



## A BRADLEY-MORRIS CASE STUDY



### KAISER PERMANENTE®

#### COMPANY PROFILE:

Kaiser-Permanente was founded in 1945 and is one of the largest and longest serving national integrated health care systems nationwide. Headquartered in Oakland, California, it is made up of Kaiser Foundation Hospitals and their subsidiaries, Kaiser Foundation Health Plan, Inc. and the Permanente Medical Groups. The healthcare giant currently serves about 10 million members in eight states and the District of Columbia.





## THE CHALLENGE

Like many large organizations today, Kaiser Permanente has an aging workforce. It knows that to remain competitive in the future, it needs to have good succession planning in place now.

## THE SOLUTION

Appreciating that military veterans bring unique strengths to the civilian workforce, Kaiser Permanente has partnered with Bradley-Morris, Inc. (BMI) and developed a Junior Military Officer (JMO) Program as one important solution to its aging workforce dilemma.

The JMO Program provides high performing JMOs with access to a unique, two year rotational program designed to help them transition into successful leadership roles within the organization. The program allows the JMO Associates to work in various functional areas while being fully employed by Kaiser Permanente. Functional areas where associates work include information technology, national facilities services, human services, health care operations, enterprise shared services, health care administration, finance, accounting, marketing and sales.

Holistically, the JMO Program consists of on-the-job experience, leadership mentoring, and formal web based and classroom training.

After successfully completing the two-year program within the company, the desire is that the JMO Associates are then placed in permanent positions within the organization.

Candidates for the program are required to have bachelor's degree and an MBA or other advanced degree. They must also have recently served at least four years in the military as a commissioned officer and their military records must be excellent.

The program was designed so that potential candidates would be recruited and pre-screened by BMI staffing specialists. Those who met the qualifications would then be invited to a PowerHire Hiring event where Kaiser Permanente officials would further interview candidates and make job offers.

## THE RESULT

The first PowerHire Hiring event was held in July 2015 in Oakland, California. Eight new associates were hired by Kaiser Permanente as a result. "The associates we've hired so far have made such a positive impression that others internal to the organization want to hire them away from the JMO program right now. That speaks highly of the caliber of the JMO Associates," said Kaiser Permanente's Military Recruitment Program Leader.

Kaiser Permanente expects to hire more than 20 new JMOs through BMI for its JMO Program in 2016; they've had 14 new hires in the first half of this year alone. Along with additional hires in other areas of the company, Kaiser Permanente has hired over 30 candidates with Bradley-Morris.



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– Kaiser Permanente- Military Recruitment Program Leader