

# ➤ Job Tryouts Go Virtual: Changing the Recruiting Paradigm

The role of the career web site for  
engaging and evaluating talent.

Joseph P. Murphy

June 10, 2008



# Learning Objectives

1. Examine four steps required to develop high fidelity simulations
2. Identify which types of jobs are good targets for high fidelity simulations
3. Discuss how to develop, model and present a business case based upon recruiting and performance metrics
4. Listen to four case studies where high fidelity simulations have been implemented

# Four Steps

UGESP

## 1. Document Performance/Job Analysis

Metrics First

Simulation filter

## 2. Develop Content

Multi-method evaluation – competency focus

## 3. Differentiation/Validation

CEO Compliance – business case/ROI

EEO Compliance – fair, job relevant, etc.

## 4. Deployment and Monitoring

Recalibrate on performance drivers

# Target Jobs

- > Data rich performance environment
  - Objective measures of productivity
- > High levels of staffing process waste and rework
  - 90 to 120 day failure rates
- > High levels of performance variation
  - Wide range between low and high performance
- > Where the Brand is People
  - Service, interpersonal competence
  - Brand Promise Delivery

# Staffing Waste & Turnover Cost Calculator

An ROI Calculator from Shaker Consulting Group

## Current State (Baseline)

### 1 Annual Turnover Rate



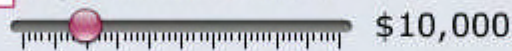
### 2 Current Headcount



### Quits & Terms



### 3 Replacement Costs



Negative Financial Impact

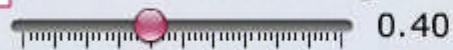


**\$9,000,000**

Reference Point: 90 days wages at \$25/hr = \$18,000

## Future State

### 4 Annual Turnover Target



Current Headcount 1500

### Quits & Terms



Replacement Costs \$10,000

Negative Financial Impact



**\$6,000,000**

**Instructions:** Put slide in 'play' mode, then:

- 1) Set current annual turnover rate
- 2) Set current headcount
- 3) Set approximate replacement cost
- 4) Set target annual turnover rate

