

Peopleclick Authoria Case Study: Citrix Systems Powers their Talent Management Strategy with Peopleclick Authoria

Citrix Systems at a Glance

COMPANY: Citrix Systems

INDUSTRY: Software

HEADQUARTERS:
Ft. Lauderdale, FL

EMPLOYEES: 5,000

GOAL: To find a solution provider that could effectively manage their talent acquisition and talent management strategy.

SOLUTIONS:

- Peopleclick Authoria RMS
- Peopleclick Authoria Performance
- Peopleclick Authoria Compensation
- Peopleclick Authoria Succession

Citrix Systems has long been ahead of the curve in terms of bringing people and technology together. Since its inception in 1989, Citrix has been a pioneer in the software industry and has grown up from a team of early innovators to the market leader it is today. With globally-recognizable products such as XenDesktop, GoToMeeting and NetScaler, this fast-paced company thrives on the growth and contributions of its people and has a business imperative to attract, retain and develop great employees.

Adapting the Recruiting Environment to Changing Business Models

Citrix Human Resources has been using Peopleclick Authoria Recruitment Management System (RMS) for quite some time. In 2007, the company transitioned from an outsourced recruiting provider to an in-house model. The new approach required knowledgeable recruiters to work closely with HR Business Partners and hiring managers to develop unique recruiting strategies for different parts of the business. To facilitate the transformation, Marilyn Monarch, Group Director, HR Consulting & Services at Citrix brought the Peopleclick Authoria team back to Citrix to take a fresh look at the RMS configuration and ensure that it was optimized to support the new global process.

Citrix HR teams around the world successfully use the technology to monitor their talent pipeline, mine Citrix's continually expanding database of candidates and execute both active and passive recruiting strategies. The current RMS configuration and functionality has proven flexible enough to adapt to local variations in the process, including special requirements of hard-to-fill positions.

Given the changing economic environment, Citrix has seen a shift to increased employee referrals and traffic on their career site. How has Citrix utilized these changes to effectively attract their next team members? First, employee referrals have always been a large part of their hiring strategy. But in 2010, Citrix has seen this trend increase throughout the company. RMS's ability to identify the source-of-hire during the recruitment process has provided Citrix the ability to hone in on successful recruiting strategies, such as employee referral programs. "A-players most always associate with other A-players, so we encourage our team to share career opportunities with their network," said Brady Fulton, Vice President of HR Operations at Citrix. "Right now, almost 30 percent of new hires come from our employee referral program and that's the very best way to fill a hard-to-fill role. Historically, employee referrals generate high-caliber candidates who have a very accurate idea of what the company is like and why they want to join the team. So, as a rule, they turn into satisfied, successful employees."

Second, the company uses the library of standard reports within the Peopleclick Authoria Business Intelligence Platform to discover which team members are streamlining the recruiting process most effectively, then shares these trends and best practices with the rest of the team. RMS has helped boost recruiter and hiring manager productivity throughout the entire company. With a successful talent acquisition strategy, the Citrix HR team recognized they also had to nurture the talent that was already in house.

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*— Brandy Fulton, Vice President of HR Operations
Citrix Systems*

Ensuring the Success of the Talent Lifecycle

Given the specialization and innovation of their products, many of their employees must be identified and developed from within the Citrix team. “Sometimes it was hard to keep track of what our employees are doing, and it’s the things they’re doing every day that make them unique and important to our business,” said Fulton. Citrix wanted to implement a talent management solution and approached their strategy with the following types of questions:

- Do we know everything that we need to know about our people?
- Do our performance practices inspire people to volunteer meaningful information about themselves for a “full portrayal” of performance?
- Are we keeping all of the people we want to keep?
- Are we engaging employees in the types of opportunities they find valuable and fulfilling in their career at Citrix?


Before implementing technology from the Peopleclick Authoria Talent Management suite, Citrix had already adopted an online performance management process. “We weren’t simply automating paper processes,” says Rich Berger, Senior Director of Global HRIS. “We were looking for a second-generation talent management solution.”

Citrix is a cutting-edge enterprise software company itself—its Online Division alone is now among the top five SaaS vendors in the world—so the HRIS team already knew what they were looking for in a great solution. First, usability for their internal customers; and second—the ability to configure, not customize, the software to meet their needs. But they were also looking for a solution from a disciplined software provider. “The service piece of the relationship was critical,” recalls Fulton. “Unfortunately, quite a few vendors forget what the last ‘s’ in “SaaS” stands for. The quality of the Peopleclick Authoria team and overall partnership is very important to us.”

