



Plan, Execute, and Succeed with a Repeatable Hiring Process

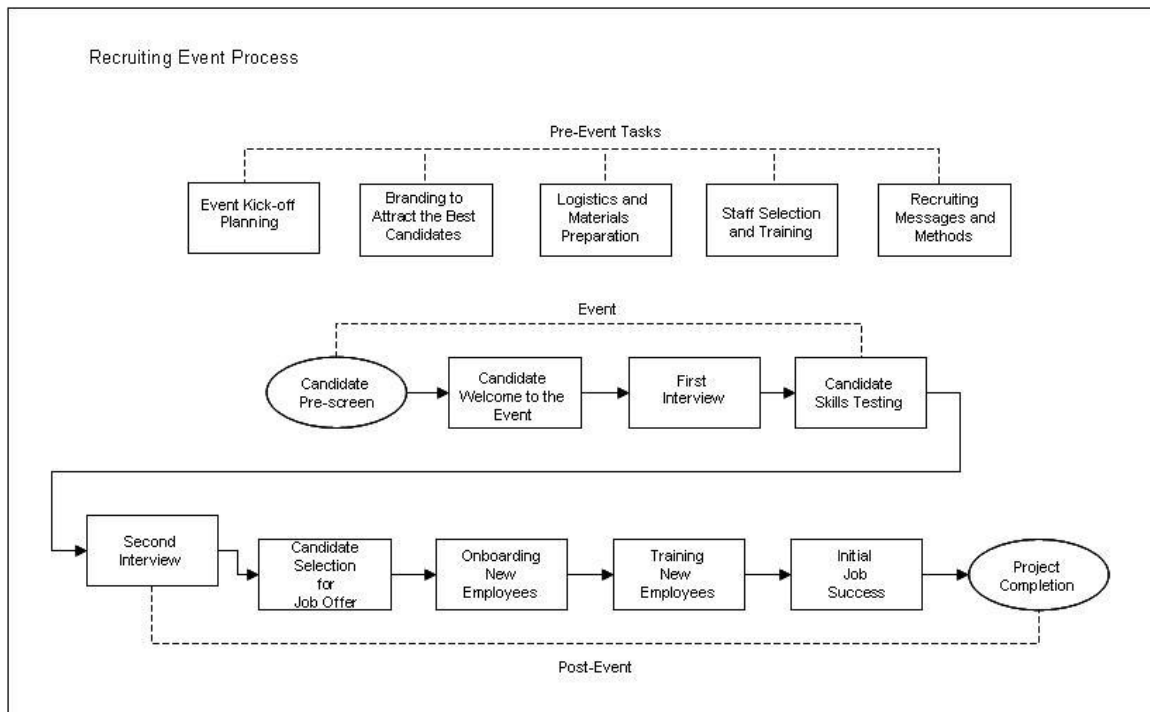
A Parker Staffing Services Case History

The following recruiting process was accomplished by Parker Staffing Services while recruiting for a large gaming company in the Seattle area. The steps detailed here have been implemented for the past four years. The success of this approach has resulted in a current employee turnover rate of <10%.

KPIs help a company determine the success of a manufacturing process or customer service experience which keeps companies moving forward, establishing a framework for continuous improvement. Success is often measured through a repeatable process.

The same can be applied to a recruitment program. Certain key performance indicators can be used to gauge its effectiveness. The objective of this document is to share best practices as well as KPI metrics related to recruiting a pool of talent to fill a significant number of positions. The process used in this document refers to call center related positions.

When you have a large project and need extra staff, what is the best plan of attack? The process detailed herein is appropriate for positions which require a repeatable process to accommodate a high volume of candidates. The following process flow will serve as a guide.



Hosting Stellar Recruiting Events

Internal Event
Planning

A recruiting event allows you to see the largest number of candidates in the most concentrated period of time. Planning for such an event can take up to 10-12 weeks. Included in this preparation is staff training, venue selection, equipment allowances, advertising, pre-qualifying of candidates, and more.

Depending on the volume of candidates you are seeking, you may want to hold your recruiting event multiple times. You could hold it at the same venue each time or host individual events in multiple venues within an appropriate geographic distance of your company's location(s).