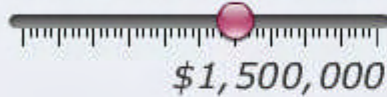
Financial Gain

**\$3,000,000**

# Sales Impact of Better Selection

An ROI Calculator From Shaker Consulting Group

Top 80% Ave Sales



Bottom 20% Ave Sales



Hires Per Year



% Bottom Performers

20%

Individual Gap



No. of Bottom Performers



Annual Opportunity Gap



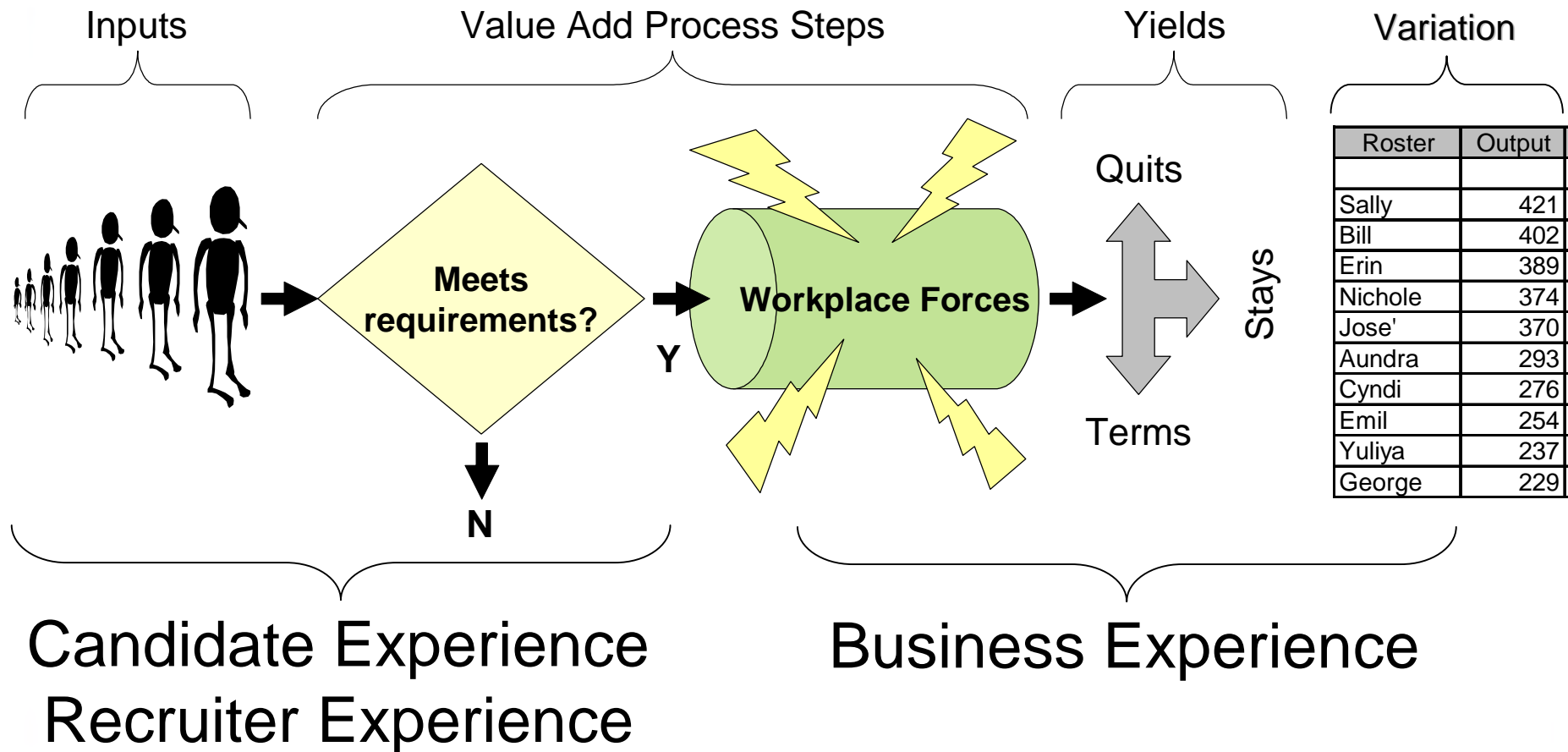
\$12,000,000



## ➤ Case Studies

### Economics of Work Sample Based Evaluation

# Process Yield & Variation





# Objective Evaluation to Performance Measure

<div> <div>Job Performance</div> <div>Simulation Experiences</div> </div>	Manager Ratings						Objective Metrics	
	Achieving Measurable Results	Creating The Environment	Customer Focus	Decision Making	Developing For The Future	Promotion Potential	Retention / Engagement	Year Over Year Comp Sales
Customer & Associate Connections								
Working With Metrics								
Everybody Has A Story								
Actions For Success								
Your Preferred Approach								

# Store Manager

## > Situation

- High volume of applicants – recruiter overload
- Significant performance variation
- Leverage brand for candidate experience

## > Solution

- Deliver brand aligned experience
- Predict 10% better employee retention
- Predict growth of store profit contribution
- Begin interviews with top 25% of candidates

# Call Center

## > Situation

- New hires must pass a license exam
- Yield – only 82 % of hires passed after 3X
- Approximately \$15,000 wasted per failure

## > Solution

- Reduced Interview to hire ratio by 50%
- Improved yield to 98% pass rate
- First year savings in excess of \$1million
- 24 more policies per year sold

# Branch Manager

## > Situation

- Increase sales orientation
- Reduce administrative burden for recruiters

## > Solution-

- Predict growth in core deposits
- Predict growth in loan portfolio
- Predict growth in fee based income
- Improve interview to hire ratio

# Field Service Technicians

## > Situation

- High training and on-boarding (\$45,000)
- Significant post training failure rate (16%)
- Customer satisfaction low from poor hires

## > Solution

- Predict training success
- Predict ability to achieve first time repair
- Increased customer satisfaction ratings
- Increased post training success rate

# Plant Start-up

## > Situation

- Traditionally high turnover industrial park (40%)
- Expected high volume candidate flow
- Limited staffing resources

## > Solution

- Screening identified top 45%
- Simulation identified the top 25%
- 89% first year retention
- Hit production goal three months ahead of plan

# Experience Objectives

1. The **candidate** experience – adapt to demands of the recruiting environment
2. The **recruiter** experience – tools for increasing efficiency and effectiveness
3. The **business** experience - ROI

“Are you Experienced?”

Jimmy Hendrix



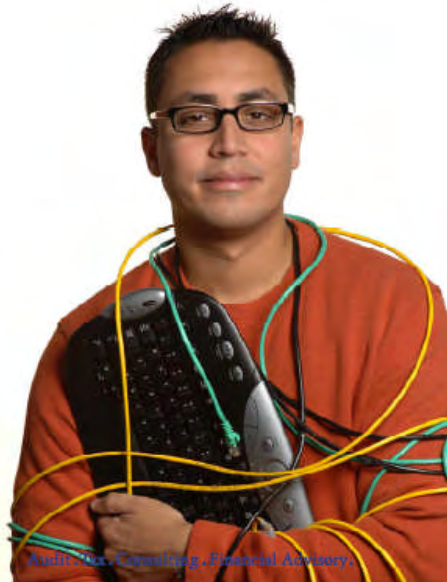
# The New Generation

“When it comes to talent, we are fighting a modern, global, war on terror with World War II technology and tactics.”

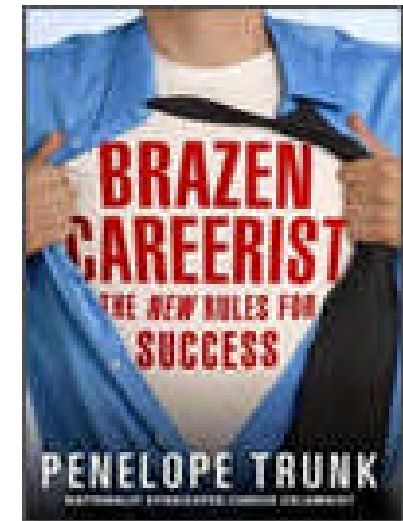
Kevin Wheeler, CEO, Global Learning Resources

