

RECRUITMENT CASE STUDY



Summary

This case study details the recruitment solution Collins McNicholas delivered for Edwards Lifesciences, a US multi-national medical device company who set up their first European site in Shannon, Co Clare in January 2018. Edwards Lifesciences has created over 100 jobs to date and plan to have 600 staff in place by 2021.

This facility in Shannon was set up to support their rapidly expanding manufacturing operations in Irvine and Utah in California, USA.

As of April 2020, Collins McNicholas has recruited over 80 skilled professionals for Edwards Lifesciences and further growth is expected over the coming months and years with a rapid ramp up and expansion of the business in the next two years. Edwards Lifesciences is currently building a new manufacturing facility in Castletroy, Limerick and plan to transfer all manufacturing and operations to this new facility in early 2021. Collins McNicholas will be directly assisting with this expansion and recruitment ramp up.



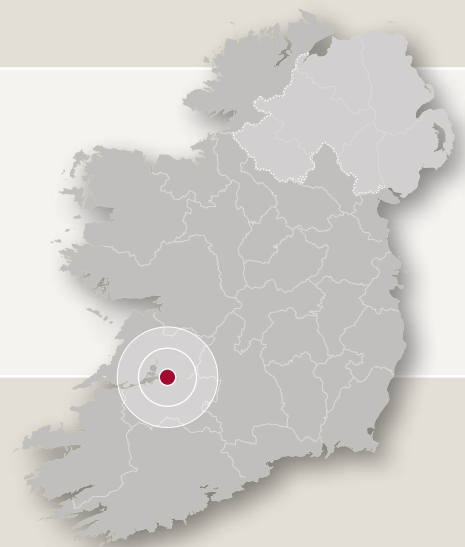
Edwards

About Edwards Lifesciences

Edwards Lifesciences was formed in 1958, operating since 1960. The Company manufactures medical devices used for cardiovascular surgical procedures and has a focus on cardiac surgery, critical care, and vascular systems and services, as well as tissue replacement heart valves and heart valve repair products. It is mostly known for a transcatheter aortic heart valve made of bovine tissue within a collapsible stainless-steel stent, deployed via catheter.

The company was incorporated in 2000 and is based in Irvine, California. Today the Company has 12,000 employees worldwide.

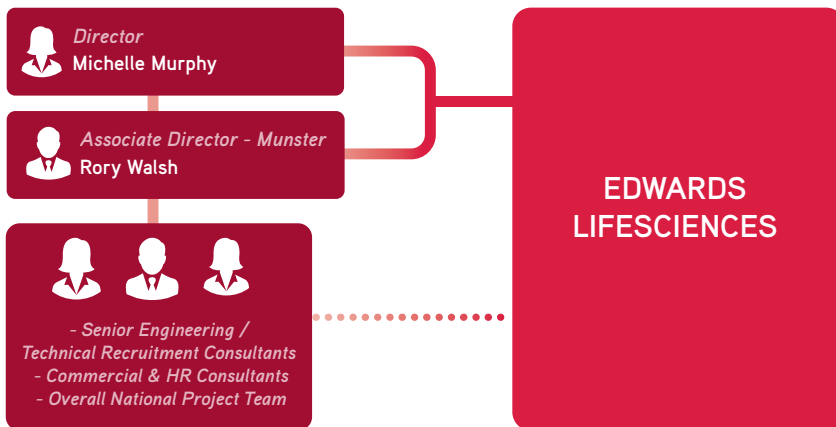
Edwards Lifesciences in Ireland



The Collins McNicholas Senior Management group travelled to California to meet members of the Edwards Lifesciences team in late June 2017.

Members of the Limerick office, our HR Services Manager and Director, Michelle Murphy travelled to Edwards Lifesciences in Utah to spend a number of days on site to meet the Company's Senior Management team, discuss headcount plans and spend some time actually making product on the production floor to really get a sense of the talent they required and a hands on experience of their culture.

Account Management Team



Sourcing Strategy

The cornerstone of the recruitment campaign was the time invested by both sides in developing and building the foundations of a successful partnership. This helped both sides to understand the needs and expectations of the partnership while also allowing us to understand the unique aspects of Edwards Lifesciences' culture.

We sourced experienced candidates, both nationally and internationally through the use of LinkedIn Recruiter Licences combined with our in-house database, digital marketing campaigns, local advertising, referrals as well as all major job boards.

Hosting and attending graduate career events played a large role in the recruitment process and allowed Edwards Lifesciences to build a relationship with local universities, institutes of technology and graduates, while also building their brand presence in the region.



Selection Process

Our account management team met all hiring managers initially before candidate screening took place to qualify roles and assess requirements technically and culturally for candidates. Candidates were all met face-to-face and screened prior to submitting CVs for consideration. This took place from Feb 2019 to the present.

