



Recruit the right people for the right jobs

## CareerHarmony Helps a World-Leading, Multinational Dispatch Company Improve Quality of Hire and Reduce Turnover

For our customer in this case study, effective couriers, customer representatives, and line managers are critical to business success. Identifying candidates most suited to the job and who will be high performers is a key recruitment objective.

As a multinational company, ensuring consistent performance standards and corporate values throughout its employees in every country of operation is fundamental to maintaining and growing its global status.

The company has traditionally experienced high employee turnover among its couriers, customer representatives and line managers. Improving the quality and suitability of new recruits will reduce employee turnover and the associated costs, as well as delivering better on-the-job performance, both of which have a significant positive impact on the company's bottom line.

### Challenges

Create a global business solution that will help the customer maintain consistent performance standards and corporate values while:

- Increasing employee effectiveness and productivity
- Identifying best qualified candidates and high performers
- Ensuring consistent global performance standards and corporate values
- Reducing employee turnover

## Solution

The web-based, versatile CareerHarmony Assessment Management System proved to be ideal for providing the multinational, multilingual recruitment solution that the company needed to screen and assess high volumes of candidates.

The CareerHarmony Assessment Management System was utilized at the core of the company's recruitment across Asia Pacific.

The company had the flexibility to locally validate the assessments as well as to integrate its own selection composites and norms into the system. Therefore, no matter where applicants were located, the system always reflected local cultural differences while identifying candidates capable of upholding the company's standards and values.

### The Process

- 1 CareerHarmony's courier, customer representative, and line manager test sessions were customized with local norms to reflect cultural differences among the company's various national operations.
- 2 Every applicant was asked to complete the relevant screening session (TalentScreen). The initial ratio of applicants per job was 10 to 1.
- 3 The top 30% of applicants were invited to undertake further, in-depth assessment (TalentAssess) and an interview.
- 4 The company reviewed the assessment results and interview recommendations and made their hiring decisions.
- 5 The CareerHarmony Assessment Management System was made accessible from each of the company's regional offices.
- 6 An extensive validation study was done across the region to establish the system's ability to predict top performers.

## Results

The company met its recruitment objectives and enjoyed significant business performance gains as a result of implementing the CareerHarmony Assessment Management System:

- The couriers, customer representatives and line managers proved more suitable for their jobs and performed better than previous new recruits. Employee performance improved by a range of 15% to 25%.
- Using the Schmidt and Hunter 1998 formula, the company achieved a \$4,842.51 financial gain per person hired per year on the job.
- By revealing regional variations in competency levels, the CareerHarmony process helped the company identify areas of strength and weakness in its operation.
- The results provided direction and supported training plans for enhanced implementation of the company's standards and values.
- Top performers identified: a plan was outlined for putting candidates with the highest suitability scores on a two-year career path to supervisory and managerial positions.

The company has now been a CareerHarmony client for over 10 years.

### What the Customer Has to Say

*"Without (the CareerHarmony Assessment Management System), we would not have accomplished this much in this short a time."*

*"We saw significant per-person profit growth."*

*"We can now be confident of selecting candidates who will perform as well as our current good employees."*

*"The money spent pales in comparison to the benefits derived from it."*

*"Our original utility study showed a very high Return on Investment."*

*"Most importantly of all, we can now look forward to continued success, as this system will help us hire only the best."*

### Financial Returns for Testing CRs

Financial gain per person hired per year on the job

=	Difference between validity of old and new method	X	40% of mean salary for that group	X	Average score on employment procedure of those hired (in z form) as compared to the general applicant pool
=	0.31	X	\$ 7620	X	2.05
=	\$4842.51				

(Formula from Schmidt & Hunter, 1998)



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