## Connecting Across the Generations in the Workplace

What Business Leaders  
Need to Know to Benefit from  
Generational Differences



# The New Generation

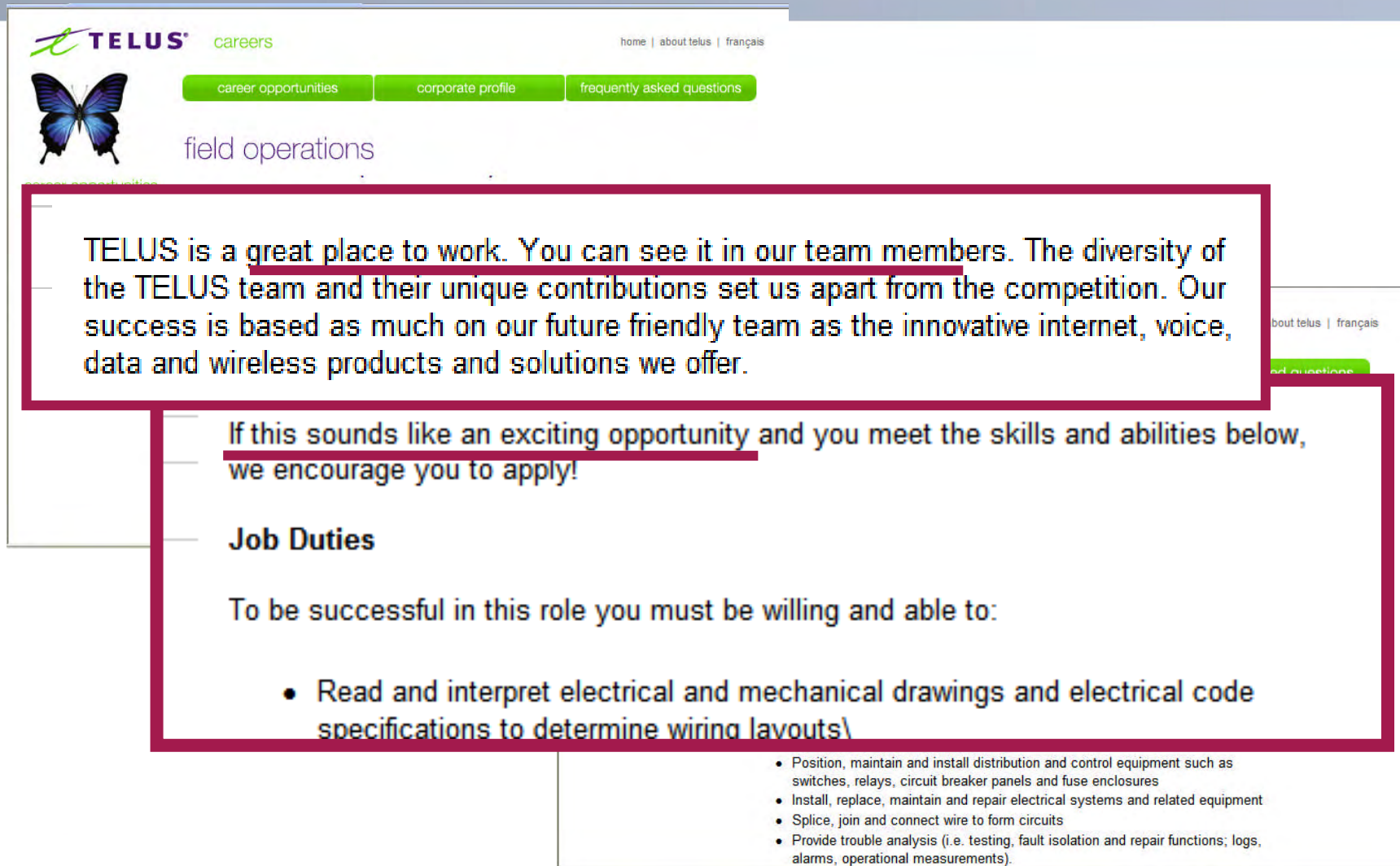


<http://blog.penelopetrunk.com/>

# ➤ The Candidate Experience

## Engaging and Exchanging

# NOW Career Site



The screenshot shows the TELUS careers website. At the top, there is a navigation bar with the TELUS logo, the word 'careers', and links for 'home', 'about telus', and 'français'. Below the navigation bar, there are three green buttons: 'career opportunities', 'corporate profile', and 'frequently asked questions'. To the left of these buttons is a blue butterfly icon. Below the butterfly icon, the text 'field operations' is visible. The main content area features a large text block that reads: 'TELUS is a great place to work. You can see it in our team members. The diversity of the TELUS team and their unique contributions set us apart from the competition. Our success is based as much on our future friendly team as the innovative internet, voice, data and wireless products and solutions we offer.' Below this text block, there is a section titled 'If this sounds like an exciting opportunity and you meet the skills and abilities below, we encourage you to apply!'. This is followed by a section titled 'Job Duties' which states 'To be successful in this role you must be willing and able to:' and lists several bullet points: 'Read and interpret electrical and mechanical drawings and electrical code specifications to determine wiring layouts', 'Position, maintain and install distribution and control equipment such as switches, relays, circuit breaker panels and fuse enclosures', 'Install, replace, maintain and repair electrical systems and related equipment', 'Splice, join and connect wire to form circuits', and 'Provide trouble analysis (i.e. testing, fault isolation and repair functions; logs, alarms, operational measurements)'.

TELUS careers

home | about telus | français

career opportunities corporate profile frequently asked questions

field operations

TELUS is a great place to work. You can see it in our team members. The diversity of the TELUS team and their unique contributions set us apart from the competition. Our success is based as much on our future friendly team as the innovative internet, voice, data and wireless products and solutions we offer.

If this sounds like an exciting opportunity and you meet the skills and abilities below, we encourage you to apply!

**Job Duties**

To be successful in this role you must be willing and able to:

- Read and interpret electrical and mechanical drawings and electrical code specifications to determine wiring layouts\
- Position, maintain and install distribution and control equipment such as switches, relays, circuit breaker panels and fuse enclosures
- Install, replace, maintain and repair electrical systems and related equipment
- Splice, join and connect wire to form circuits
- Provide trouble analysis (i.e. testing, fault isolation and repair functions; logs, alarms, operational measurements).



