

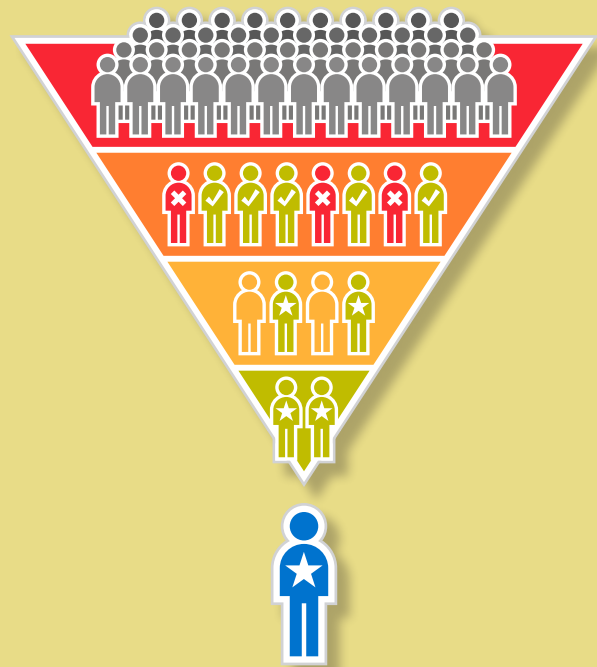


### Customer Success Story

The enterprise talent acquisition team of a leading US retail bank had an immediate need to increase quality of hires for branch staff while curtailing escalating costs of recruiting for branch staff positions such as tellers and personal bankers. As one of the largest retail banks in the US, the company operates over 1,000 branches, processes over 250,000 applications a year for more than 10,000 hires, and employs more than 50 recruiters.

The bank evaluated several top firms to assist with developing an optimal recruiting process and the implementation of streamlined recruiter and job seeker workflows. They wanted a solution that would work side-by-side with their existing Applicant Tracking System (ATS).

The solution required analyzing the recruiting process and results in several regions. Subsequent steps involved developing a streamlined, technology-driven recruiting process. CloudCords [Recruiter](#) provided the web hosted assessments, automated scheduling and recruiter productivity enhancements.



### *Key Business Drivers:*

- increase the quality of hire
- reduce the time to fill open requisitions
- increase recruiter productivity
- improve employee retention
- reduce recruiting cost
- improve job seeker experience



## Key Challenges

The national recruiting manager reported that every recruiting office was following a different process. Lack of consistency was making it impossible to institute any productivity improvements and putting the company at risk of EEO issues. At a time of intense pressure to reduce costs, recruiting costs were spiraling out of control. The national recruiting manager had no basis for quantifying the work load or requesting additional recruiting resources.

Recruiters were burned out. Scheduling interviews with pre-screened candidates was taking significant time away from identifying future top performers. Recruiters reported that, “Nobody is ever hired for the position they apply to, because by the time we get to them, that position is already filled.”

Job seekers were frustrated. Uncertainty about their pre-screening outcomes and interview statuses were causing some job seekers to consider alternative jobs. The very best job seekers were moving on before they could even get interviewed.



## Key Challenges Summary

- Inefficient process resulted in delays to fill open requisitions and increased cost per hire.
- Inability to predict teller and banker performance in a consistent and cost-effective way resulted in high turnover.
- Inconsistent and manually intensive recruiting processes reduced recruiter productivity.
- Inability to identify top talent quickly and move them through the recruiting funnel resulted in reduced quality of hire.
- As a large employer, EEO compliance risk was a critical concern.

## The Solution

The national recruiting manager was looking for bold moves and dramatic improvement. The solution had to represent a win for the company, a win for recruiters and a win for job seekers. Key stakeholders were brought to the table to provide input and express their expectations. Voice of the User meetings were held with recruiters to preview solutions before they were finalized. Individuals were brought in to act as job seekers and provide feedback on their experience. The final recommendations and solutions were thoroughly vetted across the recruiting organization and with senior management.

