

# TA 2.0 Communications Plan

Updated September 30, 2019

## Overview:

TA 2.0 is the project name for a series of four key initiatives Delta's Talent Acquisition Team is leading to increase the quality, efficiency and compliance of hiring practices across Delta. The initiatives have a multi-year roll-out and ramp-up period which begins in 2019, and specifically include:

1. **Recruiting Experience:** Redesigning end-to-end experience for candidates and Hiring Managers  
*(November 2019)*
2. **Technology:** Launching a new tech platform, including a career site, Applicant Tracking System, and pipeline builder or Candidate Relationship Manager (CRM), to deliver automation and insights for Delta  
*(November 2019)*
3. **Scale Hiring:** Re-solutioning how scale hiring is supported with a new RPO contract and services with Alexander Mann Services (AMS) for all scale hiring
4. **Compliance:** Ensuring hiring and on-boarding practices adhere to regulatory and safety requirements to reduce risk exposure

The focus of this plan will be on communications to applicable employees about initiatives **1 through 3** above.

## Communications Goals:

Support and position TA team leaders to do the following with key stakeholders:

- Provide a high-level overview of the need for and benefits of TA 2.0, what the project entails, and when and how stakeholders will be impacted; provide key milestone updates about the project as needed
- Identify and clearly communicate about any changing key recruiting processes, policies, rules and responsibilities
- Introduce training (created by Training team) and other important job-related information
- Communicate to employees at large about use of and offerings of the new eBid replacement while also educating at a high level on the attributes and expected impact of the total project investment
- Communicate to leaders and possibly employees at large about the new RPO contract and services, once signed/in place

## Key Stakeholders (Audiences):

Internal	External
Officers & Directors	External Candidates in pipeline when changes take effect
Leaders 7S and above, ACS, IFS, RES and TOPS Hiring Managers	
Exec Admins/Delegates	
Talent Acquisition Team <ul style="list-style-type: none"> <li>• Coordinators</li> <li>• Recruiters</li> <li>• Operations Team</li> </ul>	
Human Resources	
IT	

Internal Candidates in pipeline when changes take effect	
All Employees	

## Communications Vehicles:

- **Email (Primary)** – Since key stakeholder groups are comprised of a relatively small number of specific individuals, email will be most effective for these types of targeted communications. **For HR Communications to send, we will need designated employee distribution lists and access to the TA mailbox.**
- **Deltanet** – Training and information materials will be housed on a central online Deltanet page. As is standard practice, any all-employee communications about TA 2.0 would be posted as Newline articles.
- **Divisional Meetings** – Divisions host leadership meetings throughout the year during which it might make sense to give a presentation/share information about the status of the project.
- **Divisional Communications Vehicles** – As applicable or appropriate depending on recommendation of divisional communicators.

## Key Messages:

### “We Believe...”

#### *From Roadshow Deck:*

- The right person for the job is likely already right here.
- In conversation starters, not deal breakers.
- Behind every resume is a person with a story to tell.
- An informed candidate is the best candidate.
- Transparency creates trust.
- To move forward you have to give back.

#### *From a conversation with Jennifer Carpenter:*

- We believe that Delta people deserve an elevated recruiting process.
- We believe that people are more important than process.
- We believe in using technology to bring humanity back to recruiting. We want to engage our best candidates, who are mostly Delta colleagues deserving of a better experience.
- We believe that our candidates are our customers and they deserve the type of white-glove recruitment experience befitting of a Fortune 100 company.
- Our new recruitment strategy will change the way we attract, retain and develop employees. We’re going to offer a new experience and a better-designed process.

- We want to elevate the role of the TA team to trusted advisors and brand ambassadors for Delta vs. simply administrators of the hiring process, providing the business with increased confidence that the best talent has been sourced and presented to fill open positions
- We need to replace the current RPO vendor and ATS solution, both of which are going away at the end of 2019, to prevent any gaps or delays in the critical recruiting and hiring of candidates to fill open positions.
- We need better capabilities to manage the volume of candidates Delta receives every year (1 million plus) and to create a better experience for them.
- We need to reduce compliance risks and candidate confusion and/or disappointment by creating more consistent experiences and expectations in the recruiting and hiring processes.
- We need to codify and create more certainty around the roles and responsibilities of Hiring Managers to reduce misunderstandings and frustration and create more clarity around how their roles relate to and work with TA.
- We need to add currently missing workflow-enabled technology and controls to the recruiting and hiring process to meet regulations and minimize compliance risks.

#### **Message Tone:**

- Elevate the recruitment experience and highlight how this will impact them.
- Use first-person and active voice.
- Help the reader feel like a participant in an active experience.
- Promote authenticity and intentionality.

#### **What's Coming in November:**

- New recruiting points of contact.
- Recruiting systems will be upgraded.
- Need to monitor where/when jobs are posted from October-November.

#### **Overview of Initiatives:**

##### **1) New Recruiting Experience (Planned Launch Date: Nov 2019):**

- This is a redesign of the end-to-end recruiting experience for candidates and hiring managers to streamline, simplify and improve the efficiency and quality of all recruiting process – with a focus on compliance and innovation.
- As a result of the redesign, key stakeholders may be impacted by the following:
  - Changes to policy
  - Changes to roles and responsibilities
  - Changes to key recruitment processes:
    - for requesting and approving positions
    - for scheduling and conducting interviews and managing interview feedback
    - for making employment offers and onboarding new employees

***ACTION: HR Communications will work with TA and Training teams, as needed, to document these changes and host on Deltanet. The TA team will conduct online and in-person training on these changes.***

## **2) Upgraded Technology (Planned Launch Date: Nov 2019):**

This is the launch of a new Avature-powered technology platform. Avature has already been selected as the technology provider for each of the below components and all components are currently scheduled to launch at the same time.

