



NOBLEPLANS
RECRUITMENT PROCESS OUTSOURCING

NOBLEPLANS

Workforce Quality of Hire

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Recruitment

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Uniting Noble Enterprise with Quality Talent

Workforce Quality of Hire

- **Do you screen and hire individuals most like your best people?**
 - Always
 - Sometimes
 - Never
- **Do you screen and hire individuals based upon key competencies?**
 - Always
 - Sometimes
 - Never
- **Does your company currently have a recruitment strategy?**
 - Yes
 - No
 - I am not sure
- **Is your Hiring Process → Consistent or Intermittent?**
 - Consistent
 - Intermittent
 - I am not sure

Workforce Quality of Hire

We have identified the 7 greatest consequences of a single bad hire.

- **Workflow impact** – pain and extra work spread throughout the workforce
- **Conflict impact** – interpersonal fires create a difficult atmosphere to work
- **Micro-management impact** – poor performers require close contact from supervisors
- **Mission impact** – mission failures in quality performance, at customer or points of service
- **Financial impact** – cost (\$) in training, recruitment costs, law suits and litigation, insurance
- **Time impact** – on-going recruitment, training, front and back-office bog-down and frustration, and supervisor lost time.
- **Strategic impact** – create a problem conscious (reactive) environment instead of a success and solution driven (proactive) environment.
- ***“Invest as much in making a hiring decision as you would if you were buying a \$1 million piece of equipment. Over a 15- to 20-year period, the cost of an average employee, including salary, benefits, and training, will be well in excess of that amount.” Gary Harpst, Six Disciplines for Excellence***

Workforce Quality of Hire

Our Workers are the Most Valuable Organizational Assets we have?

- Therefore, our conviction is simply this...
 - ***Better Quality Talent Leads to Better Quality Outcomes!***
- Therefore, we need to attract the best people and put them in the right roles
 - Select the Best
 - Today's business model must include enhanced recruitment and retention strategies
- Therefore, as a Strategic Business Function, senior leadership must insist on the building of a cohesive team
 - Hiring quality workers becomes a vital company assignment – resources, personnel
 - Keeping quality workers is also a vital company assignment – resources, personnel

In Health, Human Services, and Nonprofits → a match made in Heaven:

- ***Organizations' Urgent Need for Quality Workers***
- ***Workers' are Increasingly Hungering for Meaningful Work***



Workforce Quality of Hire

Bridgespan Report 2009: Finding leaders for America's Nonprofits

28% of NP organizations with \$1M+ plan to make one/more senior management hires in 2009 = 24K vacancies

- **Many Barriers & Challenges:**

- Qualified candidates
- Competition
- Culture-fit candidates
- Resources

- **Benefits:**

- NP Leadership Boost from business sector cross over
- Advanced skills, business acumen, fresh outlook

- **Messages in Hiring and Recruitment:**

- Leadership deficit is large
- Functional skills matter
- Culture-fit is the deal breaker
- Reaching the best candidates remains difficult

- **Bridgespan Report says:**

- **Reconsider Culture-Fit** – somewhat intangible but critically important → **MUST HAVES** → **SPEAKS TO THE “LIKE US” FACTOR** → **UNDERSTANDING AND RESPECTING THE MISSION AND PASSION OF THE ORGANIZATION**
- **Invest in the people we have and people we hire**

Workforce Quality of Hire

- **Quality always matters most in Health, Human Services, and Nonprofits. So what is the Great Differentiator? → People**
 - Recruitment & Selection is critical, especially in a down economy – myth that it is not important at this time
 - Fields for recruits are riper than ever
 - Build a better mousetrap
 - Quality remains key
 - More control over who we hire – we must hire the best candidates
 - More control over who we keep – we must retain best performers

**Benchmark to set the standard, because everything we do pre-hire is a test
Ensure recruitment and selection is aligned to business goals and outcomes**

- Applications
- Screening
- Structured Interviews
- Background Screening
- Assessments
- On-boarding

Workforce Quality of Hire

- **Automation/Technology Factor:**
 - **160M U.S. residents over the age of 18 use the Internet → 73% of American adults**
 - **Almost 50% of all homes have a high-speed connection**
 - **American teens spend 72-hours per week plugged in – increasing**
 - **Seniors and encore workers getting plugged in more – research, travel, purchasing**
 - **Who uses automated tools in the hiring and selection process?**
 - Any organization who can, should
 - Any part of this process which can be automated should be
 - Any business with a website should automate this process
 - Any business that has a voicemail system can use it to enhance this process
 - **Need to leverage the benefits of technology more with a stressed and reduced workforce**
 - **Why use Automation? → key benefits in recruitment, selection, and talent acquisition**
 - Increases applicant flow
 - Improves quality of candidates – *screen-in* and *knock-out*
 - Improves quality of new hires
 - Reduces and helps to control hiring costs
 - Improves hiring efficiency, consistency, and compliance
 - Improves company brand/image – professional job requisition channel
 - Improves candidate satisfaction – online job board and career portal, with job agent capability
 - Liberates key employees to more productive and more creative work
 - Improves hiring manager satisfaction

Workforce Quality of Hire

A Quality Hire is Someone who:

- **PERFORMS → Achieves or exceeds the performance of essential job functions of an average performer**
 - Satisfactory must mean competent

- **STAYS → Achieves and exceeds the average length of service benchmarks with the company**
 - Stays with the company beyond the average length of time for the position, department, or other qualifying factors

- **FITS → Works in harmony with the team**
 - Compliments and works well with the direct work team, and the management team

Workforce Quality of Hire

What is the Value of a Quality Workforce:

- **Reaching or Exceeding Business & Mission Outcomes**
 - mission
 - vision
 - core values

