



# Maximizing Quality Of Hire: Building and Deploying Assessments into an Enterprise Staffing System

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# What We Will Discuss

- Mosaic Overview
- Investment Return from Taleo Enterprise System
- Why Mosaic Needed an Assessment Solution
- Taleo Assessment Solution Overview
- New Hire Evaluation Study
- Lessons Learned
- Q&A



# Mosaic Overview



A high-angle, top-down photograph of a diverse group of approximately ten people of various ethnicities and ages. They are all smiling and looking directly at the camera. They are arranged in a circle, with their heads pointing towards the center. The background is a bright, slightly overexposed white or light blue, suggesting an indoor setting with a large window or skylight. The overall mood is positive and collaborative.

People changing the way  
brands **connect** with consumers  
– **one visit at a time**



# Specialists Everywhere, Closely Connected



- Established in 1948
- Over 10,000 W-2 employees
- All 50 states, nine Canadian provinces and two territories
- Headquarters in Dallas, TX
- Regional offices in Irvine, CA and Toronto, Canada
- United by a Internet based, real-time work environment

# Delivering “The Last Three Feet Of The Sale”

## **Merchandising**

- Ensuring clarity of offer to consumers, building local retailer relationships

## **Selling**

- Closing sales by using specialized product knowledge to engage consumers

## **Customer Acquisition**

- Obtaining applications for services by engaging consumers in key locations

## **Events Marketing**

- Mass media strategies brought to life through tailored events

## **Data Collection**

- From every visit – what you need to know, when you need to know it



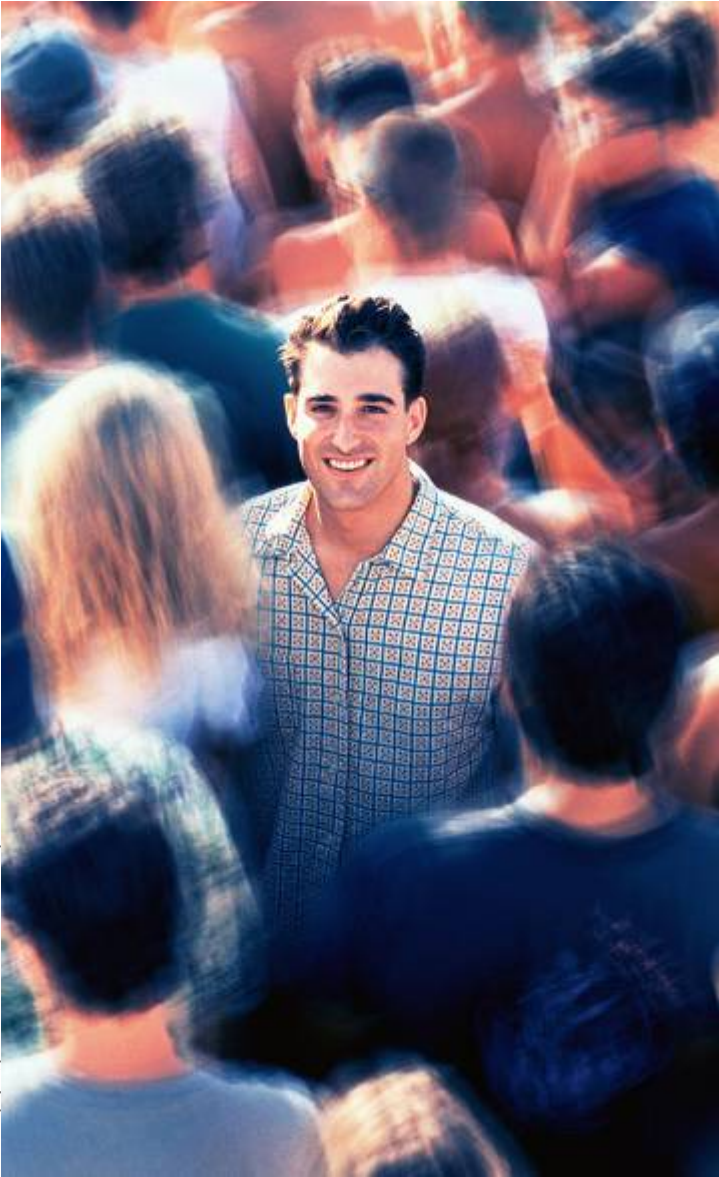
# World-Class Clients Choose Mosaic

## Trailblazers and category leaders

- Activision
- American Express
- Best Buy
- Canadian Tire
- Coca Cola
- Disney's Buena Vista Home Entertainment
- Epson
- Labatt Breweries
- Microsoft
- Nike
- Nokia
- Procter & Gamble
- Reebok
- SBC
- UPS
- Verizon



# Mass Recruiting To Find The One



## Matching the DNA of your brand

- Craft unique profile specifying skills, talents, and behavior
- Diligent process of evaluating internal people and marketing externally
- Receive 400+ résumés a day on-line; filter electronically to match candidates to your brand's profile
- Rigorous process of scripted, scoreable, telephonic screening, in-person interviews and background checks