# WOW Career Site



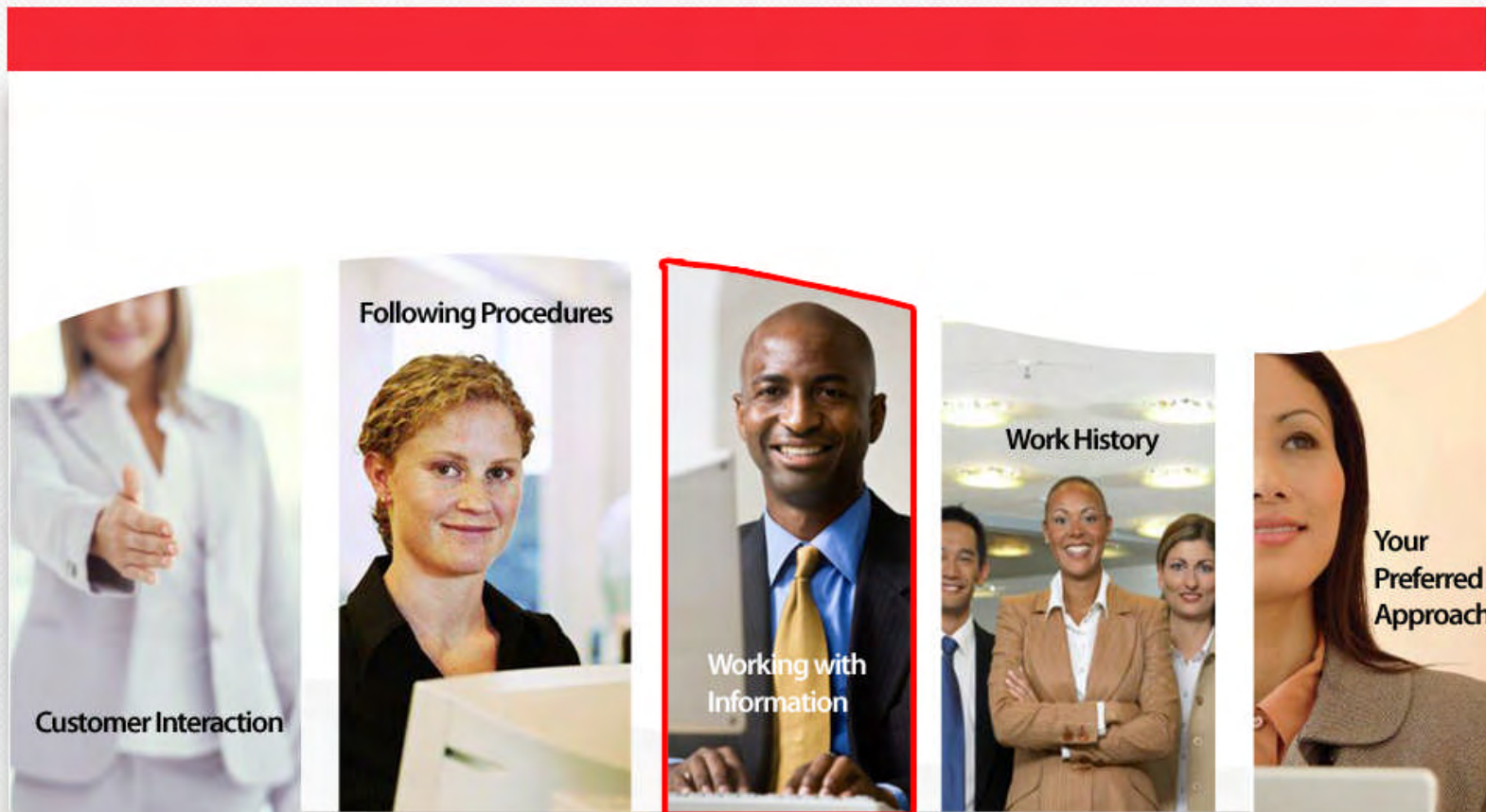
# The “E”ase of a Selection System

- > **Engage** the best fit talent
- > **Educate** the talent
- > **Experience** the job
- > **Express** the culture and brand
- > **Exchange** of information
- > **Examine** the fit
- > **Explain** the results
- > **Easy** for candidates to provide feedback

# Candidate Overview



Call Center **Virtual Job Tryout**<sup>®</sup>





# Responding To Customers

**TOSHIBA**  
Leading Innovation >>>

Modality Manager Virtual Job Tryout™

3 of 12

Managing Relationships

3 A service engineer handling one of your accounts informs you that he has received negative feedback about the Account Executive who also services the account. You have a strong relationship with the Account Executive and, historically, her customers have held her in high regard.

Assuming all options are feasible, what would you be most and least likely to do?


Recognizing that there could be friction between the Service Engineer and Account Executive, keep your eyes and ears open for any other indications that the customer may be dissatisfied.		Travel to the account with the Service Engineer to hear firsthand what the customer deems to be the issue.	
Ask the Account Executive about the situation so you can get her view and together decide on the best course of action.		Immediately place a call to the customer to further clarify the feedback passed along by the Service Engineer.	

MostLeast

Click the Most and Least buttons, then drag and drop each into one of the four boxes above.