- **Reaching or Exceeding Industry Standards**
 - regulatory compliance
 - credentialing compliance

- **Reaching or Exceeding Community Standards**
 - public relations
 - community impact

- **Reaching or Exceeding Workplace Standards**
 - healthy workforce spirit
 - competent judgment
 - competent skills
 - competent effort

- **Reaching or Exceeding Workforce Employment Standards**
 - acceptable turnover
 - adequate job knowledge
 - effective performance
 - Meaningful work

Workforce Quality of Hire

Culture-fit Essentials:

- **Alignment** – refers to aligning the individual's characteristics with those required by the organization and the specific job
- **Compatibility** – refers to the compatibility between the individual and the organization when both are well matched

Culture-fit Returns:

- Greater **worker satisfaction**
- Greater **employer satisfaction**
- Greater **individual performance**
- More **effective worker placement**
- Greater overall **impact on organizational outcomes**
- Greater **Brand Identity Awareness**

Workforce Quality of Hire

Organizational Core Cultural Competencies

- Well organized (authority) structure
- Fairness | Diplomatic
- Team oriented
- Growth oriented
- Results | Individual Performance
- Innovative | Creative
- Flexible
- Casual | Relaxed
- Formal | Pressured
- Supportive | Concern for Others
- Quality conscious → human services
- Aggressive | Progressive → manufacturing
- Stable | Planned

Workforce Quality of Hire

Benchmarking: what do your best employees look like?

- **Job Analysis** – detailed & thorough job analysis for each position
 - Average performer
 - Best and brightest performers
 - Poor performers
- **Data Analysis** – analyze the salient metrics → helps identify value
 - Costs to hire calculations
 - Turnover ratios
 - Length of service for average performers
 - Labor market standards
 - Industry trends
 - Competitor place and market effectiveness
- **Culture-Fit Analysis** – what is unique & special about the company culture?
 - skills, abilities, job knowledge
 - motivation, initiative, effort
 - cooperation, workforce, and teamwork
 - judgment and working independently
 - mission and core values
- **Compatibility Matrix** – like eharmony and match.com, we look to facilitate the best relational fit with the organizations Core Competencies and Work Activities/Assignments
 - Passion for the activities – does or will the candidate like the work?
 - Proficiency in the activities – can the candidate perform the work well?
 - Practice of the activities experience – does the candidate have the necessary experience?

Workforce Quality of Hire

Improvement factors impacting: Quality of Hires and Overall Workforce Quality:

- **Employee** – workforce staffing factors
 - Recruiting and hiring
 - Training and learning
 - Performance management
- **Employer** – organizational factors
 - Number of Openings
 - Turnover
 - Desired retention time in length of employment
- **Economic** – industry factors
 - Labor market analysis
 - Competitive analysis

NOBLEPLANS RPO

Recruitment Services

Noble Plans provides several recruiting and talent acquisition services including:

- **Advanced Technology Solutions** – including online job postings, hiring manager automation, career board integration, internal job postings, etc.
- **Intermediate Recruitment Solutions** – to augment your current recruitment operations, including candidate screening, background screening, structured interviewing, on-boarding, etc.
- **Project Based Recruitment Solutions** – new openings, events, new programs and projects.
- **Strategic RPO Solutions** – Full cycle, End-to-End Collaborative Recruitment services providing your organization with complete recruitment services, partnering closely with your HR department, Hiring Managers, and other stakeholders.
- **A La Carte Recruitment Solutions** – services, supports, and solutions as needed from any NoblePlans' offerings.

NOBLEPLANS RPO

Professional Services

Additional Human Capital Consulting Services from NoblePlans Recruitment:

- **Executive Compensation Studies** – pursuant to new IRS 990 requirements
- **Employment Background Screening Services** – customized packages
- **Employer Branding & Marketing Campaigns** – customized packages
- **Career Portal Development & Deployment** – customized
 - Advanced Technology for website, database, development of application process
- **Employment Survey Services** – customized, new hires, management, staff
- **Employee Appreciation & Referral Programs** – customized
- **Strategic Human Capital Consulting** – affordable customized

NOBLEPLANS RPO

Distinctions

What is RPO?

- Recruitment Process Outsourcing (RPO) is a form of business process outsourcing (BPO) where an organization transfers all or portions of its recruitment functions to an external service provider.
 - NoblePlans serves in essence as a strategic business partner and specialized recruitment department by providing a complete package of human capital skills, tools, technologies, and supports.



What is the distinction of RPO?

- RPO is not the same as a traditional search firm, staffing, temp, or temp-to-hire agency
- We don't just fill openings
 - ❖ We provide a partnership
 - ❖ We manage the process
 - ❖ We deliver a strategic recruitment solution – consulting, analyzing, sourcing, recruiting administration, relationship management, candidate care, Hiring Manager satisfaction, employer branding, and on-going advising
- The biggest distinction is in the Process & the Partnership – we are stewards of the entire process & partners in driving solutions for improving outcomes and business impact for your organization

NOBLEPLANS RPO

NobleImpact – Partnering For Transformation

NOBLEPLANS'
Quest

*We do
our part*



REALIGN
FOR RETURNS

SUCCESSION
PLANNING &
ORGANIZATIONAL
DEVELOPMENT

OUR PARTNER'S
Mission

*So you do
yours better*

ANALYZE &
MEASURE

LEARNING &
EQUIPPING



ATTRACT

ACQUIRE

PERFORMANCE &
TALENT
MANAGEMENT

BENEFIT &
COMPENSATION
MANAGEMENT

PROCESS
MAPPING

ON-BOARD

IN-BOARD

RETENTION &
APPRECIATION





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