HR Delivered the Way Technology Experts Will Use It

In order to fully develop an in-depth talent management strategy, Citrix knew they also needed a solution that would be used and appreciated by virtually the entire population: employee, manager, HR and executive alike. These interactions are predicated on the notion that the system has the following attributes:

- Simple
- Experience doesn’t feel like an “administrative burden” as employees and managers take action
- Delivers outcomes that appeal to team member’s business sense



After extensive evaluation of Peopleclick Authoria Performance, Peopleclick Authoria Compensation and Peopleclick Authoria Succession—all part of the larger Peopleclick Authoria Talent Management suite—Citrix was confident that these solutions would help implement an effective talent management strategy within their organization and complement their current RMS solution.

Improving Performance Management at Citrix Systems

If “What’s in it for me?” is the question that Citrix employees in all roles ask when expected to perform HR actions, the resulting experience and interactions had to deliver distinct and easy-to-recognize value. These interactions are critical because underlying performance and succession management processes, when done correctly, will invite voluntary submission of valuable information. “We’re interested in someone’s overall performance score,” explains Fulton, “but we are also in search of the types of latent talents that aren’t always exposed in a traditional review process.”

Making it easier for managers and employees to interact with the HR team through the Peopleclick Authoria solutions pays dividends in terms of the resulting discoveries. “These are the characteristics that we need to know about people to run the business, and managers need to know these things,” adds Berger. “Talent management is interactive, not transactional. Knowing more helps us make good business decisions and helps employees grow their careers.”

Further proof of success came in a survey conducted by the Citrix team: 83 percent of employees and managers who used the Peopleclick Authoria solution agreed that the experience was better than the previous system and 88 percent found it easy to use overall.

Rewarding Excellence

“We have quite a few complex compensation plans. Peopleclick Authoria’s Compensation module gave us enough flexibility to implement all of them, using the full range of incentives that make sense for our business,” explains Fulton. “The integration between Performance, Goals and Compensation enabled the compensation team to load suggested ranges based on the intersection of performance and market data. That same integration then provided managers a direct line of sight between the performance ratings they give their teams and the compensation recommendations they submit during the merit cycle.”

Citrix Ownership of the Peopleclick Authoria Solution

An important requirement for the Citrix HRIS team was their ability to have a voice in the product roadmap process. “Through membership in the Client Advisory Board, we are able to form a true partnership,” explains Berger. “In addition to the business partnership, we also required the software to be flexible enough for us to set up most configurations ourselves. Peopleclick Authoria’s flexibility to give us control over the administration of the system was one of the reasons we chose their technology.”

This ability to self-sufficiently configure the system rests on a combination of easy-to-use capabilities coupled with secure access by clients to make changes. It enables the Citrix HRIS team to be especially responsive to their internal customers, which enhances the HR team's credibility across the board.

Business Outcomes

Fulton and Berger both indicate they expected a lot from the deployment, but even they were pleasantly surprised by the feedback they continue to receive about the rollout of the Peopleclick Authoria solutions, both in formal surveys and from informal discussions with team members. Fulton adds, "Our employees enthusiastically adopted the Peopleclick Authoria technology. I was talking with one of my toughest customers recently—a software R&D innovator himself—about a different corporate solution that was under consideration. And he said to me, 'You know, that should just be intuitive—like Peopleclick Authoria.' That's the best endorsement I can think of."

About Peopleclick Authoria

Peopleclick Authoria is transforming Talent Management through best-of-breed technology and expertise. With a deep focus on business intelligence and analytics, the Company's technology gives clients the actionable insight required to make strategic decisions that drive better business results. Nearly 60 percent of the Fortune 100 use Peopleclick Authoria Talent Acquisition, Talent Management and Workforce Compliance and Diversity solutions to manage salaried, hourly and contingent labor across their organization. These solutions manage the entire talent lifecycle from recruiting to onboarding and through the ongoing management of each individual's career while helping organizations measure, analyze and empower their existing workforce. Both founded separately in 1997, the two human capital management companies joined together in 2010 to form Peopleclick Authoria. The Company's solutions currently support more than 2,400 organizations ranging in size from large, global corporations to small and medium-sized businesses in more than 214 countries and territories.



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