Anticipate the volume of candidates you are expecting. Consider factors such as unemployment, skills required for the job, project duration, and desirability of working for your company. Each will have a bearing on the applicant flow during your event.

A first step: develop a strong job description. Tools such as O*NET online (www.onetcenter.org), can help you build job descriptions based on knowledge, skills, abilities and other characteristics required for your position. A concise job description can be used as a springboard for a significant portion of your intake process. For example, your job description can drive your interview questions, determine which skills assessments you will use, and help candidates have a better understanding of the job's requirements. To ensure the best job description, create a review group consisting of a group of successful employees along with the hiring manager(s). Ask for their help in listing the top five to ten duties and characteristics successful employees need. You can use these to screen your resumes. You can also develop questions to be used in your pre-screening as well as in the interview process.

Presenting Your Best Brand Image

Branding to
Attract the Best
Candidates

Before, during, and after any event, you will want to build the excitement around working for your company. Use your company's reputation, celebrations, diversity, and workplace advantages to attract qualified candidates. Include information in your print and electronic messaging that communicates the uniqueness and benefits of working for your company.

For example, if your company is not well known in your community, you can use some of the following activities to quickly enhance your reputation:

- Publicize your strengths. Use local press releases to announce new management team members, new products or new clients
- Demonstrate your commitment to your community. Offer employees the opportunity to work at a local food bank, Ronald McDonald House charity, United Way project or other volunteer service during scheduled work hours.
- Reinforce your appreciation for your employees. Hold an event (i.e., pancake breakfast, barbecue, etc.) thanking employees for their work and encourage them to spread the word about the upcoming recruiting event asking friends and family

with the proper skills to attend. For more information on the effectiveness of employee referral programs, see Recruiting: Employee Referrals

At the event, your brand should be reflected similarly to how a household brand pays careful attention to its brand identity. At the very least, all materials should contain your company logo and standardized formatting so candidates are immersed into the professionalism of your brand and culture from the moment they arrive.

The Right Space with the Right Materials

Logistics and
Materials
Preparation

Having a team responsible for the details related to the venue and the execution of interviewing process will increase your event's success. You can use the following broad categories as a checklist.

Venue Selection: The space must have easy access for parking, traffic flow, multiple processing stations, and a waiting area. You will also need to look at details such as electrical outlets for the equipment required, such as computers for applicant testing or completion of electronic applications.

Materials: Types of materials to have on-hand at your event typically include, introductory information sheets, employment applications (if not electronic, or as a back-up if your system malfunctions), and pre-orientation summary guides.

Introductory Information Sheets may be set up in a Q&A format answering common questions related to the interview and selection process, job description summary, pre-qualifiers such as legal right to work in the United States, your event's process flow including what the process flow will be and how long it will take, etc.

Pre-orientation Summary Guides typically include information about the company's mission statement, your culture such as community involvement, special events for employees, employee recognition program summary, brief summary of employee benefits, etc. This information helps to entice a qualified candidate to accept your job offer.

Preparing Your Team

Staff Selection
and Training

Communication is often the most challenging part of the recruiting process.

Daily and weekly communications with staff should include:

- Changes regarding job parameters such as:
 - Job description
 - Dates
 - Work Hours
- Updates regarding applicant flow/expectations of volume

- Advertising tactics implemented so all team members are in sync with outgoing communications

At the event, staff members should be positioned in the following stations:

- Greet candidates and answer questions
- First interview
- Second interview, if you determine to conduct them during the event
- Test administrators
- Orientation specialists

For large numbers of candidates you will need to have staff fill in as floaters to fill gaps where your process is overloaded. For example, when the open house starts you will need additional people at the front entrance. Once candidates are flowing through the event process you can move staff members to other areas needing attention. Note: Walkie-talkies are great for keeping in contact with team member status and updating communication

Following the event, staff members will be needed to:

- Make job offers
- Orient new employees
- Train new employees
- Help minimize fallout (using employee mentors can be helpful)

It is also after each event that a debriefing meeting should occur. All staff members involved in the process should be included to make adjustments. While the event is fresh, discuss what went well and what needed improvement. Document these details, making adjustments for the next event.