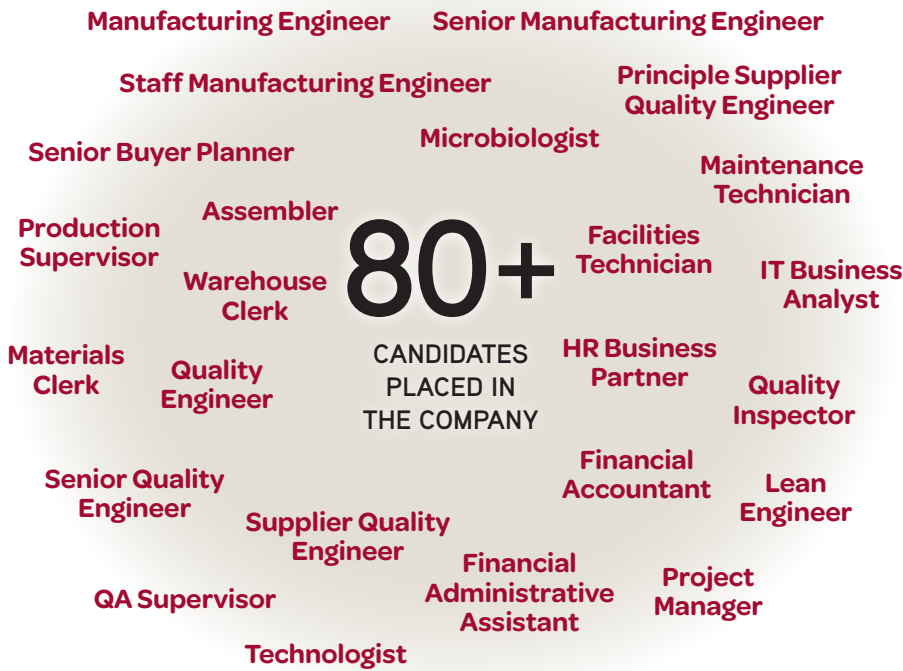
Our account management team again met all candidates prior to them being interviewed by Edwards Lifesciences, while keeping in touch with the hiring managers and HR directly throughout the interview process from the initial stage (receiving the job description / qualifying role) right through to the offer stage.

Recruitment Project Timeline:



May 2015 – 2020

- MAY 2015** Initial meeting with the Senior Director, Corporate Strategy, Edwards Lifesciences & IDA representatives in Sligo.
- 2015-2016** Presented regular data regarding talent availability and salary variations across the regions.
- AUG 2016** Meeting to discuss Assessment Centres and talent availability in various regional locations with Edwards Lifesciences' team in IDA HQ, Dublin.
- OCT 2016** Collins McNicholas conducted an anonymous pilot project in Limerick to assess the availability of suitable skills in the region, resulting in a high pass rate. Out of the process, there were 57 people who we would recommend for open roles. This allowed Edwards Lifesciences to determine if there was an adequate pool of candidates that they could easily train in their manufacturing process.
- JUNE 2017** Collins McNicholas' Directors travelled to meet Senior Executives in Edwards Lifesciences, Los Angeles to discuss plans.
- SEPT 2017** Submitted CVs for Senior HR Manager, Senior and Mid-level Manufacturing Engineers and Senior Quality Engineers.
- JAN 2018** Collins McNicholas met Executives from Edwards Lifesciences with the IDA in Limerick to finalise details on recruitment needs for the region.
- MAR 2018** Official Announcement of Edwards Lifesciences' site in Shannon in partnership with the IDA and Collins McNicholas with greenfield site to open in two years.
- APR 2018** Collins McNicholas' team travelled to Edwards Lifesciences in Utah to meet key leaders and teams and to review manufacturing processes and set out recruitment plans.
- MAY 2018** First hire by Collins McNicholas for Senior Manufacturing Engineer to take up position in Shannon.
- AUG 2018** Official opening of Edwards Lifesciences manufacturing facility in Shannon Free Zone.
- 2020** On-going recruitment.



“ Testimonial from Edwards Lifesciences

Collins McNicholas have been excellent partners for us as we’ve initiated our operations here in Ireland. We’ve had a large number of diverse roles and the team there have done an excellent job making sure we found the right fit of experience, culture, and passion to help patients.”

Nathan Tenzer
Site Lead

Conclusion

This project has been hugely successful for both Edwards Lifesciences and Collins McNicholas. Feedback from both Edwards Lifesciences and the 80+ candidates that Collins McNicholas has placed to date in the various roles has been extremely positive. The basis of this successful relationship has been built upon clear and open communication. Both parties made a commitment to invest a substantial amount of time building the foundations of the partnership prior to the recruitment process.

Edwards Lifesciences identified and hired top talent to develop their site in Shannon and to plan the development of the greenfield site in Limerick. An important factor in the success of this project has been the development of the brand which has today become synonymous with the Mid-West, while also steadily becoming an employer of choice in the region.

Staff retention is a key strength of regional locations and is becoming increasingly important with the country nearing full employment. Our experience shows that Limerick is proving a very attractive alternative to larger cities such as Dublin with living costs being substantially lower. This will help ensure Edwards Lifesciences continues to attract key talent as they grow their operation in Limerick.

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