

**DELIVERING ADVANCED  
SOFTWARE DEVELOPMENT  
TEAM, INCREASING STAFF  
BY FACTOR OF 10**

To bring a new platform to market, GE Digital needed to rapidly develop its software engineering capabilities and increase staff from 100 to 1000 in just over a year. Techworkers delivered the talent and management needed for success.



GE Digital

**Executive  
Summary**

**Customer Name:**  
GE Digital

**Industry:**  
Software development

**Location:**  
San Ramon, California

**Number of Employees:**  
1500

**Key Takeout:**

To drive innovation for customers and internally across the business, GE needed to develop new capabilities and required the talent and management to do it quickly. Techworkers made sure the company was able to acquire the talent and provide the support needed for strategic digital transformation.

**Challenge:**

- Parent company GE had been challenged by more digitally-orientated competitors and the inconsistencies associated with decentralized software development groups across the enterprise
- The business required simultaneous commitment to building a new platform and to becoming an early leader in the Internet of Things
- GE wanted to launch a new software division in a new location with a new management team, and to acquire the needed staff while taking on these development challenges
- Specifically, GE Digital required a rapid buildout of its software development team, needing to add nearly 1000 software development staff in a very short timeframe
- Lacking a track record in the digital space, GE's employer brand had limited engagement with software developers
- It required appropriate levels of visibility, accountability and risk mitigation to satisfy corporate concerns

## Solution:

- GE partnered with Techworkers to develop an integrated program to meet overall staff objectives
- Techworkers representatives embedded into GE, assimilating its systems and requirements
- Techworkers provided onsite management to support the development of joint staffing strategies and initiatives, facilitate selection, support contract resources and mitigate risk
- Techworkers applied its high-touch, customer-orientated approach to the staffing and management challenge, developing streamlined processes and techniques for white-glove selection and onboarding services for resources and meeting GE Digital's development and management needs
- Techworkers supplemented its in-house expertise in hiring software specialists with capabilities from its network of recruiters

## Results:

- The Techworkers program recruited more than 1000 software development staff in 18 months
- The client acceptance yield of candidates presented by Techworkers approached 50%
- GE Digital met its staffing goals and delivered on the company's software aspirations

*“We increased our number of high-quality software development specialists more than tenfold in less than two years. Techworkers' unparalleled commitment to understanding GE and seeing issues from our point of view made that process as rapid and painless as possible.”*

**Paul Rogers**  
**Chief Development Office,**  
**(Former) GE Digital**

## Challenge

In recent years, the industrial giant GE has faced increased competition from more digitally-orientated competitors. The company opted to fight back by consolidating digital talent into a single unit, GE Digital, that would serve GE's various business units as well as delivering innovation for customers. The move was of prime strategic importance, helping position GE as a leader in digital transformation and gain access to a market the company believed would be worth \$225 billion by 2020. GE's own digital talent pool was constrained, though.



To address this situation and regain its commercial advantage, GE sought to expand GE Digital's workforce of approximately 100 software developers and build a team of more than 1000, in a highly aggressive timeframe. But when it came to recruitment, the company faced the double dilemma of not having significant software skills recruitment expertise and a limited track record in software development to attract potential new talent.

The challenge was to source the necessary talent for a company with a weak profile as an employer of software developers who could choose to work for some of the leading employers in the world.

## Solution

GE already had a relationship with Techworkers and turned to the workforce management specialist to rapidly build a vastly increased team of software specialists for GE Digital. Unlike its major competitors, Techworkers specializes in high-touch, customer-orientated engagements. Techworkers professionals view the recruitment challenge from the client's perspective, looking to deliver lasting business value rather than simply filling posts. This was key for GE, which appointed Techworkers as its preferred vendor for resourcing.

Techworkers experts set about understanding GE Digital's systems and culture, to ensure they could best meet the company's requirements and address any questions and issues candidates and recent recruits would have about the employer. Techworkers then went on to provide GE with a full end-to-end service for recruitment. The workforce management firm's operational approach to the engagement was two-pronged, dealing directly with candidates and new hires on one hand and liaising with GE management on the other.

Knowing that line managers are usually pressed for time to spend on recruitment, Techworkers experts took candidates through initial interviews to onboarding, using a knowledge of GE processes and understanding

of software professional needs to reduce the strain on GE Digital's existing staff. The onboarding process extended to weekly checks on new recruits, to resolve potential issues and queries. Furthermore, Techworkers kept a representative on site, available all day to help new employees. GE leaders enjoyed a similarly high-touch relationship with Techworkers management.

As well as helping to formulate recruitment briefs, Techworkers maintained close contact with GE management on a regular basis, generating reports and resolving any issues for the complete lifecycle of the engagement. In addition to its own direct recruitment efforts, Techworkers called on the resources of trusted partner networks to help provide candidates where required.

## Results

As a result of Techworker's unique approach, GE Digital was able to hire approximately 1000 high-quality software development professionals within two years. The hiring rate was around 50%, meaning that half of all candidates were successfully onboarded. This compares to published US IT professional hiring rates of as little as 8%<sup>1</sup>. Such a high success rate allowed GE Digital to build its software team more rapidly, enabling it to maximize its returns on the investment in new staff.

In addition to the original engagement, Techworkers had to deal with a round of redundancies which GE Digital was forced to make due to financial constraints.

As the funding situation improved, Techworkers set about raising staffing levels again to rebuild the GE Digital team to its former strength by recruiting another 600 new staff. As a result of its success in helping to meet GE's business goals, Techworkers has had its contract renewed for a further two-year period.

GE also adopted Techworkers' suggestion that 12-month contracts for consultants should be extended for six months to avoid the retraining cost of new staff. GE's ability to attract and retain technology talent has helped the business achieve its strategic objective of being recognized as a leader in digital transformation. Former CEO Jeff Immelt said: "We were a classic conglomerate. Now people are calling us a 125-year-old start-up."

## Next Steps

In addition to replenishing the 600 lost staff for GE Digital, Techworkers has gone on to provide software and support professionals for other areas of GE's business, including GE Aviation and GE Healthcare, where Techworkers was recently tasked with contracting 50-plus professionals.

### Footnotes

<sup>1</sup><https://resources.workable.com/blog/interviews-per-hire-recruiting-metrics>



To find out more about how Techworkers can help your business, go to **techworkers.com**