ExitHelpBackNext

# Rule Based Problem Solving



DeLaRue

**Service Technician Virtual Job Tryout™**

1 of 8

1 2 3 4 5 6 7 8


24:38

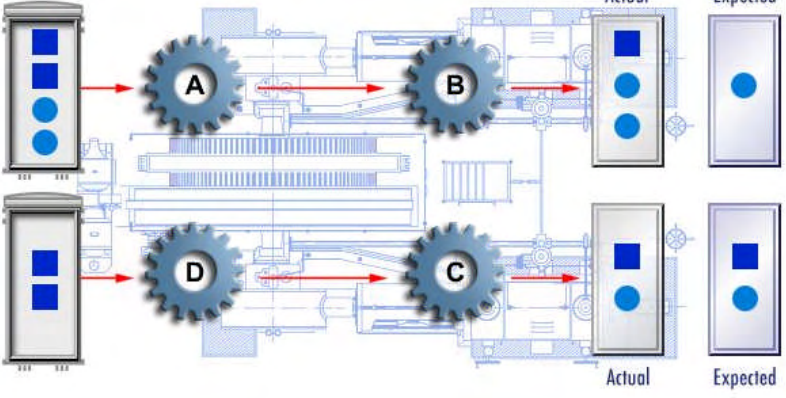
**Identifying Equipment Problems**

Part	When Working	When Broken
<b>A</b>	<ul style="list-style-type: none"> <li>Allows <u>one</u> ■ and <u>one</u> ● to pass through</li> </ul>	<ul style="list-style-type: none"> <li>Allows <u>all</u> ■ and <u>all</u> ● to pass through</li> </ul>
<b>B</b>	<ul style="list-style-type: none"> <li>Eliminates <u>one</u> ■</li> <li>Allows <u>all</u> other shapes to pass through unchanged</li> </ul>	<ul style="list-style-type: none"> <li>Allows <u>all</u> ■ and <u>all</u> ● to pass through unchanged</li> </ul>
<b>C</b>	<ul style="list-style-type: none"> <li>Changes <u>one</u> ● to a ■</li> <li>Allows <u>all</u> other shapes to pass through unchanged</li> </ul>	<ul style="list-style-type: none"> <li>Allows <u>all</u> ■ and <u>all</u> ● to pass through unchanged</li> </ul>
<b>D</b>	<ul style="list-style-type: none"> <li>Changes <u>all</u> ● to a ■</li> <li>Changes <u>all</u> ■ to a ●</li> </ul>	<ul style="list-style-type: none"> <li>Allows <u>all</u> ■ and <u>all</u> ● to pass through unchanged</li> </ul>
<b>E</b>	<ul style="list-style-type: none"> <li>Allows <u>all</u> ■ to pass through</li> <li>Prevents <u>all</u> ● from passing through</li> </ul>	<ul style="list-style-type: none"> <li>Allows <u>all</u> ■ and <u>all</u> ● to pass through</li> </ul>
<b>F</b>	<ul style="list-style-type: none"> <li>Allows <u>all</u> ● to pass through</li> <li>Prevents <u>all</u> ■ from passing through</li> </ul>	<ul style="list-style-type: none"> <li>Allows <u>all</u> ■ and <u>all</u> ● to pass through</li> </ul>

Click the broken part below.

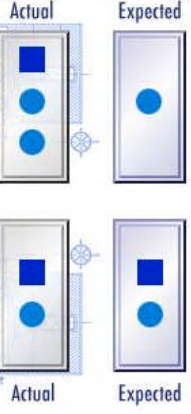
INPUTS






RESULTS

Actual



Expected



Click the broken part to indicate your response.

Exit Help Back Next

Shaker Consulting Group

24  
24

# Job Relevant Work History

KeyBank Call Center Virtual Job Tryout® 1 of 12 ◀ 1 2 3 4 5 6 7 8 9 ▶

## Your Work History

**How long did you stay (or have you been with your most recent employer?)**

- ☐ Less than 6 months–1 year
- ☐ 6 months–1 year
- ☐ 1–2 years
- ☐ 2–5 years
- ☐ 5–10 years
- ☐ More than 10 years
- ☐ Not applicable–this would be my first job

**What is the longest amount of time you have ever stayed with one employer?**

- ☐ Less than 6 months –1 year
- ☐ 6 months–1 year
- ☐ 1–2 years
- ☐ 2–5 years
- ☐ 5–10 years
- ☐ More than 10 years
- ☐ Not applicable–this would be my first job

exit help pause replay back next



# Contextual Creativity

## District Manager Virtual Job Tryout™

LOVE WHAT YOU DO.



### Actions For Success

Generate as many unique responses as you can during the next two minutes.

**Situation 1:** With continued growth there has been a need for accelerating the development of management talent in your district. List all the actions you could take in an effort to grow management talent in your district.




Type your action in the text box below:


1:57

1 of 3

# Data Handling Proficiency

**Quest Diagnostics Phlebotomist Assessment**

Using Computer SystemsPage 1 of 10



**Patient Information Form**

Arrival Time: 9:06 AM	Date: Sept. 17
Social Security #: 207-56-9321	Date of Birth: 4/30/73
Name: Seth Williamson	Gender: Male
Street Address: 7532 Elizabeth Street	
City: Lima	State: Ohio
Zip: 45802	
Home Phone #: (419) 224-3298	
Ordering Physician: Patricia Robinson	

**Patricia Robinson, M.D.**  
678 Center Street  
Toledo, Ohio

Date:	Sept. 15
Patient Name:	Seth Williamson
Diagnosis Code(s):	786.50 Chest pain, unspecified
Test(s) Ordered:	Electrolyte Panel


Patient InformationOrder Entry

  
SSN:   
Last Name:  Street Address:   
First Name:  City:   
Date of Birth:  State:   
(MM/DD/YYYY)  
Gender: ☐ Male ☐ Female  
Zip Code:   
  
Physician Last Name:   Physician Code:   
(Enter Physician Last Name, then click the magnifying glass to search for the Physician Code.) (Then enter the Physician Code in the above field.)

This is not actual patient data

InstructionsExitContinue

# Shipping Procedures

 **SHERWIN-WILLIAMS.**

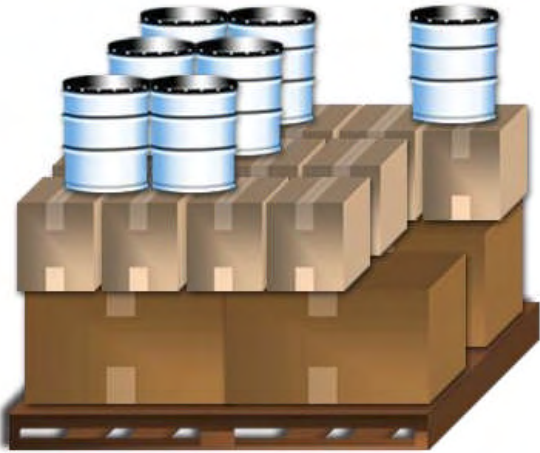
**Warehouse Technician Virtual Job Tryout™**

1 of 8

**Order Processing**

Total Time: 0:19

Step 4: Checking the Pallet




Enter the Total Quantity of Cases on the Pallet

Step 4: Enter the estimated number of cases on the pallet into the computer, then click Next.

