



Maximizing Quality Of Hire: Building and Deploying Assessments into an Enterprise Staffing System

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What We Will Discuss

- Mosaic Overview
- Investment Return from Taleo Enterprise System
- Why Mosaic Needed an Assessment Solution
- Taleo Assessment Solution Overview
- New Hire Evaluation Study
- Lessons Learned
- Q&A



Mosaic Overview



A high-angle, top-down photograph of a diverse group of approximately ten people of various ethnicities and ages. They are all smiling and looking directly at the camera. They are arranged in a circle, with their heads pointing towards the center. The background is a bright, slightly overexposed white or light blue, suggesting an indoor setting with a large window or skylight. The overall mood is positive and collaborative.

People changing the way
brands **connect** with consumers
– **one visit at a time**

Specialists Everywhere, Closely Connected



- Established in 1948
- Over 10,000 W-2 employees
- All 50 states, nine Canadian provinces and two territories
- Headquarters in Dallas, TX
- Regional offices in Irvine, CA and Toronto, Canada
- United by a Internet based, real-time work environment

Delivering “The Last Three Feet Of The Sale”

Merchandising

- Ensuring clarity of offer to consumers, building local retailer relationships

Selling

- Closing sales by using specialized product knowledge to engage consumers

Customer Acquisition

- Obtaining applications for services by engaging consumers in key locations

Events Marketing

- Mass media strategies brought to life through tailored events

Data Collection

- From every visit – what you need to know, when you need to know it



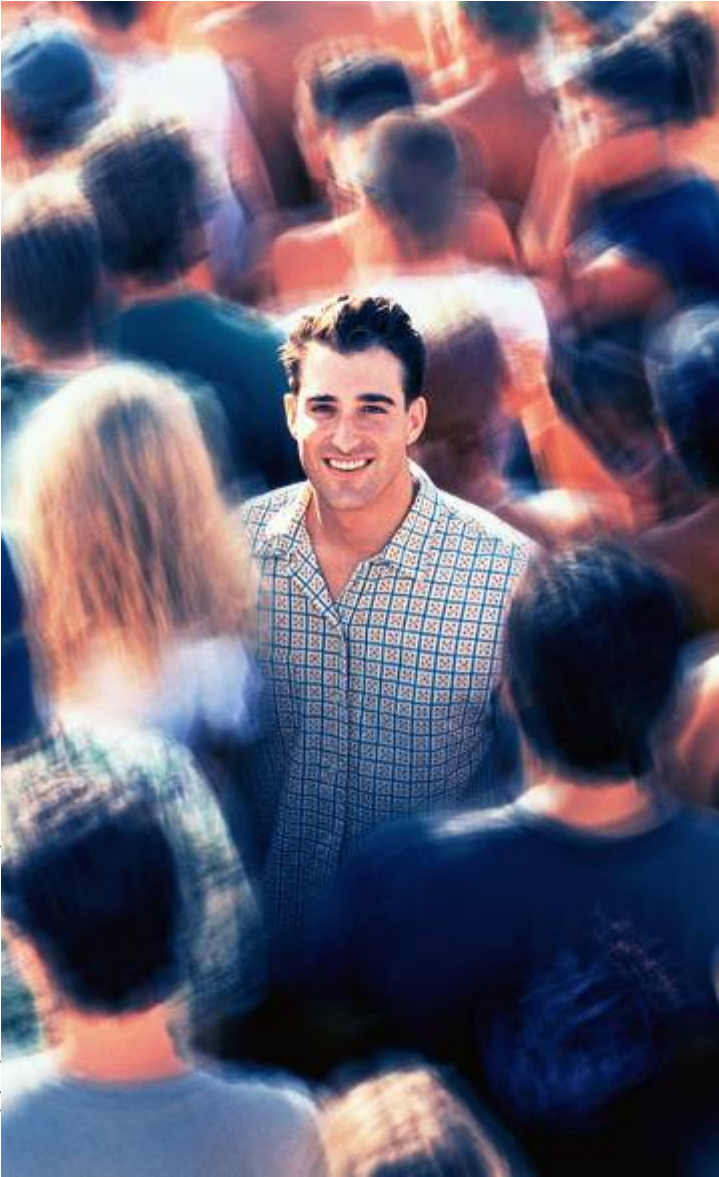
World-Class Clients Choose Mosaic

Trailblazers and category leaders

- Activision
- American Express
- Best Buy
- Canadian Tire
- Coca Cola
- Disney's Buena Vista Home Entertainment
- Epson
- Labatt Breweries
- Microsoft
- Nike
- Nokia
- Procter & Gamble
- Reebok
- SBC
- UPS
- Verizon



