

Title

# *Implementing an Enterprise Hiring System with a Cross-Cultural Organization*

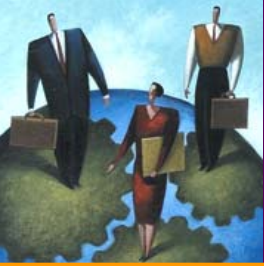
*Cindy H. McGovern*

*Development Dimensions International*

*29<sup>th</sup> Annual IPMAAC Conference on Personnel Assessment*

*June 21, 2005*

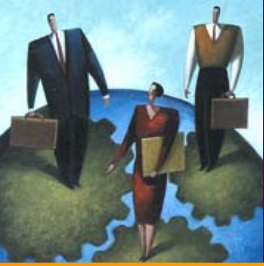




# CN's Needs

- Massive recruitment effort to meet forecasted hiring needs and hire the best people
- Management of many openings throughout North America in single system
- 2 countries -- 2 languages
- Legal defensibility; Union acceptance

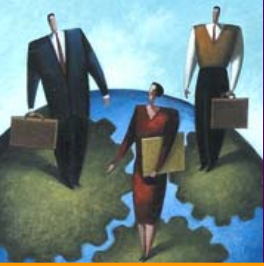




# Solution Must Contain...

- Job Posting Management
- Applicant Intake
- Applicant Management
- Speed to Hire
- Fulfill EEO, Equity, and Union Expectations
- Easily Managed by CN personnel – not outsourced
- Dual languages





# Enterprise Hiring System

## ATTRACTING

- Client Web Site
- Job Posting Site
- Motivational Fit

## QUALIFYING

- Education, Skill, Experience
- Competency based questions
- Resume

## TESTING

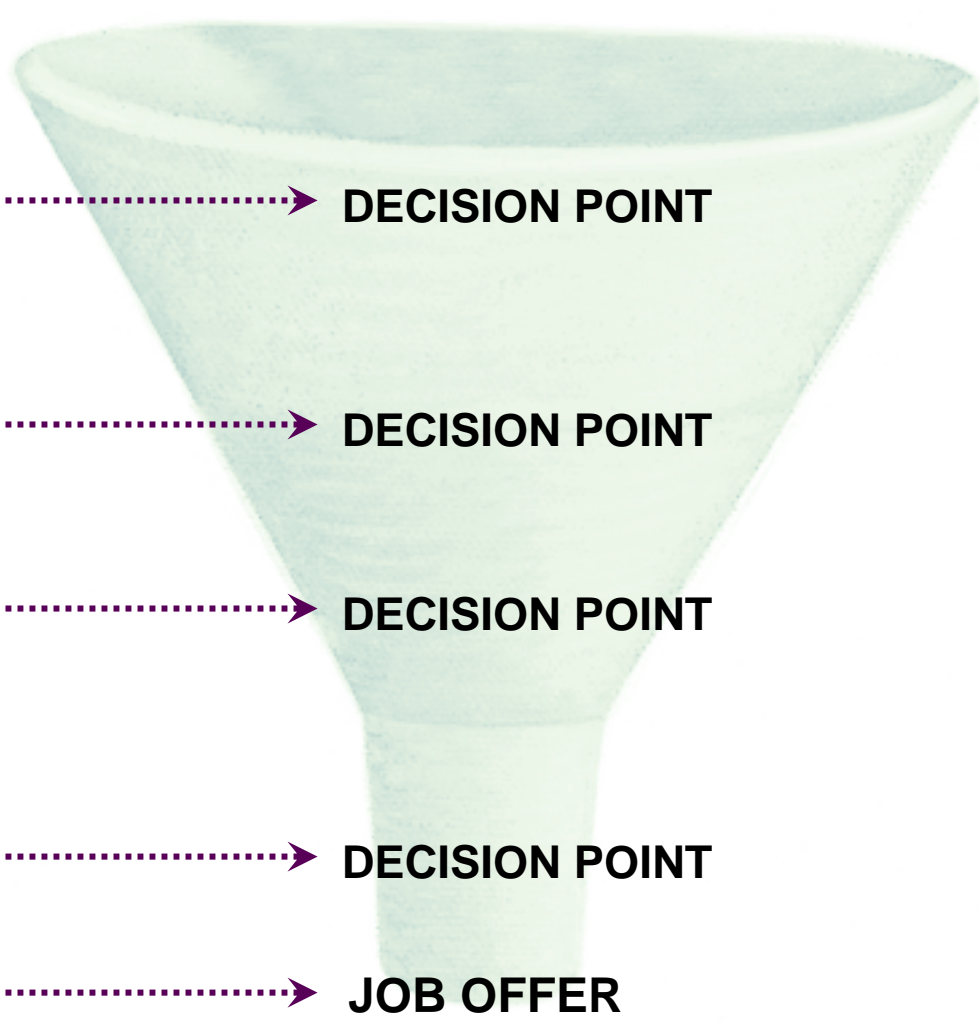
- Career Batteries
- Three types of questions