Exit Help Back Next

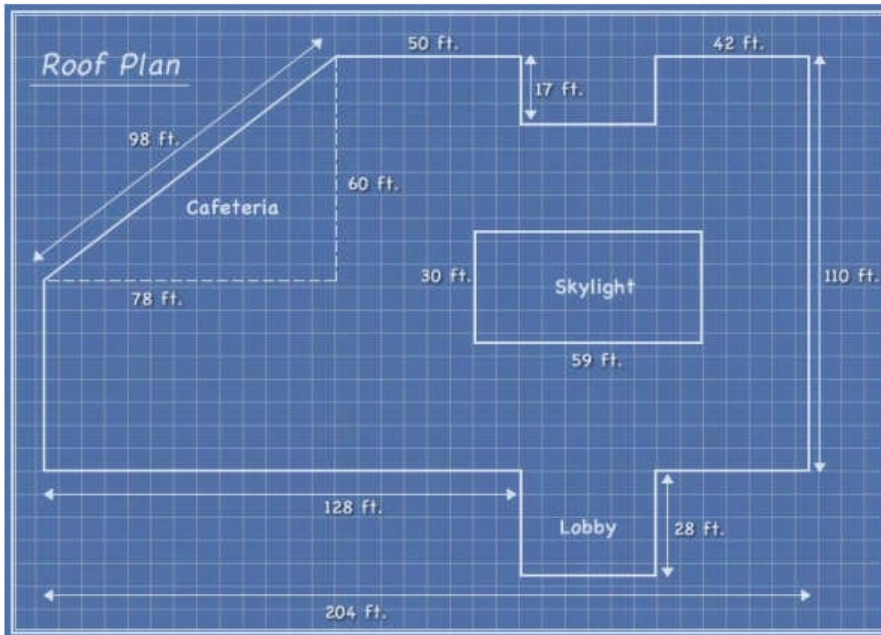


# Solving Numerical Problems

**Roofing Division Sales Rep**  
**Virtual Job Tryout™**

1 of 12  
1 2 3 4 5 6 7 8 9 10  
14:57

## Solving Numerical Problems



**Roof Plan**

The diagram shows a complex roof layout on a grid. The overall width is 204 ft. and the overall height is 110 ft. The layout includes:

- Cafeteria:** A trapezoidal area on the left. Its top-left side is 98 ft. Its bottom-left side is 78 ft. Its top-right side is 50 ft. Its right side is 60 ft. A dashed line indicates a vertical drop of 17 ft. from the top-right corner to the level of the lobby.
- Skylight:** A rectangular area in the center. Its width is 59 ft. and its height is 30 ft.
- Lobby:** A rectangular area at the bottom. Its width is 128 ft. and its height is 28 ft.
- Other Dimensions:** The top-right horizontal segment is 42 ft. The rightmost vertical segment is 110 ft. The bottom horizontal segment is 204 ft.

1 What is the roof area of the lobby?

☐ Cannot say

☐ 784 sq. feet

☐ 952 sq. feet

☐ 1,156 sq. feet

Use the image above to answer the question to the right.

Exit Help Back Next



# Your Preferred Approach

Veritude

Strategic Human Resources

CCR Assessment

Work Style

Page 20 of 23

Please select the option below that best describes you

	<div>Most Like Me</div>	<div>Somewhat Like Me</div>	<div>Somewhat Like Me</div>	<div>Most Like Me</div>	
If at first you don't succeed try, try again	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Trying over and over again is not always worth the time and energy
I go out of my way to talk to people I don't know	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	I don't usually talk to people I don't know unless I have a clear reason
It takes a lot of change and variety to keep me happy at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	I prefer my work to be stable and predictable
A company should keep track of all of its resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	In the business world, sometimes things fall through the cracks
Some people will never be satisfied no matter what you do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	You can satisfy people by giving them what they want
I prefer variety to routine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	I dislike the unknown
I enjoy overcoming obstacles in my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	I prefer work that can be completed quickly
I like to work closely with my supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	I like to work in unsupervised settings

Instructions

Exit

Continue

# Typical Applicant Reactions

“This was very different and interesting. It was enjoyable and I learned much about <company>. For instance, I didn't know you had been in business since 1845 or that you were a sponsor of my Detroit Pistons. I am seriously considering switching my banking because I feel I know you now. I don't have the sense of family with my current financial institution.”

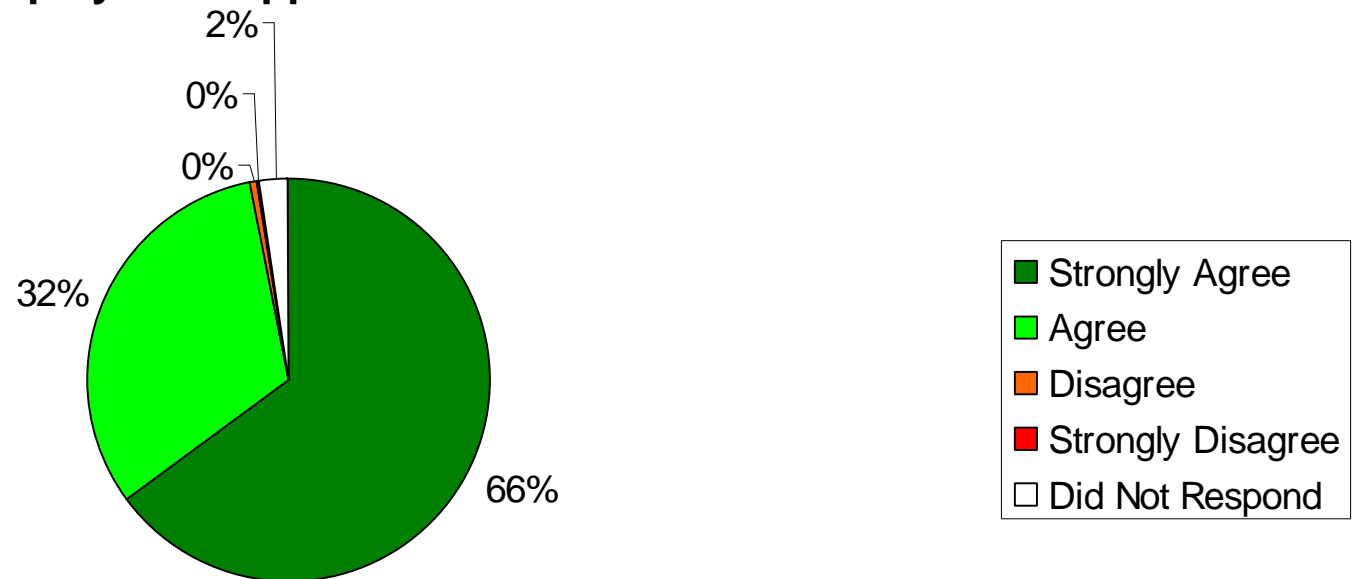
“You have gone beyond all employers. I have never seen so much information given during an application process! I think it is great!”