Casting a Wide Recruiting Net

Recruiting
Messages and
Methods

There are many methods of communicating your job openings. Each is discussed here with tips for the most effective utilization. Information to include in any advertising should include:

- Who: your company name, contact for questions, your company's website
- What: a two sentence maximum explaining the job. For special projects, you will also need to include the dates employees will be needed.
- When: date of the recruiting event
- Where: location of the event
- Why: a brief value statement about the benefit of working for your company

Employee Referrals: Your referral network of candidates can be your strongest recruiting tool. Many companies report as much as 65% of their employees are referred by other employees. Your strongest advocates about the positive culture your company has will be your current employee base. Utilize this base. Offer a referral bonus for candidates that are hired.

You can set monetary bonuses to be paid out after a referred employee works a certain number of hours. Programs which add a cash incentive (i.e., \$100 for every candidate

hired who works 90 days) for new employee referrals, tend to be more successful than programs that don't offer cash incentives. You can also choose to enter referring employees into a drawing for more expensive prizes such as two airline tickets for anywhere in the continental U.S., laptop computers, televisions, etc.

Cost is generally justified because of the hard dollar cost savings of recruiting employees using other methods. Additionally, on average, referred employees tend to be stronger performers and stay with the company longer. An Ohio State University study shows that employees hired through referrals have a retention rate that's 25 percent higher than that of employees hired through other methods.

Organizations: To what professional organizations do your employees belong? These organizations can be good sources for candidates. Leverage the networking your employees are doing to find others with similar skills, backgrounds, and interests.

Social Networking: New to the scene of recruiting is communicating through social networking sites such as Twitter and Facebook. Communicating not only job openings but targeted information about your company's culture and the benefits of working there such as special incentives or celebrations for productivity achievements will draw more candidates to your event. The more you can represent the benefits of your company before a candidate attends a recruiting event, the more appealing your company becomes to candidates, the better prepared they are, and the more realistic their expectations are. A key to success on these sites is fresh information posted one or more times, daily. Input by your employees can reach hundreds of candidates.

Internet Job Board Posting: Now a standard, your recruiting event should be posted on as many appropriate job boards, as possible. These can include paid sites such as Monster and CareerBuilder, as well as free sites such as Craigslist (free in most markets), community job boards, local workforce services websites, etc. Posting your openings on these boards will often get them posted on over 100 additional job boards. Ask your current employees for job board sites they would recommend.

Community Job Fairs: Participating in an event prior to your own event may help drive the right traffic to your recruiting event. Often, these fairs give companies access to candidates that may be hard to reach using other methods. Attending these job fairs also gives your recruiters an opportunity to conduct pre-screening prior to your event and pre-select candidates you will want to invite.

Newspaper: Despite what internet marketers say, there are still times when newspaper advertising is effective. Both local community papers published weekly, and large daily newspapers can be effective. The key is to have a compelling message in each. It is frequently thought that a display ad is most effective. It is also the most expensive. Often, a line ad with pertinent information can be just as effective at less than half the cost. The best days to advertise are typically Wednesday and Sunday, if those options are available. As indicated, the copy must give sufficient information including company name, date and location of event, contact information for a candidate to speak directly with someone who knows about the job and the event, and a website for more information.

Inquiries and Responses

Candidate
Pre-screening

Pre-screening questions are used as the first clearance for candidates to be considered in the interview process. Pre-screening can encompass a few questions or a more complete questionnaire. Not to be confused with your company's application, prescreening questions focus on the essentials which every candidate must pass prior to being considered for a position with your company. These questions can include:

- Eligibility to work in the U.S.,
- Availability to work during project duration
- Ability to pass drug screen and background check
- Confirmation of specific skills or certifications required for the project

When setting up the process for handling candidate inquiries, keep in mind, the best solution is often a combination of automated and manual processes. For example, you may have an automated pre-screening process which will expedite the start of the hiring process; however, when answering candidate questions you will be more successful with a more candidate-friendly approach, such as representatives from your company answering emails, texts, and phone calls.