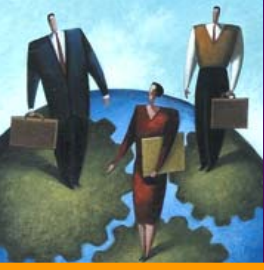
## ASSESSING

- Simulations / Role-plays (2 families)
- Targeted Selection® Interviews
- Background Checking

## SELECTING

- Onboarding

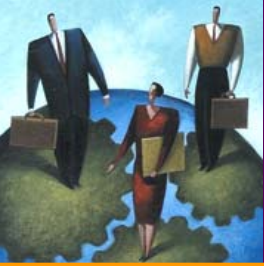




# Job Analysis & Content Development

- Job Analysis - CN
- Content Identification - DDI
- Customization of Question Content
- Testing Content - 4 job families

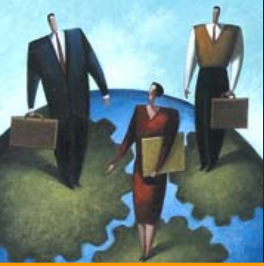




# WebScreen

- Choose jobs by region, location, and job type
- Questions – work experience, education, technical skills, minimal qualifications
- Presented in 2 languages
- Real-time scoring
- Data transfer to recruiter interface
- Motivational Fit tool





# WebScreen- Find Your Perfect Job

Contact Us Search Site Map Français Home

**CN** About CN Shipping with CN CN Network Map

**eBusiness**  
Username:   
Password:   
Login Register Help

News Investors Community Risk Management Careers Company Info

## Find Your Perfect Job

The job(s) in the job list match(es) the profile shown below.  
For more details, click [here](#).

Current Profile: Search 1 Search Again

Country:	USA
Location:	Any
Position:	Any

10 Job(s) Found Page 1 of 1

**CN Conductors - Escanaba, MI June 2005**  
View Details Add to Cart

CN is looking for Conductors who will be responsible for the safe operations of trains and movement of cars in a safe and timely manner that responds to the customers' needs.

Click View Details (see link above) for more specific information about this position.

CN is a Equal Opportunity Employer

**CN Electrician - Escanaba, MI 6/05**  
View Details Add to Cart

CN seeks a qualified electrician who will be responsible for the maintenance of electrical and control system for the Escanaba Ore Docks. Outdoor work is required in all seasons and in all weather conditions. Work at heights involved as required. System includes industrial maintenance of fixed and mobile equipment. Minimal travel required. Operation of mobile equipment required - loaders, bobcat, ...etc.

Click View Details for more specific information about this position.

CN is a Equal Opportunity Employer

**CN Signals & Communications Maintainer - Chicago, IL June 2005**  
View Details Add to Cart

Your Job Cart

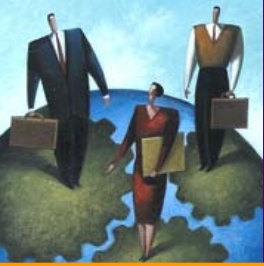
Your Profile Cart

Search 1

Search Again

Subscribe to e-mail notification





# WebScreen French

Navigation: [Contactez-nous](#) [Recherche](#) [Plan du site](#) [English](#) [Home](#)

**Affaires électroniques**

Log in: Nom d'utilisateur:   
Mot de passe:   
[Entrée](#) [Inscription](#) [Aide](#)

Logo: **CN**

Menu: [À propos du CN](#) [Expédition marchandises](#) [Carte de réseau CN](#)

Navigation: [Nouvelles](#) [Investisseurs](#) [La collectivité](#) [Gestion des risques](#) [Carrières](#) [Information sur la Compagnie](#)

**Entrée dans le système**

**Entente**

- **Antécédents**

[Coordonnées](#)  
[Curriculum vitae](#)  
[Renseignements facultatifs](#)  
[Merci](#)

**Sauvegarder et quitter**

### Antécédents

Indiquez l'expérience que vous avez dans les domaines suivants. Indiquez le niveau correspondant le mieux à votre expérience pour chaque activité. Les renseignements sur votre expérience pourront être vérifiés par des questions plus tard dans le processus de demande d'emploi.