>“I wish more companies had this format. It indicates <company> cares more for the hiring process than others. They give the applicant more than just a few paragraphs about the company and the Virtual Job Tryout gives the applicant more than just the resume to show who they are.”

>“I believe more companies should go this route before someone is offered an interview and a position. Once someone is offered a position and later they realize the position is not what they expected, so they quit. This way, both the prospective employer and individual do not waste each others time.”

# Attracting Candidates

**Based on my experience, I would gladly tell my friend(s) about employment opportunities at**



# ➤ The Recruiter Experience

## Efficiency and Effectiveness

# Competency Profile Reports

To view a printable version of this report page, click the View Printable Version button. To return to this page use the browser's Back button. [View PDF version](#)

**CVS CAREMARK | CVS/pharmacy®**

Name: \_\_\_\_\_

**Pharmacy Supervisor Virtual Job Tryout®**  
Date: Friday, October 12, 2007

To view a printable version of this report page, click the View Printable Version button. To return to this page use the browser's Back button. [View PDF version](#)

**CVS CAREMARK | CVS/pharmacy®**

Name: J \_\_\_\_\_

**Pharmacy Supervisor Virtual Job Tryout®**  
Date: Wednesday, October 10, 2007

**Section 1: Overall Fit**

**Overall Fit:** Overall fit for the Pharmacy Supervisor position. Based upon the validation study, this is the single best predictor of Pharmacy Supervisor success. **Moderate Fit**

**Section 2: Competency Fit**

<b>Set the Agenda</b>	Strategic in his/her approach; seeks and leverages information regarding the market and customer needs to make decisions; willing to take calculated risks to achieve results.	<b>Weak Fit</b>
<b>Align the Team</b>	Anticipates and prepares for how others will respond based on individual concerns and issues; tailors messages to audience to ensure buy-in; inspires others about CVS.	<b>Good Fit</b>
<b>Set Accountability</b>	Sets clear performance and ownership expectations; will stand up for what he/she believes in; monitors performance and compliance, and will bring attention to issues.	<b>Moderate Fit</b>
<b>Achieve Execution</b>	Breaks down problems; anticipates obstacles and plans ahead; remains calm and in control in challenging situations.	<b>Moderate Fit</b>
<b>Provide Feedback</b>	Provides others with coaching, direction, and guidance; uses an understanding of others to motivate them to achieve; gives critical feedback when needed to improve performance.	<b>Good Fit</b>
<b>Willing to Relocate</b>	Yes	

	<b>Moderate Fit</b>
<b>Weak Fit</b>	
	<b>Moderate Fit</b>
<b>Weak Fit</b>	
	<b>Moderate Fit</b>



## Section 2: Follow Up Probes

During the Work History section of the assessment, the candidate answered a number of questions about his/her relevant past experiences. The report below includes responses to these questions that are deemed 'red flags' which should be explored further before moving the candidate forward in the hiring process. These red flags represent areas that merit further discussion and are not intended to be knock out factors. If there are multiple questions in any one category, you need not ask all of the questions. Instead, ask as many questions as needed to adequately explore the red flag. For your convenience, questions within each category are in order of importance such that the ones appearing first should be asked first.

Keep in Mind:

The purpose of an interview is to obtain **job-related** information about a candidate being considered for a particular position. It is unlawful for interviewers to ask questions which can be interpreted as discriminatory against a person's age, race, color, religious creed, sex, national origin, citizenship, ancestry, marital status, sexual preference, veteran status, non job-related disability/handicap or medical condition, or any other legally protected classification.

<b>Stability</b>	<ul style="list-style-type: none"><li>• Has left a job due to dissatisfaction with pay.</li><li>• You indicated that you left a previous job due to dissatisfaction with pay. Tell me more about that situation. How did you express your dissatisfaction before you left?</li></ul>	
<b>Stability</b>	<ul style="list-style-type: none"><li>• You indicated that you left a previous job due to finding a better job. Tell me more about that situation. What was better about the new job? How long did you stay with that job?</li></ul>	
<b>Stability</b>	<ul style="list-style-type: none"><li>• Has left a job due to dissatisfaction with pay.</li><li>• You indicated that you left a previous job due to dissatisfaction with pay. Tell me more about that situation. How did you express your dissatisfaction before you left?</li></ul>	
<b>Reliability</b>	<ul style="list-style-type: none"><li>• Was absent at most recent job or school less than 1 time per month without providing notification.</li><li>• What types of things caused you to be absent from your last job aside from injury, illness, family issues and vacation? What prevented you from providing notification that you were going to miss work?</li></ul>	

