

Case Study

Sun Communities Inc.

Customer Profile

Sun Communities, Inc. owns and operates manufactured housing communities and recreational vehicle resorts located in 27 states throughout the United States. Sun Communities' portfolio boasts over 70,000 developed sites, and recently announced an upcoming acquisition which is expected to grow the company by a third of its current size. Established in 1975, Sun Communities became a publicly owned corporation in December, 1993. The company is a fully integrated, real estate investment trust (REIT) listed on the New York Stock Exchange under the symbol: SUI.

Business Challenges

When VP of HR, Marc Farrugia, joined Sun Communities, he received a two inch binder of new hire paperwork—a tangible confrontation of its manual hiring process that needed a boost of efficiency. Only a handful of recruiters managed the recruitment-to-hire process, and much of the company's hiring efforts were decentralized across the organization.

With the company's focus on continued growth and the increased hiring needs during seasonal hiring swells at Sun's newer resort locations, Sun centralized its recruiting efforts and began to implement new processes to create efficiencies. It was clear an end-to-end framework was needed, and the development of a more robust and scalable solution to tackle the company's growth and cyclical hiring needs would be crucial to the company's continued success.

From the very beginning, Marc searched for a solution that would save his team time and remedy the inefficient processes. Over a period of three years, Sun's HR department used four different background screening vendors. To resolve unclear reports, his recruiters bounced around among various support representatives in between unanswered calls or long periods of waiting on hold. "Our recruiters were constantly on the phone, and it was ridiculous," Marc said.



About

Sun Communities, Inc. is a real estate investment trust that owns and operates manufactured housing communities and recreational vehicle resorts.

Industry: Real Estate Services

Location: Southfield, MI

Employees: Nearly 2,000

Key Features

- Consolidated manual data entry from three systems into one integrated system.
- Decreased average drug screening results turnaround time from four days to one hour.
- Reduced calls to background screening vendors from four or five calls weekly to once or twice monthly.
- Implemented a robust, scalable solution to prepare for highvolume seasonal hiring and anticipated 33% company growth.

Additionally, the company's talent management system offered little promise to Sun beyond sourcing, and they were still using three platforms that required manual data entry. Marc knew that he could streamline the HR team's processes with an integrated solution for a better end-to-end experience, but needed more than promising technology modules; Sun Communities needed a true partnership with integrated software-as-a-service solution providers.

Solution

The existing relationship between Sterling and SuccessFactors encouraged Sun Communities to implement an integrated solution, in which Marc played a very hands-on role. With the integration in place, HR could move their recruiting system, employment screening services, and a multitude of talent management tools into one single system. The team now efficiently reviews the 500+ applicants it receives each day. Candidate data is seamlessly shared throughout the recruitment-to-hire process and beyond, without the team "ever having to monitor or troubleshoot whether or not data has gone back and forth. It just works, and it works great," Marc said.

The biggest "headache" for Sun Communities—customer service problems—finally vanished. A dedicated Account Manager resolves ninety-nine percent of identified issues on the spot, since Sterling provides clear and straightforward results reporting.



The turnaround time for drug screening results has also dramatically decreased, from a previous wait time of four days to only one hour, on average.

With its hiring process transformed, Sun Communities saves time and utilizes a robust and scalable solution that prepares it for immediate and continued growth. Best of all, it has partners—not just vendors—in Sterling and SuccessFactors, ensuring every step of the way that Sun Communities can efficiently source, screen and hire the best talent.



Our recruiters, who are recruiting all day, are living in one system—so they're not wasting time logging into different places. Our end users, who are getting a sense of what it's like to work at Sun Communities, are logging into that system from the earliest points of their employment.

- Marc Farrugia,
VP of HR, Sun Communities