# Investment Return from Taleo Enterprise System



# Comprehensive Audit 2 Years Post Implementation

## **1.2 Million in Documented Savings for Year 1**

- 90% Reduction in Advertising Costs
- 33% Reduction in Time to Hire
- 75% Reduction in Staffing Time Requirements for Hiring Managers
- 43% Reduction in Time per Hire for Recruiters



# Selection of a Assessment Solution



# Why Mosaic Needs An Assessment Tool

- Competitive Advantage
- Strategic Advantage
- Force a definitive qualification spread among a large, highly undifferentiated candidate pool
- How candidate's work, behave and relate to others is a critical success factor
- Need to allocate human capital primarily against the most qualified candidates



# Why Mosaic Needed A New Assessment Tool

- Previous tool covered only emotional and cognitive intelligence
- Took candidate too long to complete (30 to 45 minutes)
- Adapted from previous work performed within a largely unrelated industry
- Not predictive of success
- Very little actionable candidate results / feedback furnished
- Complex administration required by Mosaic
- Significant manual labor (i.e. additional questionnaires, revisions) required
- Relevance of screen Questions and Answers were suspect





# Why Mosaic Selected The Taleo Assessment Tool

- Validated, behavior-based assessment
- Significantly reduced candidate testing time (8 to 12 minutes on average)
- Ability to participate more in content development, test layout and reporting
- Customized to Mosaic's business model – targets part-time labor and retail-specific content
- Price determined by employee count, not by number of test takers – more fixed and predictable
- Taleo provided assessment expertise in both the retail and part-time areas
- Ability to use images in both question and response fields – key value add for Mosaic



# Why Mosaic Selected The Taleo Assessment Tool

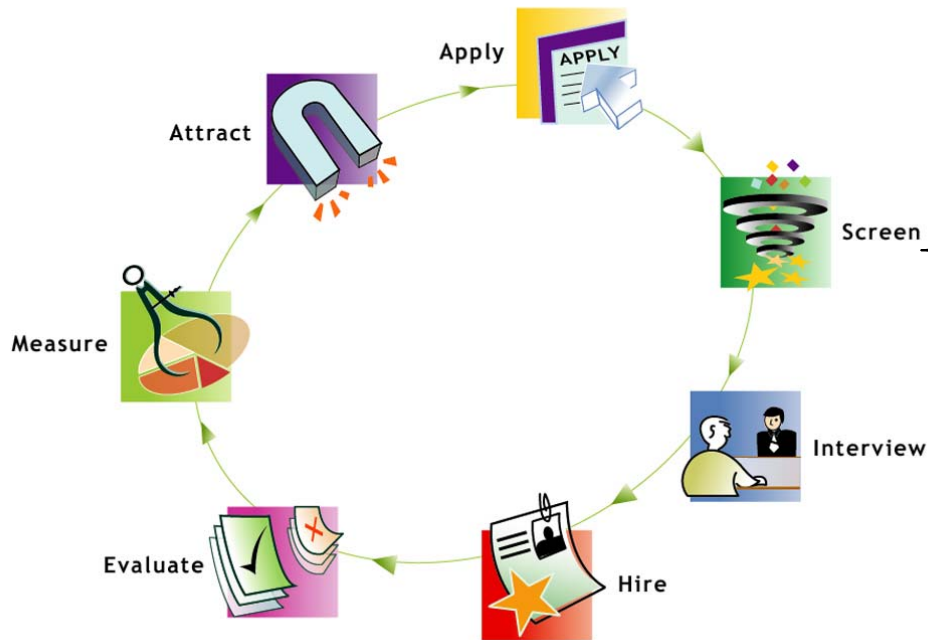
- Results delivered in one, easily quantified overall summary rating, with the capability to drill down to individual ratings on 8 competencies
  - Ideal and impactful for Recruiters and Hiring Managers
- Ability to use one common assessment screen, but multiple scoring profiles based on the unique aspects of individual positions
- Flexibility to add additional corporate business units and assessments for other types of positions in the future
- Cost-per-test and “Pen and Paper” based assessments were not cost competitive with Taleo assessment



