those forward.

And I think the other one, which is small -- at that same time, we were trying to do a lot of testing, and we were doing stuff outside of our tech stack and outside of our technology environment. And I was creating a ton of unnecessary work for our recruiters, and honestly, some onboarding folks that we had in place, so we agreed after we kind of learned that, we were not going to learn that again, and if we do testing now, we do it within our technology stack and within the environment so we can still maintain some of those efficiencies that we have built within that. So, while those maybe aren't as strategic as what we went through over here, for us have been tremendous learnings that have continued to pay forward.

>> LISA RAMIREZ: That's awesome. How many people want to do the juice barista job? Much better than the production specialist, so.

>> BEN DOLAN: Agreed.

>> LISA RAMIREZ: And Ben, you are hiring. You've talked a little bit about the scale, but if you think about all the grocery stores, all the product samples, all of that, it's scale, but it's also I think some custom requirements and some really interesting roles. I'd love to hear about, for you, what does that volume hiring done well look like? Where have you seen it work really well and where have you seen it break down?

>> BEN DOLAN: There's been some talk today, and it's been for me super relevant. I heard earlier today, promote, source, and screen. You know, I was going to term it more as, we have to eliminate administrative tasks, you know, clicks and scheduling and calls and all those places where I have recruiters spending time that we can figure out how does AI plug into that and help us be more efficient through our process without, you know, pouring more resources into the mix.

We have worked our way into a few different things. One -- and it kind of fits right into that of just controlling the things that we can absolutely put our hands on and control. One of those things is some of the tools you've heard about today. You mentioned premium sponsorship. We've had very similar successes with premium sponsorships, and it's one of kind of a tiered approach of things we do. We also leverage smart sourcing. It's one of the tools a recruiter can have on and it can always be working for them in the background and they can come back to it and touch it.

We've just recently are coming through about our 90th day

in two weeks on a screening pilot with Smart Screening, and we've got some pretty impressive results that actually helped us produce the best July we've ever put on the books and one of our best months of the year, which for us is crazy because that's usually not in July. On 96 jobs, we had 2,364 profiles come through that a recruiter just needed to review the score and the quality of that candidate, which saved 394 hours, and that's only across like five recruiter desks right now.

>> LISA RAMIREZ: That's amazing.

>> BEN DOLAN: It is absolutely amazing. So, the tools that are being talked about, I can tell you we are early on in that journey, but we're following some of the things I mentioned of do it within the tech stack; we're adopting AI where we have access to it. We're really trying to manage that change process with recruiters because this is new to them, but where we can save 394 hours, we can go apply that somewhere else and help produce better results.

>> LISA RAMIREZ: That's awesome. I think you're also kind of highlighting that you're getting the scale but you're getting the focus on the quality.

>> BEN DOLAN: For three years, we've had fewer people from an apply standpoint put into the funnel, and we've generated better business results, and it's all been through strategically being better at how we go to market and source.

>> LISA RAMIREZ: That's amazing. To get the results and spend less time doing it, that's really remarkable.

>> BEN DOLAN: We were very much spray-and-pray, and we've stopped that, and we're definitely course correcting down a different path.

>> LISA RAMIREZ: That's awesome. Okay. Speaking of fundamentally changing, because I think that's a pretty fundamental change, for you, for your team, for the recruiters who are are, I need to get 100 applicants to get 10 quality, or you could just talk to the 10 quality, but that's -- we talked a lot about that little bit. That's a big change management.

On the other side, finding a job that's fundamentally changed. Some job seekers are using AI to apply. Others resist it, worrying that it will make them sound too generic or feel like they're cheating. If anyone has a college student, they're getting very mixed messages about AI -- or anyone in school -- they're getting very mixed messages about AI being cheating, but companies are using AI to navigate the volume, in some cases. You mentioned screening. How do you preserve the human judgment at the center of a process that's being shaped by tools on both sides, on the job seeker and the employer side? And whoever wants to start, I feel like this is one for everybody.

>> MOLLY FORD: I'll start. I think it really is about that balance. And when we talk about rebalancing work, what's the human job? What's the agent job? Because right now in the tech

industry, it's my bot against your bot when it comes to job hunting, right? Whose bot is working the hardest, right?

So, a lazier engineer might set a bot to scrub the web every Sunday, go look for a job. 97% of our jobs are posted to Indeed. They can find that role out of apply, right? Then we know on the other side, businesses are trying to use AI. But what the future of work is actually deeply human, because what I really want is for someone to pause and say, do I want to work there? What is the opportunity? What is that value?

So, 74% of job seekers are using AI, whether they're doing their resume or in some part doing their search, right? But on the other part, we want it to be human because I want a human making that decision on talent, right? And so, that future of work really has to have a human at the center of it.

>> LISA RAMIREZ: Awesome.