Mass Recruiting To Find The One



Matching the DNA of your brand

- Craft unique profile specifying skills, talents, and behavior
- Diligent process of evaluating internal people and marketing externally
- Receive 400+ résumés a day on-line; filter electronically to match candidates to your brand's profile
- Rigorous process of scripted, scoreable, telephonic screening, in-person interviews and background checks



Investment Return from Taleo Enterprise System



Comprehensive Audit 2 Years Post Implementation

1.2 Million in Documented Savings for Year 1

- 90% Reduction in Advertising Costs
- 33% Reduction in Time to Hire
- 75% Reduction in Staffing Time Requirements for Hiring Managers
- 43% Reduction in Time per Hire for Recruiters



Selection of a Assessment Solution



Why Mosaic Needs An Assessment Tool

- Competitive Advantage
- Strategic Advantage
- Force a definitive qualification spread among a large, highly undifferentiated candidate pool
- How candidate's work, behave and relate to others is a critical success factor
- Need to allocate human capital primarily against the most qualified candidates



Why Mosaic Needed A New Assessment Tool

- Previous tool covered only emotional and cognitive intelligence
- Took candidate too long to complete (30 to 45 minutes)
- Adapted from previous work performed within a largely unrelated industry
- Not predictive of success
- Very little actionable candidate results / feedback furnished
- Complex administration required by Mosaic
- Significant manual labor (i.e. additional questionnaires, revisions) required
- Relevance of screen Questions and Answers were suspect



Why Mosaic Selected The Taleo Assessment Tool

- Validated, behavior-based assessment
- Significantly reduced candidate testing time (8 to 12 minutes on average)
- Ability to participate more in content development, test layout and reporting
- Customized to Mosaic's business model – targets part-time labor and retail-specific content
- Price determined by employee count, not by number of test takers – more fixed and predictable
- Taleo provided assessment expertise in both the retail and part-time areas
- Ability to use images in both question and response fields – key value add for Mosaic



Why Mosaic Selected The Taleo Assessment Tool

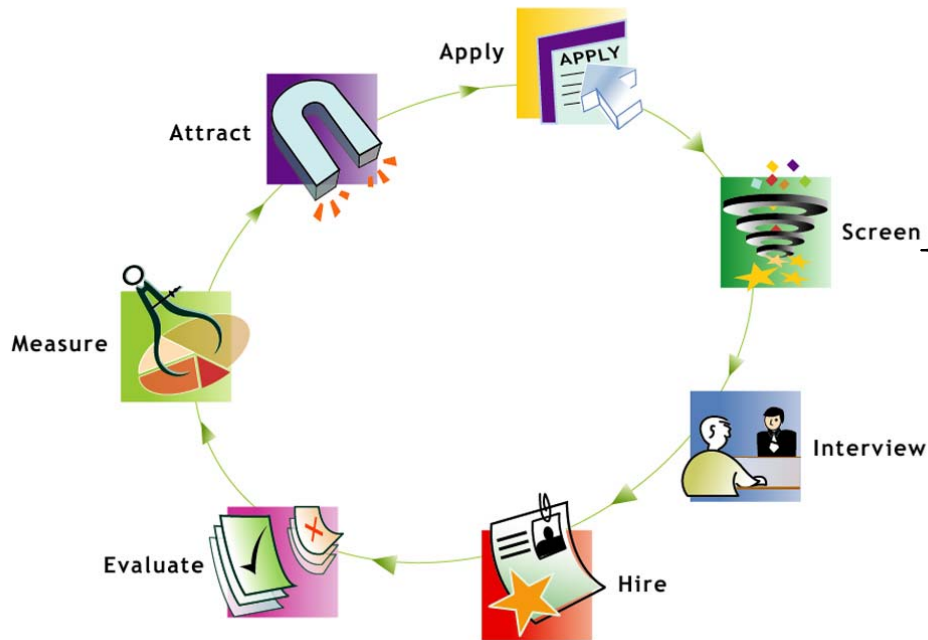
- Results delivered in one, easily quantified overall summary rating, with the capability to drill down to individual ratings on 8 competencies
 - Ideal and impactful for Recruiters and Hiring Managers
- Ability to use one common assessment screen, but multiple scoring profiles based on the unique aspects of individual positions
- Flexibility to add additional corporate business units and assessments for other types of positions in the future
- Cost-per-test and “Pen and Paper” based assessments were not cost competitive with Taleo assessment