# Taleo Assessment Solution Overview



# Taleo Assessment Solution



**Disqualification Questions** –  
Minimum qualifications

**Prescreening Questions** –  
Self-reported skills, experience  
and certifications

**Validated Assessments** –  
Measured personal attributes  
and competencies related to job  
success

# Delivering Validated Assessments

## Taleo Assessment

Gives the option to mix and match the assessment source:



- One Platform - One Database
- Open Content Support
- No Integrations (save \$)
- Support Remote Assessment
- Improved Candidate Experience
- Ongoing Validation Process



# Top Ten HR Product of the Year

*“Taleo Assessment has proven itself to be an extremely configurable, bold, innovative and cutting-edge solution for organizations looking to implement a comprehensive assessment strategy.”*

*David Shadovitz*

*Editor in Chief*

*HR Executive Magazine*



# Validated Assessment - Focus on quality

11.

6. What can be done to improve this display?



- Change the color of the shirt
- Add a hat to the bust
- Add a belt to the pants
- Put a sweater over the bust shoulders
- Ask my supervisor

# New Hire Evaluation Study



# Implementation History

- Mosaic launched Taleo Assessment solution in December 2004
- February 2005:
  - approximately 2300 applicants entered the system
  - approximately 1000 were assessed
  - approximately 200 were hired
- Initiated a New Hire Study in March 2005



# New Hire Evaluation Study

- New hires on job < 90 days
- Completed assessment between Dec 15, 2004 and January 31, 2005
- Mailed Managers a New Hire Evaluation Form gathering performance ratings, current employment status, and comments
- Received reviews on 52 employees that also had assessment results
- Analyzed data