>> KEISHA MALIVERT: Molly spoke the words right out of my mouth. I really thought that AI is -- the participation of AI is on both sides of the recruiting and hiring journey, and thinking about the unknown, you find yourself wondering, is this the right way in which we need to be leveraging AI and technology, but speaking to the hard work of a recruiter in the repetitive tasks that they do each and every day and how we can ultimately save hundreds of hours. We can get them back into the human work that I truthfully feel hasn't been felt in quite a long time, when you're combatting hundreds, if not thousands of applicants each day. So, knowing that AI and the advantages from an applicant view and from a recruiting lens is on both ends, we are wanting to explore it very, very closely and heavily, but knowing that the human will be always making the hiring decision and hiring review. It is used as a signal to amplify the direction in which we need to go, but it is not a part of the areas in which we'll be making the final decision. It will help supplement that signal.

>> LISA RAMIREZ: I think that's pretty critical. And that's definitely a theme that we have at this particular convening. Okay.

Ben, did you want to add on that one?

>> BEN DOLAN: We'll move to the next one.

>> LISA RAMIREZ: Okay, great. So, time to hire is a huge cost driver and can have an impact on revenue. So, you talked a little bit about if you have an open -- if you have an opening, you're not -- you know, if someone's not viewing the product, sampling, you're not making revenue. What's the one place in the hiring funnel where you've been able to compress the time the most? Because you talked about those big numbers of time. And what made that possible?

>> BEN DOLAN: We had a brief conversation earlier today, but I would say it's one plus one plus one equals four. We're working on some things with how we source, screen, and

interview. We're also working on some things within our ATS on how we publish jobs. You know, previously, we were a one posting equals one job. We've moved on, our bigger business, to evergreen reqs or pipeline requisitions, where we're able to leverage pools of people. And then, past the offer stage where I mentioned tools before, but the other place where a company like ours can win is with speed. So, once I get someone to an offer accept, the quicker I can get them to a first paycheck, especially in a world where there's 13,000-plus part-time people. That's where we could win.

So, we have tried, and we're continuing to work on creating an environment where I can move someone from an offer accept to being on payroll in less than a day, and it's happening. We're not doing it on scale yet, but that is a place where we can win, and the tools through the process that the recruiter can touch, around you know, how we publish a job, how we sponsor that job, how we screen those applicants, how we source those applicants, all feed directly into that process to enable a speed factor to happen, which helps us with brand, and it helps us with credibility and it helps us with retention, so those would be the areas where kind of three different things help us get a greater sum.

>> LISA RAMIREZ: I like that because I love putting brand first, but I love the callout that you have that, actually, if you have a great process -- and Molly, you talked about this little bit, too -- if you have a great process and you feel welcoming and they see your values, that's core to building your brand as well.

>> BEN DOLAN: Absolutely.

>> LISA RAMIREZ: So, I really love that. Molly, candidates today behave more like consumers. I'm on this brand consumer thing with you. They research. They compare. They ghost. How do you think about the candidate experience? Back to the same point, and it kind of hits on what Ben just said, but as a brand touchpoint as a part of the brand, how do you measure whether or not it's working?

>> MOLLY FORD: We love the data that we're serving you every step of the way. One of the things we have part of our hiring process is, once you've made it so far, we get you in touch with a buddy, right, and you're able to talk to someone and say, "I'm interviewing for this team, tell me about it," and the buddies are aligned to our Employee Resource Groups or different regions or different teams. So, again, we go back to that voice of the employee, right, being that voice to really expose and let you know. And when we think about that candidate journey, it's so much more complicated now because of remote work, because of AI, because of security. It's just really changing how we're fundamentally looking.

So, for us, what's changing is a greater value on

connection and relationship, right? That greater value on, am I meeting you for a coffee? I know one of the things before a candidate on my team gets to the stage where they're doing a presentation, I offer to just chitchat with them. Do you want to talk to me before? You know, how should this presentation go? So, I think there's a greater value.

So, when we really talk about this human advantage, I really feel like we just keep coming back to AI's doing this, it's taking this repetitive task, it's helping things move through the funnel, but at some point, I want to pick up the phone and know this manager I'm joining is not crazy, you know. At some point, you want to know this team is a good team to join. So, I really think that we are going into this unknown, but it really is about that deep connection and relationship.

>> LISA RAMIREZ: I love that because if you use AI to do the mundane so that you can have coffee with someone or juice.

>> BEN DOLAN: Or juice, hey.

>> LISA RAMIREZ: Whichever you want. That's really powerful. Okay. Keisha, one last question for you. Health care hiring is really high stakes. You talked about the aging population, you know, and just all of the needs for health care as we age, as we, you know, have issues. You're not just filling seats; you are hiring the person that's going to take care of your mom in memory care, the person that's going to take care of your uncle who's in cancer treatment. How do you think about the full continuum of work, like from workforce planning through -- we started with you in strategy -- as one connected system, rather than just a bunch of disparate processes?