# ➤ The Business Experience

## Return on Investment



# Documenting Performance

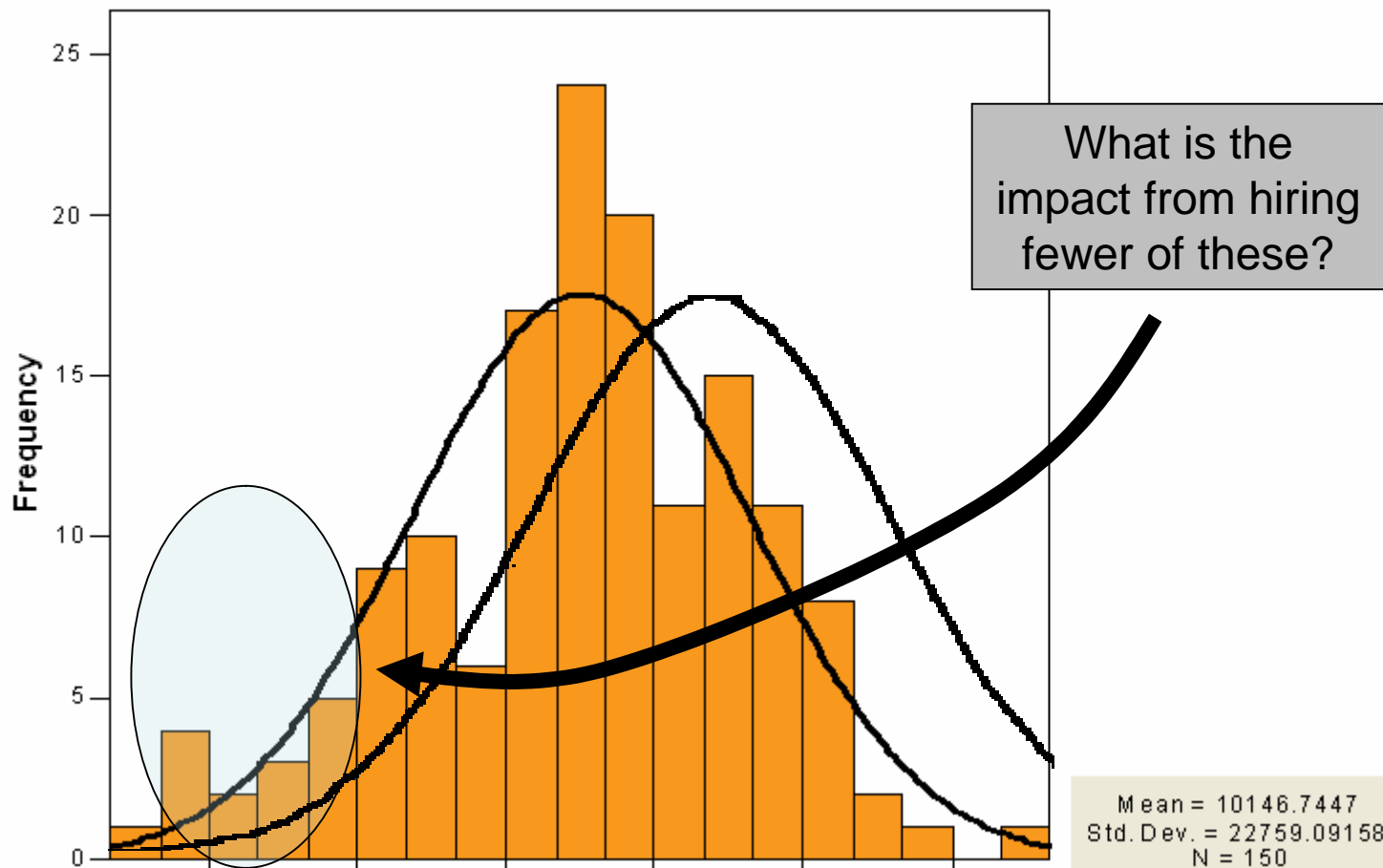
## Staffing Efficiency

- > Time to offer
- > Staffing Waste
  - 90 day failure rate
  - Cost of on-boarding
- > Staffing Re-work
  - Recruiting effort/\$
  - On-boarding effort/\$

## Staffing Effectiveness

- > Performance Data
  - The Bell Curve
    - Average,
    - Standard Deviation
  - Pareto Analysis
    - 80/20
- > Time to Proficiency

# Addition By Subtraction



# An Illustrative Example

- 12 A customer recently purchased a new piece of equipment and has reported multiple problems with it since it was installed. Your company's credibility is in question as are future equipment sales to this client.

Assuming all options are feasible, what would you be most and least likely to do?

Prepare for possible system replacement in case the problem cannot be resolved.

**Bookings = \$1,118**

Spend time on site to identify whether you're dealing with a user issue or a true technical problem.

**Bookings = \$4,717**

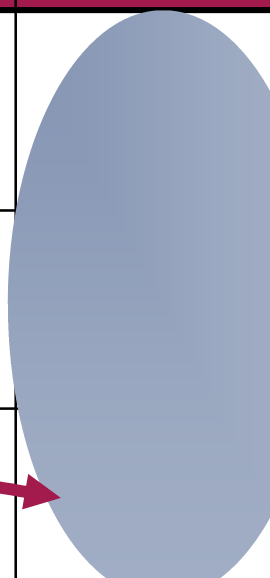
Inform the customer this is a service issue and beyond your area of expertise, but you will stay on top of the service team to make sure the problem is resolved.

**Bookings = \$3,663**

Confess that while you've never heard of this happening before, you will make certain that your company makes things right.

**Bookings = \$3,299**

# Performance Variation

	Supervisor Ratings				Objective Metrics
Overall Simulation Score	Customer Satisfaction Rating	Technical Rating	Leadership Rating	Overall Rating	First Call Repair Rate (Standardized)
Top 80%	Almost three times more productive			4.95	
Bottom 20%	4.16	3.97	3.34	3.53	
Difference	0.92	0.71	1.22	1.42	

# About Shaker Consulting Group

- > Pioneers in on-line, work sample based candidate evaluation
- > Developers of the Virtual Job Tryout®
- > Specialists in linking candidate evaluation to delivering the Brand promise
- > Sought out by organization seeking to improve the yield of the staffing process

# Virtual Job Tryout®

- > A measurement system for the business process of staffing
- > A company branded, web-based, work sample based candidate evaluation
- > An opportunity to let candidates take the job for a test drive, while collecting data that predicts on-the-job performance



# Thank You

Joseph P. Murphy  
joe.murphy@shakercg.com

Office: 216.292.0202  
[www.shakercg.com](http://www.shakercg.com)

Please e-mail me for a copy of the  
ROI Calculators and a white paper on  
the Use of Objective Candidate Evaluation Methods.