

SUCCESS STORY:

ULTIMATE MEDICAL ACADEMY



Who is UMA?

Ultimate Medical Academy (UMA) is a post-secondary career school focused on training students for high-demand healthcare careers. With both in-person and online campuses, UMA's 1,800 team members serve more than 15,000 students and 80,000 alumni. Seventy percent of UMA team members work in student-facing roles that provide support to students and alumni.

Most UMA students are adult learners—nontraditional students who are looking to start a new career or return to school after a long absence—often with a need to fit their education around their current job and family responsibilities. UMA staff need to be able to understand the individuals they serve and their unique challenges to help them along the way to their new career.

“InVista helps us send over the best candidate, not the first candidate.”



The concern

Over UMA's more than 30-year history, the institution built out four specific functions to address student needs ranging from onboarding to career support and beyond. In recent years, UMA identified a need to reduce turnover, recruit candidates who were more likely to stay with the organization long term, and increase retention of valued teammates.

The situation

UMA had no problem filling their talent funnel with applicants, yet the quality of applicants was a concern and interview practices varied widely between hiring managers. Furthermore, many applicants had worked at other contact centers in the area, bouncing from one job to another, and weren't really committed to the vision and mission that UMA has to authentically help their students.

“Many employers can offer a job, but we have higher aspirations of being a destination for people seeking a career,” said Andrew L. Moberg, Associate Vice President of Talent Acquisition. “But if you are looking for a place to grow and be involved in the mission, then we are the employer for you.” While some turnover may be inevitable, UMA aimed to increase the percentage of teammates who were connected to their larger mission.

“What we were struggling with at the time was finding the right people for the right reason for this job.”

Why InVista?

UMA needed a new way to efficiently and effectively evaluate their applicant pool. Although they had lots of applicants, they needed help sifting through and determining who would be the right person for the job—ideally someone who was likely to succeed at the job and stay in seat. UMA wanted to focus on factors beyond simple likeability and dive into deeper motivations of a candidate.

First, InVista helped narrow the options

InVista was able to identify 30% of the candidate pool who were less likely to stay with UMA simply by adding an assessment question into UMA's hiring process. The assessment was able to accomplish several tasks:

- Ensure those who were applying were actually interested. By adding an assessment, UMA was able to focus on individuals who expressed an interest in contributing a bit more effort to complete a task well.
- Quickly remove candidates who were not likely to be successful. Hiring managers were able to speed up their process by rapidly identifying candidates who wouldn't be the right fit for the job.
- Easily identify applicants who should move on to an interview. UMA could be confident knowing that individuals who moved along to the interview were more likely to have the traits needed to be successful in the job.

InVista was able to help UMA begin to filter their candidate pool, beginning with a large quantity of applicants and helping UMA to focus on just the most promising candidates.

Then, InVista upgraded the interview process

By introducing a standardized interview to the UMA process, InVista was able to guide hiring managers so they were getting the same information from each candidate, making sure every candidate had a consistent experience and each hiring manager approached interviews the same way.

Then InVista provided an interview guide that helped hiring managers take emotion and feeling out of the process and implement a more deliberate approach across all candidates. Now, each interview focuses on the actual responsibilities of the job, not the perceived ideas of what the job entails or what that individual was focused on at that moment.

The results

Before InVista, attrition in one area was unacceptably high. Now turnover has been cut in half.

This has led to improved performance. One department had more than 400 employees before InVista and now accomplishes the same tasks with 350 teammates because UMA is able to source better talent.

“Due to lower turnover, we are now able to ensure our students get an optimal and consistent experience,” said Alexandra Schaffrath, Executive Vice President, Chief Financial and Strategy Officer at UMA. “We’re actually able to be strategic with our recruiting now. And part of that is InVista.”

What’s next?

Now that InVista helped UMA with hiring and turnover, they plan to focus on how to improve performance and help their employees grow in their careers. Using a developmental report, UMA managers can better understand how each individual employee prefers to be managed and what they need in order to stay motivated.

Next, UMA plans to start training managers to use this report to better engage with their staff. By tailoring their approach to each employee, they hope to evolve their organization so it can be a place where staff members stay and grow in their careers. By continuing to invest in InVista, their staff is able to accomplish more and better help their students to achieve success.

✓ Success by the numbers

- Average staff tenure has **tripled**
- Attrition down from >10% to 3% per month
- Turnover has **cut in half**
- 18 months to show success

invista.[™]
can help you!

Whether you are concerned with hiring the right person for the right job, narrowing your applicant funnel, or engaging your current staff, InVista can help! Visit invistainsights.com to learn more.