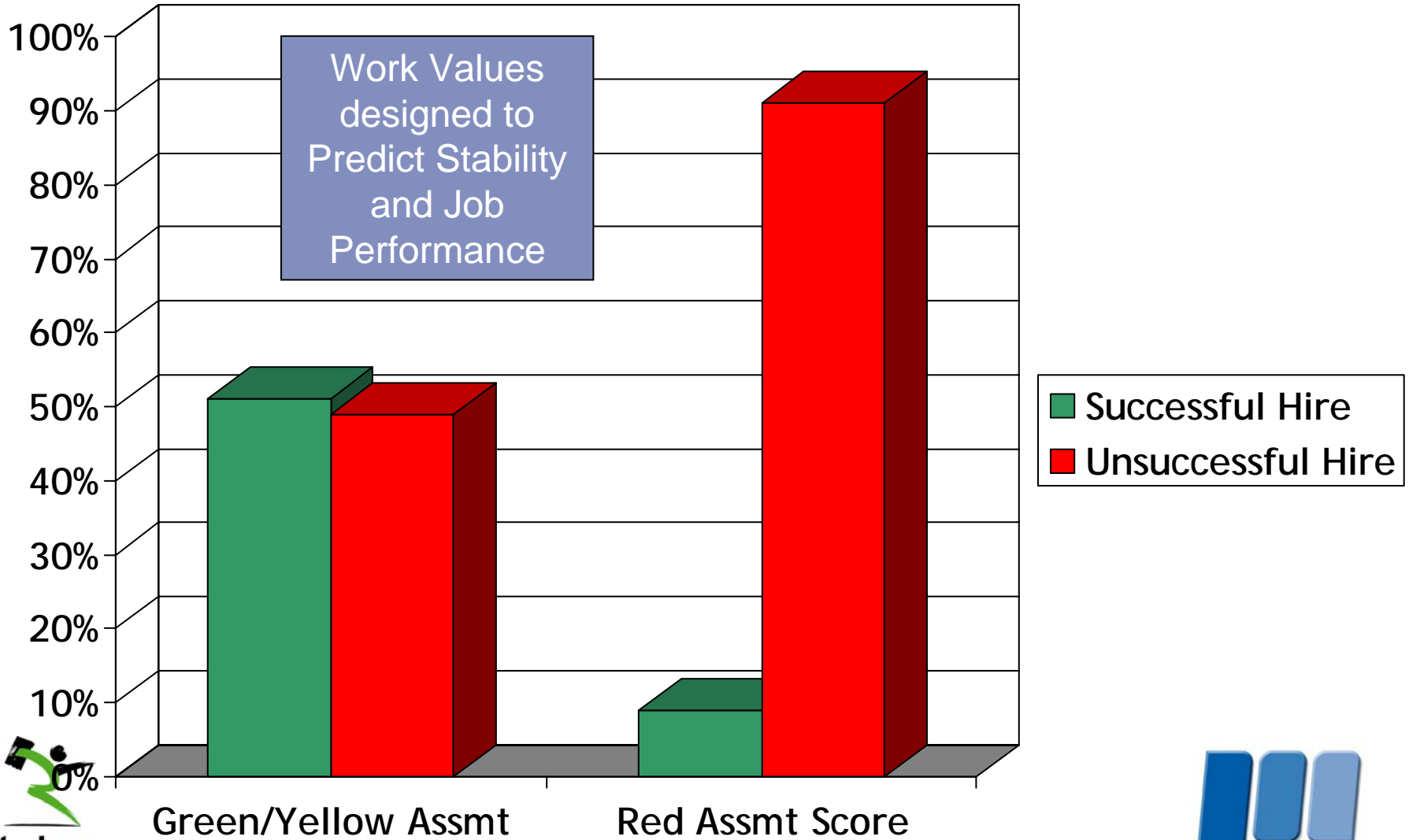


# Performance Groupings

- **Grouped 52 employees into Successful and Unsuccessful Performance areas based upon:**
  - Average performance ratings
  - No shows for job or early turnover
  - Manager comments
    - *“John Doe follows directions, but not a problem solver for the customer”*
  - Successful Hires: 22
  - Unsuccessful Hires: 30
- **Matched performance groups with Pre-hire Assessment Results**



# Work Values Assessment Score Differentiates Early Performance



# Study Conclusions

- **Early Success in Predicting New Hire Failures with Red Assessment Results**
  - Predicting instability on the job (early turnover)
  - Predicting quick identifiable poor new hire performance
  - Case studies link Red assessment results to more job training to be successful
- **More work/time needed to further differentiate exceptional performers for Green/Yellow Assessment Results**
  - 60-day performance is not enough time to differentiate 'successful' from 'unsuccessful' job performance and sales results



These employees have just finished their 'ramp up' period



# Lessons Learned



# What Mosaic Has Learned

- Mosaic was able to deliver the assessment tool earlier in the staffing process resulting in increased candidate quality, significant recruiting time savings, cost effectiveness and increased validity
- Significant value in having a common Talent Management and Assessment provider
- In order to determine ROI for any assessed position Mosaic must furnish success factor metrics
- Amount of time, volume of effort, difficulty of training and impact of implementation was minimal
- Short learning curve and very easy to use
- Assessments in high volume staffing yield data management and reporting issues



# Conclusions

- **Early Success with differentiating job stability and performance based on assessment results**
- **6 to 9 month re-validation process being planned**
- **Significant value delivering assessments via the enterprise talent management system**
- **Tailored assessment content to Mosaic environment seen as positive for applicants and Mosaic**

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