Making a Good First Impression

Candidate
Welcome to the
Event

As each candidate begins the process, their name and contact information should be entered into a spreadsheet which will follow the candidate through the recruiting process. This spreadsheet contains results of interviews, skill measurements, behavioral observations, contact information and other pertinent information to help hiring managers make the best hiring decisions possible.

How candidates are treated as they go through the recruiting process can make or break your event. With such a large number of candidates coming to your event, it is easy for them to feel like part of a crowd instead of an individual contributor with skills to add to your company. Using verbal and written guidance, candidates need to see and hear:

- Fluidity which keeps candidates moving through the process, efficiently
- What will happen during your event
- How long the process will take.
- Clarity about what the next steps will be once they have completed the interview process during your recruiting event.

Taking these steps will help you get the best out of each candidate. Treated with professionalism and friendliness, skilled candidates' interest in working for your company will strengthen, bringing top candidates closer to accepting your job offer. Since candidate pre-screening is completed, it is often during this initial welcome that candidates will complete the application process, if applicable.

Moving Beyond the Basics

Once a candidate passes your pre-screening process and is in the interviewing and skills assessment segment of your event, it is important to analyze multiple factors prior to making a hiring decision. Answers to interview questions, their behavior during the event, as well as their skill measurement results will give you a more complete picture of the individual and their likelihood of success within your organization.

First Interview

Using your job description as a guide, develop behavioral interview questions to identify work style behaviors, team orientation, as well as skills and previous experience. Work with your successful employee group identified in your planning process to establish the types of questions your team will want to ask potential employees.

The first interview is generally held in a group setting using the following process:

- Interview in groups of ten
- One interviewer asks questions while another team member observes, taking notes about behaviors and notable answers to questions
- Following the interview, the interviewer and observer decide who will move forward to the second interview based on the hiring profile

All notes are added to the spreadsheet.

Hard Skill and Soft Skill Measurements

Candidate Skills Testing

Many skill measurement tools exist for both hard and soft skills testing. To ensure the fairest evaluation possible, only tools validated in accordance with the American Psychological Association and EEOC guidelines should be used. Tests created using these guidelines protect employers giving them the most accurate assessment of results for each candidate as well as litigation protection from discriminatory evaluation practices.

Time for Stronger Consideration

Second Interview

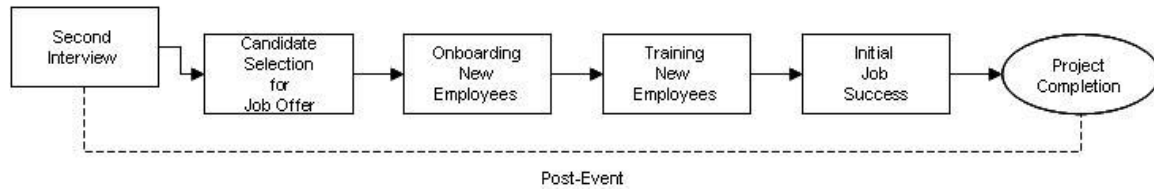
Following the event, second interviews can be used to give prospective candidates exposure to successful employees working for your company. Utilize selected employees from your successful employee group to participate. Create questioning guidelines that focus on personal characteristics and other departmental success factors.

Use the following as a guideline for a second interview:

- Contact selected candidates to set an appointment for a one-on-one interview
- Use the interview to review answers to questions asked in the group interview adding your subsequent questions
- Allow 30 minutes for observation of the work environment and duties
- Wrap-up with specific action steps and contact timeframes

Post Event Activities

As a member of the human resources community for over 30 years, Parker Staffing has worked with thousands of companies, helping them through the hiring process. Parker has also observed world class HR practices in onboarding and retaining employees. The following are some of those observations.



Candidate Selection for Job Offer: Providing a clear job description and offer in writing will help keep misunderstandings to a minimum.

Onboarding New Employees: Success is in the details. Share logistical details from smoking areas, to break rooms, lunch hours, dress and performance expectations. The more welcomed a new employee feels, the more immediately productive they will be.