### 1 The Recruiting Process Analysis Delivered on the Objective to...

- Quantify the key metrics including time-to-fill, cost-per-hire, and quality-of-hire
- Quantify the time required for recruiters to perform key tasks by conducting transaction time studies
- Quantify the factors that have greatest impact on workforce performance
- Measure current capacity versus actual work volume for the entire recruiting organization

### 2 The Optimized Process Design Provided a Solution to...

- Identify and document the bottlenecks and process inefficiencies
- Increase efficiency and throughput by addressing root cause issues
- Develop a streamlined and standardized process using Kiran's process analytics expertise

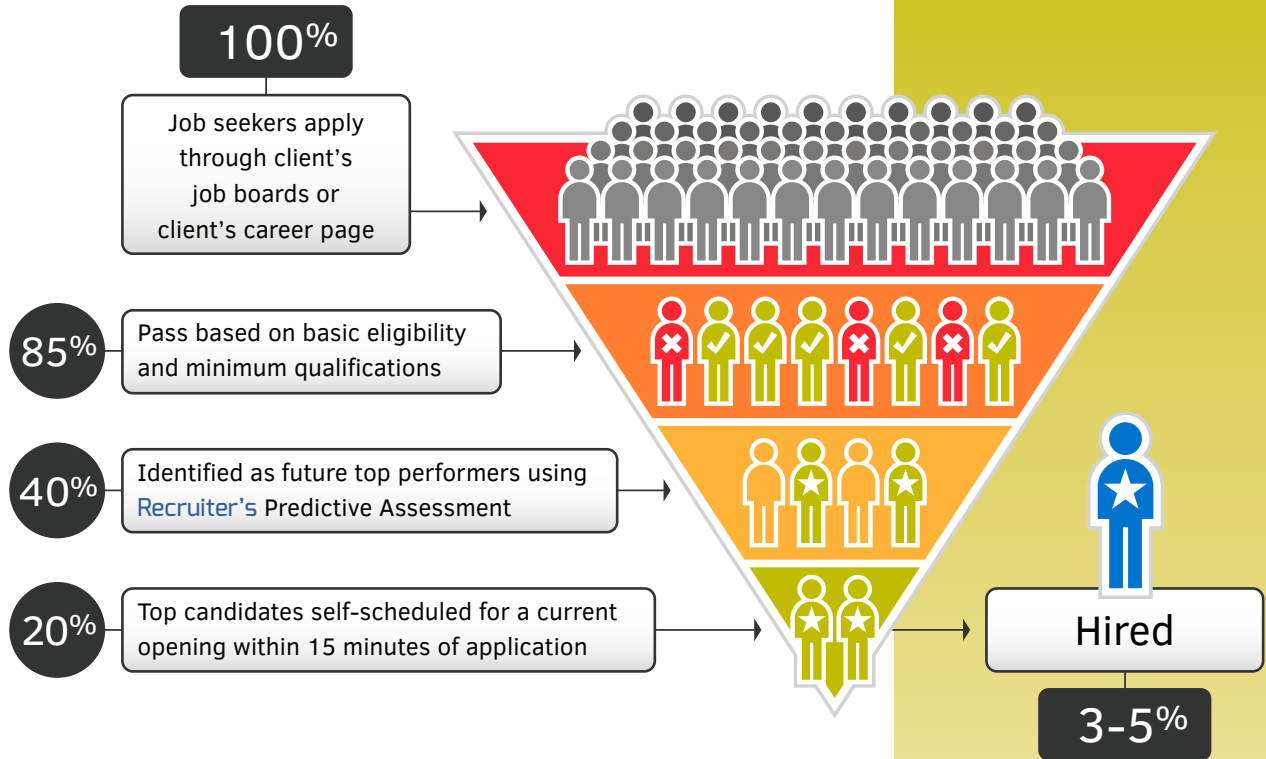
### 3 The Predictive Assessment Validation Met the Need to...

- Identify job seekers predisposed to become top performing Tellers and Bankers
- Validate the predictive assessments by independent, Industrial Organizational Psychologists
- Identify and mitigate sources of compliance risk



#### Five Step Delivery:

1. Recruiting process analysis
2. Optimized process design and requirements definition
3. Validated predictive assessments for customer-facing staff positions
4. Implementation of a hosted software solution for recruiters and job seekers
5. Solution rollout and training



#### 4 The Custom Implementation of the Software Provided...

- 24x7 access for job seekers to complete pre-employment, online assessments
- Adherence to the client's business rules
- A fair and consistent means for reducing the number of job seekers that needed to be interviewed, without passing on top talent
- Region-specific opt-out questions to avoid interviewing job seekers whose expectations were not aligned to the opportunity
- Reporting and business intelligence

#### 5 The Solution Rollout...

- Provided training and support to ensure a successful launch
- Let the client bring the solution online in fast but well-planned manner even for a very large organization:
  1. **Wave 1** was rolled out to all recruiters and job seekers in a specific region.
  2. **Wave 2** involved all the recruiters in the company.



## The Results

Using its retail banking expertise, Kiran developed an optimized recruiting process which was supported by data showing how bottlenecks would be eliminated. This resulted in improvements in efficiency and throughput. Following the process changes, the recruiting productivity software was introduced together with the hosted on-line assessments. The impact was felt immediately, not the least of which was an annual savings of hundreds of thousands of dollars.

