Biodata for Recruitment: A Good Fit

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Sodexo – Who Are We?

- Sodexo is the leading food and facilities management services company in North America
- Revenues: $7.2 billion USD, including approximately $1 billion in facilities management
- Where we are:
  - Schools: 500
  - Universities & colleges: 1,000
  - Senior Services: 500
  - Hospitals: 1,800
  - Corporate Services: 2,000
  - Government and Defense: 70
  - Remote sites: 50 (Alaska, Canada and Mexico)
- Employees: 120,000+; 20,000 management, 100,000 hourly

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Recruitment at Sodexo

- **Talent Acquisition Group (TAG)**
  - **100 recruiters, most work virtually**
  - **Recruit for all management positions (about 5,000 vacancies a year)**
  - **Recruiters manage entire hiring process, from sourcing to fill**
  - **Infrastructure provided by online Applicant Tracking System**

Hiring Process for Management Positions

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Job Posted on Career Center

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Candidates Apply for Job

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Basic Qualifications

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Phone Screen

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Competency Interview

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Hiring Manager Interview

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Tentative Selection Made

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Review Panel Approval

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Functional Areas of Sodexo Jobs

- Clinical
- Catering
- Food Operations
- Facilities/Engineering
- Environmental Services
- Retail

- Conferencing
- Laundries
- eXPress
- Grounds
- Transportation
- Vending

⭘ **Why Biodata?**

- **Environmental Services (ES) does not have a direct sourcing pool**

- **We have lots of successful ES managers – how did they get here? What makes them successful?**

- **Leverage experiences (biodata) of ES incumbents to identify potential sourcing opportunities and tools for recruiters**

- **Research into Environmental Services positions**
  - **Existing documentation**
  - **Benchmarking with other organizations**
- **Interviews with Subject Matter Experts (SMEs)**
- **Survey with incumbents and incumbent supervisors**
- **Draft biodata items and response options**
- **Review of biodata items by psychologists and SMEs**

Content Areas of Biodata Instrument

- **Educational Background**
- **Training/Certifications**
- **Work Experience**
- **Mentoring Relationships (mentor/mentee)**
- **Technical Expertise**
- **Leadership Roles**
- **Community and Non-Work Activities**

- **Complete responses received from 44.4% of respondents**
- **Responses analyzed for patterns, frequencies, and connections**
- **Examples of key findings:**
    - **Almost all have at least some college education**
    - **Almost all worked in off-campus positions, mostly in hospitality/retail**
    - **Over a third of those studied business**
    - **A very small percentage thought they'd work in ES or for Sodexo**
    - **Almost a quarter of responded were recruited to Sodexo through networking with others in similar fields**

Development of Tools for the Organization

- **Tip sheets for recruiters on how to surface and engage qualified candidates for Environmental Services positions**

- **Tip sheets for hiring managers on how to identify an recruit raw talent for Environmental Services management positions**

- **Establishment of partnerships with key university and college business schools to engage students for potential internships and positions upon graduation**

- **Resource sharing among recruiters for likely pools of candidates across and within geographies**

- **Promotion of mentoring opportunities within Sodexo to identify potential talent for management positions and to encourage Sodexo employees to learn about opportunities in Environmental Services**

- **Greater clarity around the link between Environmental Services and the mission of the larger Sodexo and client organizations**

Benefits for the Organization

○ Recruitment tools and sourcing strategies that increase recruiting efficiency and effectiveness for the ES management population

○ Recruiters are better able to target and focus their recruiting efforts:

- Saves time in the hiring process
- Assists in the ready identification of highly qualified candidates for key ES positions

Recommendations and Future Directions

- Tracking of ES hiring over time; follow up with successful ES managers hired after new recruiting tools in place
- Tracking of new recruitment practices (e.g., partnerships with business schools)
  - Applicant flow
  - Hires
- Use of biodata methodology with other hard-to-fill occupations
- Larger-scale data collection with validation

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