Training New Employees: Companies with formal training programs frequently review these programs for continuous improvement. If you do not have a formal training program, one way to ensure good employee productivity is pairing a new employee with a successful peer-mentor. In addition, establish frequent meetings with the new employee to discuss progress, questions, or ideas they may have for improving a process. Thorough training will help your employee's morale and productivity.

Initial Job Success: Even with the best hiring, onboarding, and training process, there may be employees who decide the job they have taken is not best suited for them. To decrease the number of new employees who fallout it is important to understand why they are leaving in the first place. Is it a lack of training, cultural acceptance, or understanding of the job description. Through continuous review of your processes and why new employees leave, you can close the fallout gap more tightly.

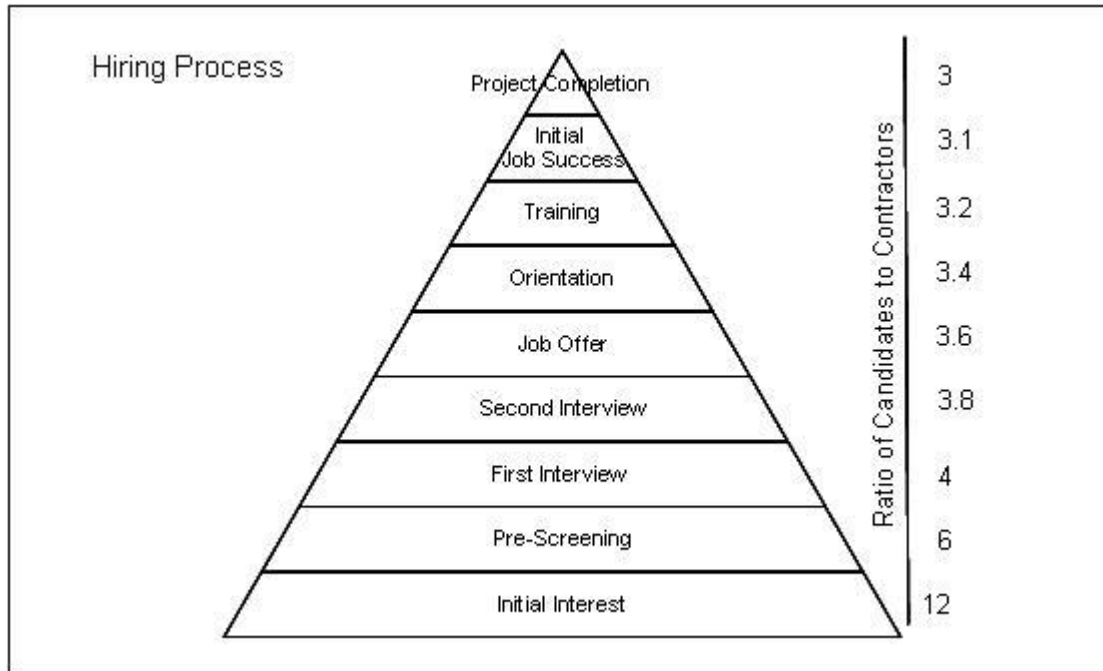
Project Completion: Retention programs will help your employees stay with your company. Appreciation comes in many forms. Recognition from Employee of the Month to monetary productivity contests help employees know their contributions are valued.

Throughout the job offer, onboarding, training, and project completion stages of employment with your company, building an employee-centric environment of communication and evaluation will help employees be more productive.

Results: Successes and Lessons Learned

During the preparation for and execution of the recruiting event, tracking data will help your company identify successes and areas for improvement for future events. Tracking such indicators as those presented below can help you determine the ratio of candidates screened to employees hired.

The chart below illustrates each step in the process and the corresponding number of candidates who completed each step. In conducting these events, three out of twelve candidates who expressed initial interest were hired and ultimately completed the project.



About Parker Staffing Services

For more than 30 years, Parker has built lasting relationships with clients and contractors through world class service and innovation. Headquartered in Seattle, WA, customized workforce management solutions help clients and contractors meet their objectives. Whether administrative, customer support, technical, or healthcare IT, on a project-, contingent, contract-to-hire, or direct hire basis, Parker has the right expertise and will successfully execute to meet client demands. Guaranteed.