### Immediate Reduction in the Total Cost of Recruiting

- Replaced phone screens costing over \$5 per job seeker with automated assessments with no per-job seeker cost
- Reduced the need for additional recruiting resources by increasing recruiter productivity
- Significantly reduced the total cost of recruiting saving the company hundreds of thousands of dollars annually

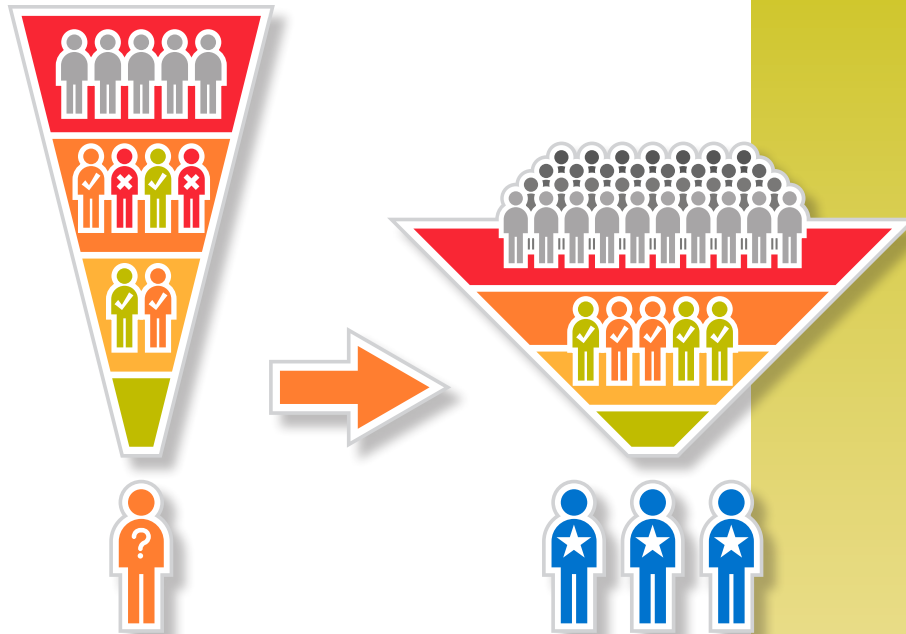
### Dramatic Improvements in Speed from Application to Interview

- Experienced a 10% improvement in time to fill within 90 days
- Average time spent by an applicant to complete a Recruiter predictive assessment was about 15 minutes
- Immediately upon completion of the assessment, top job seekers were provided with the opportunity to self-schedule an interview with the right recruiter for the right position, at a mutually convenient time
- Top candidates were interviewed by a recruiter within 1-5 days of applying



The most highly-qualified job seekers are scheduled for an interview within 15 minutes of starting the assessment and typically interview with a recruiter within 1-5 days!





## Dramatic Improvements in Recruiter Productivity

- Kiran Analytics' Recruiter system began self-scheduling job seekers within 48 hours of implementation
- Year-over-year hiring volumes were increased, without additional recruiting resources
- Eliminated the need to review resumes of the 50% of job seekers in lower bands
- Enabled each recruiter to process over 500 applications per month
- Automatically scheduled over 150 interviews per recruiter, per month with top scoring job seekers
- Automatically sent over 400 email messages per recruiter, per month, saving hours of non-productive time

## Reduced EEO Compliance Risk

EEO compliance was enhanced through automatic, detailed, logs which could demonstrate that every candidate was treated in a fair and consistent process. The log files were easily accessible for any job seeker for management review or audit purposes.



## Summary

A top US retail bank with over 50 recruiters and more than 10,000 annual hires was experiencing spiraling recruiting costs. The recruiting team was not adhering to standardized processes, causing inefficiencies and compliance risk. This was making the scope of the problem difficult to assess, yet alone reverse. The quality of hires was suffering, contributing to unacceptable levels of turnover.

Kiran Analytics developed an optimized recruiting process to be utilized by all recruiters. Kiran's pre-employment screening assessments were put in place, resulting in a higher quality of candidates and reduced time to fill. Upon implementing the new optimized recruiting process and Kiran Analytics' **Recruiter**, total recruiting costs were immediately and significantly reduced. Immediate and significant improvements were recognized for key metrics including time to fill open positions, cost per hire, quality of hire, and adherence to EEO compliance guidelines.

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Kiran's proven track record in improving operations productivity in retail banking and its expertise with predictive analytics were two primary reasons why the company decided to work with Kiran Analytics.

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