<b>Expérience restreinte</b>	Je n'ai aucune expérience dans cette activité ou je n'ai qu'observé celle-ci sans y participer.
<b>Expérience moyenne</b>	Cette activité a été une responsabilité <b>mineure</b> ; je ne l'ai exercée qu'occasionnellement.
<b>Vaste expérience</b>	Cette activité a été une responsabilité <b>majeure</b> ; je l'ai exercée fréquemment.

\***Régler les problèmes de clients internes et externes mécontents.**  
Indiquez un choix

\***Intensifier les relations avec les clients internes ou externes.**  
Indiquez un choix

\***Intervenir rapidement pour répondre aux besoins des clients internes et externes et régler les problèmes qu'ils signalent.**  
Indiquez un choix

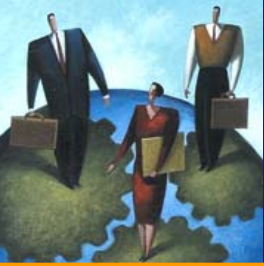
\***Participer avec des membres d'autres groupes fonctionnels ou services à l'exécution de tâches.**  
Indiquez un choix

\***Établir des liens avec les membres d'autres groupes fonctionnels ou services pour atteindre des objectifs de travail.**  
Indiquez un choix

\***Faire le suivi des demandes des autres groupes ou services afin de s'assurer qu'on y a répondu.**  
Indiquez un choix



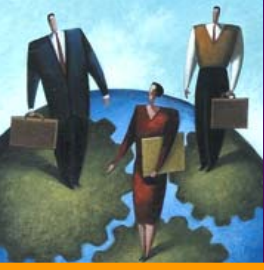




# Interactive Voice Response - IVR

- Mirrors WebScreen
- Remote areas; Limited internet skills
- Same data transfer
- Same scoring
- Dual languages; Caller ID

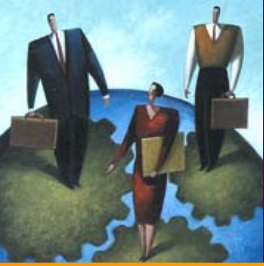




# Assessment Management System – Requisition Mgmt.

- Scalability
- Master Requisitions
  - Custom content & scoring
  - Configure for location, language, & number of hires
  - Unique questions
- Quick editing and activation of postings
- System reports

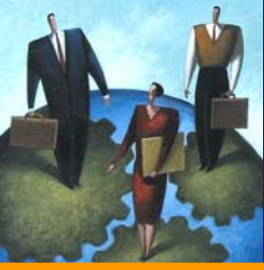




# Assessment Management System – Candidate Mgmt.

- Candidate Management
- Searchable Database
- Contact information
- Scores
- Resume
- Reports





# Assessment Management System - Communications

- Auto Communications
- Bulk; not individual
- Pre-configured content and criteria
- Based on candidate status & events
- Customizable



# Placement General Screen - AMS

**DDI** ASSESSMENT-MANAGEMENT-SYSTEM Home Log Out

Project: CN Selection System: ALL Location: ALL  
User: Cindy McGovern

General Description Security Matching Qualifications Unique ?'s Keyword List Schedule Approval Can

ADMIN  
CANDIDATE  
SCHEDULING  
RECRUITING  
COMMUNICATION  
REPORTS  
REQUISITION  
Master  
Placement  
Search

**Placement Requisition**

Placement Requisition Display Language Information

Select Language: English  
Canadian English  
English  
Français

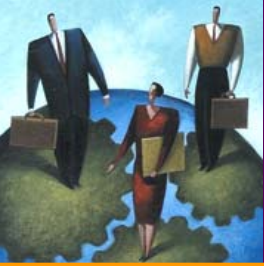
Placement Requisition (Req#-04-0000065-7471 MReq#-04-0000065)

<b>Requisition ID</b>	Requisition Name	
04-0000065-7471	CN Dispatch Coordinator - Edmonton, AB	
<b>Creation Date</b>	<b>Status</b>	<b>Target Hires / Hires</b>
7/19/2004 8:09:28 AM	Active - No Post	0 / 0
<b>Selection System:</b>	<b>Career Family:</b>	<b>Responsibility Level:</b>
Coordinators and Leadhands	Coordinators and Leadhands	General
<b>Region:</b>	<b>Location</b>	<a href="#">Change Career/Responsibility</a>
Canada	Edmonton, AB	
<b>Job Code</b>		
701: Dispatch Coordinator		




**Job Specifics**

<b>Job Title</b>	<b>Salary</b>	<b>Dept. Number</b>
Dispatch Coordinator		
<b>Employee Class</b>	<b>Shift</b>	<b>Position Class</b>
Regular Full Time	First Shift	Full Time
<b>Replacement/Additional</b>	<b>Person Replaced</b>	