Taleo Assessment Solution Overview



Taleo Assessment Solution



Disqualification Questions –
Minimum qualifications

Prescreening Questions –
Self-reported skills, experience
and certifications

Validated Assessments –
Measured personal attributes
and competencies related to job
success

Delivering Validated Assessments

Taleo Assessment

Gives the option to mix and match the assessment source:



- One Platform - One Database
- Open Content Support
- No Integrations (save \$)
- Support Remote Assessment
- Improved Candidate Experience
- Ongoing Validation Process

Top Ten HR Product of the Year

“Taleo Assessment has proven itself to be an extremely configurable, bold, innovative and cutting-edge solution for organizations looking to implement a comprehensive assessment strategy.”

David Shadovitz

Editor in Chief

HR Executive Magazine



Validated Assessment - Focus on quality

11.

6. What can be done to improve this display?



- Change the color of the shirt
- Add a hat to the bust
- Add a belt to the pants
- Put a sweater over the bust shoulders
- Ask my supervisor

New Hire Evaluation Study



Implementation History

- Mosaic launched Taleo Assessment solution in December 2004
- February 2005:
 - approximately 2300 applicants entered the system
 - approximately 1000 were assessed
 - approximately 200 were hired
- Initiated a New Hire Study in March 2005



New Hire Evaluation Study

- New hires on job < 90 days
- Completed assessment between Dec 15, 2004 and January 31, 2005
- Mailed Managers a New Hire Evaluation Form gathering performance ratings, current employment status, and comments
- Received reviews on 52 employees that also had assessment results
- Analyzed data