### **a) New Applicant Tracking System (ATS)**

- The ATS solution currently provided by PeopleScout is scheduled to sunset at the end of December 2019 and must be replaced. The current solution is relatively primitive and is not well-liked by stakeholders.
- The ATS is the system of record for prospective job candidates. This is the technology platform where:
  - Candidates apply for open positions
  - Interviews are scheduled
  - Candidate information is reviewed/verified
  - Recruiters can follow a candidates process through the hiring pipeline
  - Interview feedback and assessments are posted
  - Onboarding process for new-hires is begun (including drug screening, fingerprinting, etc.)

***ACTION: HR Communications will work with TA, as needed, to document these changes and host on Deltanet. Avature and the TA team will conduct online and in-person training on these changes. The training team is working to customize Avature materials for Delta.***

### **b) New Internal/External Career Site**

- As part of the larger technology upgrades, TA will be completely replacing its job site for external candidates (deltajobs.net) as well as its internal site for employees (eBid).

***ACTION: HR Communications will help TA with all-employee communications about new sites.***

### **c) New Candidate Relationship Manager (CRM)**

- A CRM can also be referred to as a Pipeline Builder or Talent Community, which candidates interested in potential jobs at Delta can join and from which TA can more easily create shortlists for job openings.

***ACTION: HR Communications will work with TA, as needed, to document these changes and host on Deltanet.***

## **3) Improved Support for Scale:**

### **a) New Recruitment Process Outsourcer (RPO)**

- Delta uses an RPO, and the very large team of recruiters it provides, to conduct scale recruiting and hiring in major frontline divisions - like ACS-CGO, IFS, RES and TOPS - which can hire thousands of employees a year.

- Rather than candidates and hiring managers for these jobs interacting directly with recruiters and team members on Delta’s TA team in ATL, they interact with the RPO recruiters, although the RPO recruiters and practices are overseen and directed by TA managers (Kim Worthy and Lorel Roehl).
- Delta’s current RPO for scale hiring is with PeopleScout, whose contract ends in December 2019.
- Delta stakeholders have long voiced their desire for a better, more efficient provider in this space, and an RFP for a new RPO (in which PeopleScout is a final candidate) is taking place in May and June.
- It’s expected that the results of that RFP will be decided in June, and the new RPO could be announced by the end of June and gradually ramp up to start recruiting and managing candidates in the fall.
- Regardless of which RPO is chosen, the new vendor will be using the Avature technology components being introduced this fall.

**ACTION: No communications currently planned.**

**Tactics and Timing:**

Distribution Date	Message	Audience	Vehicle	Creator	Author/ Sender	Notes
Oct. 7	<b>Deltanet Page Creation</b>					
Oct. 14-18	<b>TA/RPO Training</b>					
Oct. 17	O&D Message: High-level overview of changes launching and expected benefits	O & D	Email Deltanet	TA/HR Comms	HR Comms/ Jennifer Carpenter	-High-level Training details -Link to Deltanet pages -Overview of process and systems changes -Why this is important -Cutover notice
	Detailed overview of changes and expected benefits, Deltanet page coming “Reimagining Recruiting at Delta”	HR/Targeted Hiring Managers	Email Deltanet	HR Comms	HR Comms Jennifer suggested that these might be better sent from the top HR people in the major operating divisions, which would need to be coordinated	
Oct. 21	Optional TA 2.0 Weekly Update					
Oct. 21-25	<b>HR Field Training</b>					
Oct. 21 – Nov. 1	<b>IT Help/ESC Training</b>					
Oct. 21 – Nov. 6	<b>RPO Training/RPO DL Culture Training</b>					

Oct. 25-28	Optional TA 2.0 Weekly Update					
	User Acceptance Testing (UAT) and End-to-End					
	<b>TA 2.0 Cutover</b>					
Oct. 25 or Oct. 28	New eBid and external job site coming, cutover	All Employees	Newsline	HR Comms	HR Comms	-New talent system -New external job site -Prepare for cutover
	What to do when job sites are down	Candidates in Process	Email	TA/HR Comms	TA	
	Cutover reminder	HR/Targeted Hiring Managers	Email Deltanet	Training/HR Comms	HR Comms	-What you need to know
Oct. 30	Training and information about specific topics now available on TA 2.0 (Recruiting) Deltanet page	HR/ Targeted Hiring Managers	Email Deltanet	Training/HR Comms	HR Comms	-Training information on Deltanet -Process/procedural/policies changes organized by audience -Systems (ATS) changes -FAQS/How To's organized by audience -Project updates -Contact information
Nov. 4	Optional TA 2.0 Weekly Update					
Nov. 11	Optional TA 2.0 Weekly Update					
Nov. 14	Launch of new policies, procedures/processes and systems (ATS)	HR/ Targeted Hiring Managers	Email Deltanet	TA/HR Comms	HR Comms	-Launch details -Link to Deltanet page for tools and resources
Nov. 14	<b>TA 2.0 Go Live Date</b>					
Nov. 14	New eBid and external job site have arrived – here's what you need to know	All Employees	Newsline Deltanet	TA/HR Comms	HR Comms	It's Here: - What you need to know now that systems have changed -Point to employee training materials and information on Deltanet, if applicable There will be a consistent look between internal and external sites
Post Nov. 14	Upgrade email to recent candidates	Recent candidates	Email	TA/HR Comms	TA	We just got upgraded and retired our clunky system – we'd like to welcome you back and show you what's new, and invite you to join a talent community