>> KEISHA MALIVERT: So, health care makes this question very unique because every vacancy has a consequence to whether or not a patient will receive the level of care which we desire. And I say that very personally because my mom just recently rang the bell as a breast cancer survivor at --

>> LISA RAMIREZ: Wonderful!

>> KEISHA MALIVERT: Just two months ago. So, I flew my mom out from the Bay Area and she's been living with me for the past two years, going through chemotherapy, radiation, and surgery -- a double mastectomy. And being able to see, not just as an employer, but seeing my fellow team members care for my mother as they would their mother, as their aunt, their best friend, and even pray for her before she walked into her MRI appointment.

This is where I take these examples and try to ensure that the work that we do and our academic strategy and planning for partnership -- because we know the future workforce of tomorrow needs to actually be re-influenced and energized into what looks like in health care. I think COVID probably did a little number on those interested in coming into this level of service, but also the fact that we are seeing the biggest shortages in our

clinical and non-clinical space as ever before.

And tapping into workforce development, so knowing that we won't be able to actually attract the talent because the talent isn't physically there, how do we create that talent? And that's where the skills and internal mobility comes into play and our commitment to our team members as we see what AI can do and how we can elevate and grow our own into the future workforce of our most critical, high-demand needs, because we will always need that human connection and human touch, that human advantage to do this work. It will never be replaced by a robot or augmented in that way, so bringing the full holistic workforce strategy is what we do time and time again, because it is not just attracting the needs of today or this year, but looking at what the gamete of tools and levers we need to push to make sure we can heal our patients.

>> LISA RAMIREZ: Well, that's amazing, and I am so glad you're in the position you're in because that story and what you all are doing for our -- for all of us -- is really incredible.

We're at time. I want to say a huge thank you to Ben and Molly and Keisha, and a big congratulations to everyone for Global Talent Acquisition Day. Thank you all for joining us for this panel. Thank you all for doing this.

>> BEN DOLAN: Thank you.

>> MOLLY FORD: Thank you.

(applause)

>> LEIGH ELENA HENDERSON: Oh, wow. What a panel to end on. Am I right? The corporate stories. The personal stories. Vulnerable share. I love it. That panel just spent 30 minutes handing you their best answers. Fair's fair. Phoenix, I want a few answers from you now.

Who explored TeamWorks today? Anybody? Show of hands. Nod, cheer, whoo! Oh, come on. I saw y'all down there. Who made it to a WonderWorks session? Anybody? Yes? Somebody out there. I heard a "woo-woo," so I like that. Who connected with someone they had never met before this morning? Okay, some hands. Me too. I did that a lot today. And who has already started mentally rewriting something about the way their team hires, works, leads, or thinks about AI? I have. I'm a solopreneur, though, so it's fun. Oh, gosh. Nobody asked me, but if they did, I would tell them that what makes Indeed FutureWorks so, so special is watching what it ignites in all of you all. I'm nosy like that. The listening intently, the taking notes, the nodding in agreement, right, and comparing reactions. I absolutely love that. It's so much fun watching everyone go into that deep thinking mode simultaneously, like... It looks great. But this is the good stuff. And here's the thing, Main Stage may be going quiet for the rest of this afternoon, but everywhere else is shifting into high gear, so that's great news.

At 3:30, everything moves to WonderWorks and the interactive breakouts where you dive into all the ideas you've heard up here. TeamWorks is also open, so if you didn't "woo-woo" to my question earlier, now's your chance. You can explore the tools, talk to people who built them, and keep those RewardWorks points coming, so check your app, find the sessions that are right for you, and don't forget to give yourselves a few minutes, of course, to get where you're going and practice self-care along the way. That's important for me, anyway.

The fun's not over. It's just moving rooms. And tonight we celebrate. That's right. We're heading to the Duce for our welcome party. And from what I've heard, this isn't the kind of place where you just go check your email in the corner, wonder if it's too early to leave. That's one my moves. I'm an introvert. Oh, gosh.

The Duce has real Phoenix character, though. It's a historic warehouse, vintage energy, live music. Being Texan, I like that kind of thing. I don't know if you all do, too. But let's just say you are going to want to be there. And we are going to make it easy for you to be there. Just be sure to be wearing your badge because it's required for entrance, then head to the lobby in your hotel and look for the pickup signage.

Shuttles start flying from both the Hyatt and the Sheraton at about 6:45 p.m. tonight, so find some of those new friends that you met this morning and go ahead and hop on the bus. Then the party goes from 7:00 to 10:00, so don't miss it because then tomorrow you'll have to listen to everyone say things like, "You just had to be there, you know?" God, I hate that. Sorry, I had to watch. Well, until then, your afternoon's waiting. Enjoy. See you tonight, everyone. Thank you so much for your engagement.

>> ANNOUNCER: That concludes Day 1 of Indeed FutureWorks Main Stage. The program will continue down the hall for the interactive breakout sessions or down one level for the WonderWorks Stage sessions all starting at 3:30 p.m.

(Session concluded at 3:20 p.m. PT)

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