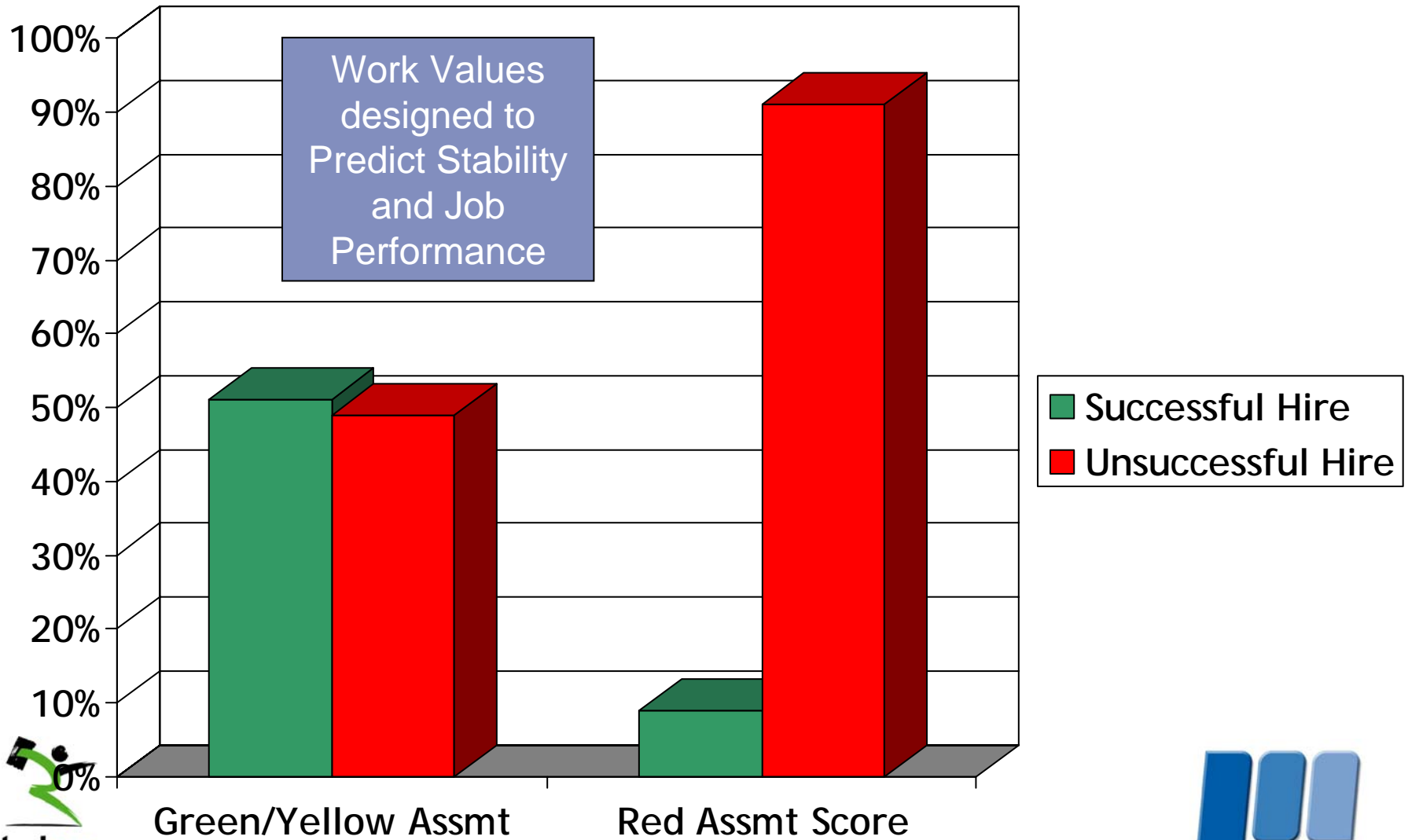


Performance Groupings

- **Grouped 52 employees into Successful and Unsuccessful Performance areas based upon:**
 - Average performance ratings
 - No shows for job or early turnover
 - Manager comments
 - *“John Doe follows directions, but not a problem solver for the customer”*
 - Successful Hires: 22
 - Unsuccessful Hires: 30
- **Matched performance groups with Pre-hire Assessment Results**



Work Values Assessment Score Differentiates Early Performance



Study Conclusions

- **Early Success in Predicting New Hire Failures with Red Assessment Results**
 - Predicting instability on the job (early turnover)
 - Predicting quick identifiable poor new hire performance
 - Case studies link Red assessment results to more job training to be successful
- **More work/time needed to further differentiate exceptional performers for Green/Yellow Assessment Results**
 - 60-day performance is not enough time to differentiate 'successful' from 'unsuccessful' job performance and sales results



These employees have just finished their 'ramp up' period



Lessons Learned



What Mosaic Has Learned

- Mosaic was able to deliver the assessment tool earlier in the staffing process resulting in increased candidate quality, significant recruiting time savings, cost effectiveness and increased validity
- Significant value in having a common Talent Management and Assessment provider
- In order to determine ROI for any assessed position Mosaic must furnish success factor metrics
- Amount of time, volume of effort, difficulty of training and impact of implementation was minimal
- Short learning curve and very easy to use
- Assessments in high volume staffing yield data management and reporting issues



Conclusions

- **Early Success with differentiating job stability and performance based on assessment results**
- **6 to 9 month re-validation process being planned**
- **Significant value delivering assessments via the enterprise talent management system**
- **Tailored assessment content to Mosaic environment seen as positive for applicants and Mosaic**

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