# Search Screen AMS

**DDI**  **ASSESSMENT · MANAGEMENT · SYSTEM**   Home Log Out

Project: CN Selection System: ALL Location: ALL  
User: Cindy McGovern

**ADMIN**  
CANDIDATE  
  Search  
  Add New  
SCHEDULING  
RECRUITING  
COMMUNICATION  
REPORTS  
REQUISITION

**Search Candidates**

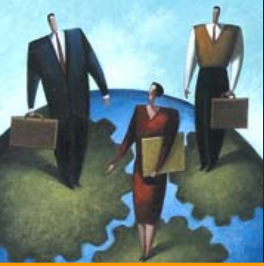
**Save/Open Query**  
To save this query, type a name in the Query Name box. Open an existing query by selecting it from the list of saved queries.  
Saved Queries:  Query Name:

**General**  
Candidate ID:  Last Name:  First Name:   
Selection System:  Status:  Availability Status:   
Current Decision Point:  Entry Date Range (mm/dd/yyyy):  to

**Sourcing**  
Source Type:   
Candidate Source:  Source Other:

**Candidate Scoring**  
Selection System:   
Decision Point:  Search Operator:  EQUALS(=)  Score:  Date Range:  to

**Requisition**  
Requisition ID:  Requisition Name:  Job Title:



# Candidate Scores Page - AMS

**DDI** ASSESSMENT-MANAGEMENT-SYSTEM Home Log Out

Project: CN Selection System: ALL Location: ALL  
 User: Cindy McGovern

General Portfolio Documents **Scores** History Schedule Reports

ADMIN  
 CANDIDATE  
 Search  
 Add New  
 SCHEDULING  
 RECRUITING  
 COMMUNICATION  
 REPORTS  
 REQUISITION

**Candidate:** testperson, testperson

Choose Requisition:  
 (Removed - Level II) CN Track Maintainer - Toronto, ON

**Requisition:** CH Track Maintainer - Toronto, OH (04-0000035-5646)  
[View Requisition](#)  
 Selection System: Entry Level Primary Contact: K  
 Location: Toronto Requisition Status: Active - No Post

Click on the icon to Jump to the Appropriate Decision Point

**Decision Point: Webscreen**

Overall Band:  Date:

Instruments: Score: Band: Date:  
 Qualifications -  5/3/2005

Comments:

**Decision Point: IVR**

Overall Band:  Date:

Instruments: Score: Band: Date:  
 IVR System -

Comments:

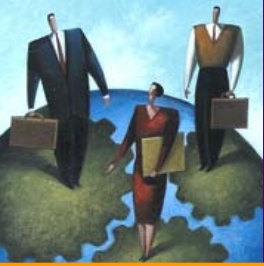
**Decision Point: Recruiter Review**

Overall Band:  Date:

Instruments: Score: Band: Date:  
 Recruiter Review -

Comments:



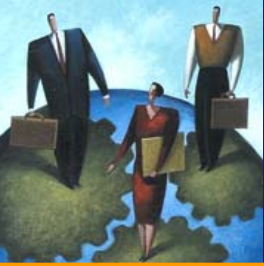


# WebTest

- Higher volume job families
- Reduce candidate pool
- Available remotely or in proctored sessions
- Validation



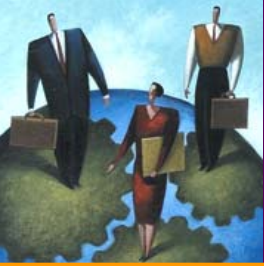




# WebTest

- Work Related Judgment
- Work Style and Disposition
- Background Experience

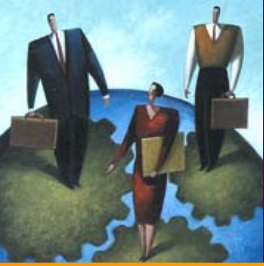




# Reports - AMS

- Candidate Reports
  - Profile Report
  - Response Report
- System Reports
  - EEO Report
  - Recruiter Reports

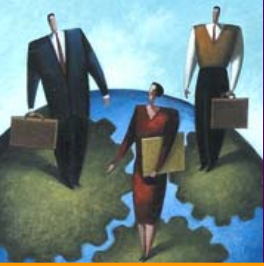




# Highlights

- Scalable--more job families and more jobs
- Prioritize candidate pool
- Scoring is configurable
- Manage across countries and languages
- Reports satisfy EEO/Equity requirements
- Consistency satisfies Union concerns





# Thank you!



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