

# Massachusetts Eye and Ear Infirmary

Delivers Award-Winning Business Improvements with UltiPro®



## Company Profile:

Founded in 1824, Massachusetts Eye and Ear Infirmary is an independent specialty hospital providing patient care for disorders of the eye, ear, nose, throat, head, and neck.

Mass. Eye and Ear is an international leader in ophthalmology and otolaryngology research as well as a teaching partner of Harvard Medical School.

## The Challenges:

In 2007, Mass. Eye and Ear's HR team was selected for a random audit by the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP), which ensures that contractors with the federal government are active in affirmative action initiatives and do not participate in discriminatory practices.

Because Mass. Eye and Ear depends on federal funding for its research, compliance with the OFCCP's audits is critical to the hospital's core business.

Before using UltiPro for human capital management, Mass. Eye and Ear had difficulty complying with the detailed requests of the OFCCP because the healthcare organization relied on historical data located in multiple records, which was then gathered and aggregated by a variety of people.

## The Solution:

Already a satisfied Ultimate customer since 2006, Mass. Eye and Ear deployed UltiPro's feature set for recruitment to solve its compliance and reporting challenges.

With UltiPro's recruitment feature in place, the company was able to provide the required data to the OFCCP quickly and easily.

The last visit from the OFCCP inspectors was so successful that the federal agency recommended that Mass. Eye and Ear nominate itself for a federal contractor award, as government officials believed the level of detail the hospital provided met the OFCCP's highest standards.

**Ultimate**  
SOFTWARE  
People first.

### The Customer

Massachusetts Eye and Ear Infirmary

### Industry

Healthcare Services

### Number of Employees

1,700

### Key Benefits

- Delivers instant workforce analytics and metrics for multiple compliance standards
- Reduces time for creating job requisitions by 50%
- Unifies applicant information in one single platform for strategic talent management

"It was a joy to watch the faces of the investigators as they went from previously pouring through cumbersome data to now quickly going through consolidated, easy-to-use reporting results that contained a wealth of workforce details. In about two hours, we generated reports that included the bulk of the information the OFCCP officials wanted. Their jaws literally dropped," said Chris Regan, vice president of human resources for Mass. Eye and Ear.

"We couldn't begin to generate these kinds of metrics before UltiPro. The officials were so impressed that they suggested we nominate our achievements for the Exemplary Voluntary Efforts (EVE) Award, which honors federal contractors and nonprofit organizations that have demonstrated exemplary and innovative efforts to increase the employment opportunities of employees, including minorities, women, individuals with disabilities, and veterans."

Some of the data that Mass. Eye and Ear can generate with UltiPro :

- A job applicant log that can be sliced and diced by job or timeframe and can include name, gender, age, race, and title of the position(s)
- A history of the communications with applicants, such as internal and external postings, copies of job descriptions, completed applications, resumes, and emails
- Details on individuals who are hired, promoted, or terminated within a specific timeframe
- Equal Employment Opportunity (EEO) completion statistics, metrics, and questionnaires

After deploying UltiPro's feature for recruitment, Mass. Eye and Ear experienced a range of other improvements in its talent acquisition processes, such as reducing the time to create job requisitions by approximately 50%.

Previously, paper requisition forms were routed from manager to supervising manager to the fiscal department, and then finally to HR. Now, with UltiPro's built-in workflow, Mass. Eye and Ear has dramatically cut the time to move requisitions through approvals, and managers can modify job templates according to their specific requirements.

"With so much paper involved, creating and posting a requisition used to take a long time, and sometimes things would get misplaced," said Regan. "With UltiPro, information is routed automatically, and our HR teams can see the status of positions throughout the hiring cycle. We give managers immediate access to submitted applications, and they use UltiPro to alert the HR team when they are ready to interview someone."

Regan further explained that, after the decision is made to hire an applicant, UltiPro also streamlines the company's onboarding process. Once a candidate is hired, application details and other information become a part of his or her personnel record in UltiPro, which contributes to easy reporting.

"When we hire applicants, information moves directly into the unified solution without duplicate data entry. Plus, the application remains in UltiPro so we can view a candidate's work experience even before employment with us," said Regan.

"For example, if he or she is being considered for a promotion, I don't need to make supervisors wait while I walk down the hall to find the employee's personnel file and look up work experience. I can access and transmit the information immediately. UltiPro is exceeding our expectations."



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Chris Regan  
Vice President of Human Resources  
Massachusetts Eye and Ear Infirmary

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