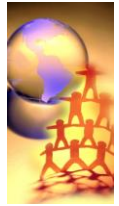


THOMAS BROOKE INTERNATIONAL

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Recruitment & Organizational Design Solutions
for the Coatings & Chemicals Industry



Corporate Recruitment: Staffing Multiple Positions

Situation:

The Americas division of a supplier to the coatings industry decided to bring their field service positions in-house to improve effectiveness vs. their existing outsourced contract service arrangement. Price was also a consideration (or, more precisely, value).

The National Service Manager needed to find 24 experienced Field Service Techs, from Seattle to Miami, Boston to San Diego, and everywhere in between. He based the territory plan on the volume and geographic distribution of all service calls from the preceding year. The Techs had to on-board in small groups with the same start date, to accommodate intensive post-hire on-site training. There was some flexibility in location as these were field-based territory positions, so there was uncertainty as to where the “official” base for the job would be in some cases.

As part of a very lean organization, without dedicated HR or other support, he had nobody to delegate the staffing work to, and no HR infrastructure to support or manage the high-volume resume flow that accompanies a job posting on one of the major boards.

The required experience and skillset were very clear and quite specific. However, there was no internal job description to work from, since the company had never used internal staff for these positions.

Basically, the National Service Manager was on his own to figure out how to staff these positions.

Actions:

We had previously worked with the company on a key technical hire and knew the culture. We recommended a pilot project that enabled us to capitalize on our own infrastructure, such as internal applicant tracking capability, social recruiting network, and all the needed resource bandwidth to handle process flow for multiple positions at one time.

First we listened to the National Service Manager describe the activities and requirements for the job. Based on that information, we created attractive, detailed and informative job posting copy that also served as the internal job description, including responsibilities, background requirements, potential career path and salary information.

Using a simple but potent combination of job board ads and social recruiting tools, we created a highly efficient workflow that presented the National Service Manager with 4-5 fully qualified applicants in a target city that was highest on his priority list, with rapid turnaround. Each applicant’s information included complete career history, reasons for job changes, salary history and requirements, transportation capability, confirmed best contact

number, availability, and any other key details. Basically, everything he needed to qualify an applicant, *prior* to scheduling a face-to-face interview.

The Service Manager chose to do the scheduling himself as it was easier for him to manage his travel arrangements directly. His entire time spent on the hiring process – other than initial setup to define specs and confirm the job description we created for the position – was limited to brief phone calls to set up in-person interviews; a day trip to the city in question with an hour or so with each applicant; and follow-up to make the offer and finalize details. It was a one-source solution for him: he literally did not have to touch the rest of the process.

Outcome:

The project was completed for a flat fee at an extremely attractive price point, enabling the National Service Manager to manage and budget for the resource without surprises.

Based on the initial success, we repeated this model in more cities, refining the timing and concurrently working multiple locations, so that the Service Manager could travel to 3 cities in one week and meet a total of 12-15 applicants, all of whom were well informed about the company and its products ahead of time. This enabled him to manage his travel expenses and time, and optimize the new hire training schedule.

We continued to deliver the same solution, packaged to suit his timing needs as he worked his way across the country.

Takeaway:

Our client met his goals – he was able to handle the entire field service organization staffing initiative while still doing his own job. He retained control of the process and his schedule, and saved literally hundreds of hours of resume sorting, screening, phone interviews etc. He had a single, dedicated, highly experienced point of contact for any and all concerns along the way, and reliable flow of critical information – all for less than the cost of hiring a junior HR assistant.

Making a real difference to our client and to the company in what would have otherwise been a Herculean labor, was really important for us. We helped him meet his goals, (and thus the company meet their goals) and earned and maintained his trust in the process.

We tested the performance and flexibility of our own resources. We validated our hypothesis that this one-source process outsourcing model would be effective. We had the opportunity to continually improve and refine elements and workflow to create the greatest benefit for our client.

It was great to see a germ of an idea from a conversation with the President become a valuable, effective service to the company. In the sluggish economy it was also great to be able to offer good career opportunities to people who really benefited from them.