

How to Hire With An .800 Batting Average

An Oracle Success Story

A Selection Strategies Case Study

A common goal of hiring companies is to find the best candidates possible at a reasonable cost-per-hire in the quickest manner possible. While Selection Strategies is committed to a *Value-per-Hire*, rather than a *Cost-per-Hire* strategy, recent experience shows that our approach to selection excels at sourcing, recruiting, and delivering high-impact employees, at costs that meet or exceed our clients' expectation.

We like to prove that first-rate quality in recruiting, when engaging third-party recruiters, doesn't have to mean platinum pricing. In our training programs for organizations, we use our own experiences in business software companies to show how application of our principles creates long-term value *and* near-term economies.

One of our favorite engagements was with Oracle Corporation. From September 1997 through March 1998, Selection Strategies was engaged in a turnkey recruiting effort for Oracle's Applications Education Group. Oracle Education is a company profit center engaged in training clients on the Oracle Database and its associated enterprise software applications. It continues to experience rapid growth, and needs large numbers of qualified instructors to serve its' worldwide customer base.

The package provided to Oracle Education by Selection Strategies included:

- ❖ dedicated support from our professional recruiting staff, as a partner in Oracle's hiring cycle.
- ❖ customized training on Competency-based Interviewing for Oracle managers involved in the hiring process.

During the **Prospecting Phase:**

- the development of focused job profiles using our A-C-E™ Methodology.
- sourcing of instructor candidates.
 - creation and placement of all conventional ads soliciting applicants.
 - effective internet posting of job opportunities.
 - recruiting research.
 - development of appropriate agency partnerships.
 - initial screening of candidates.

During the **Qualifying Phase:**

- initial qualification interviewing.
- preparation and delivery of interview summaries and resumes for qualified applicants.
- recommendations for hiring manager interviews.
- follow-up discussions with Oracle hiring managers on interviewed candidates.

During the **Evaluation Phase:**

- administration of behavioral-based, in-depth interviews.
- submission of In-Depth Interview reports to Oracle hiring managers.
- recommendation of topics to emphasize during the final interview process.

During the **Closing Phase:**

- management of the final interviewing process, to include the establishment of semi-monthly "Interview Days." These events brought groups of finalists together with involved Oracle Education managers for an intense, day-long round of hiring interviews in Denver, CO or Bethesda, MD.
- continuation of our partnership with Oracle Education through follow-up interviews during the new employee's first year. The objective is to assess the employee's current level of satisfaction and performance, and to further refine our process.

In Selection Strategies business model, cost-per-hire is a less telling measure of recruiting efficiency than **Value-per-Hire**. In our sales and sales support hiring engagements, the value-per-hire is immediate and empirically based; quotas are met or exceeded, new accounts are developed, etc. When considering the recruitment of instructors, however, value-per-hire is a more complex measure. Here, efficiency of process, goodness-of-fit between the company and the individual, likelihood of long-term retention of the employee, compatibility of the employee to the customer base, and the employee's ability to secure follow-on or referred training engagements are all important.

Selection Strategies treats recruiting engagements like sales engagements. Our Prospecting, Qualifying, Evaluating and Closing Phases are targeted to obtain the best value for both company and candidate. We believe that this is the best strategy for the long-term growth and success of all parties. The final proof of our process is in the numbers:

- ❖ Selection Strategies received and evaluated resumes for 1200 prospects during the Prospecting Phase.
- ❖ 500 prospects were initially screened.
- ❖ 225 were interviewed during the
- ❖ Qualification Phase.
- ❖ 105 were interviewed during the Closing Phase.
- ❖ 95 offers were extended by Oracle during the Closing Phase.
- ❖ 84 offers were accepted during the seven month recruiting cycle.
- ❖ The efficiency of our recruiting process is 80% for this engagement.
- ❖ Although this was not an explicit target, our cost-per-hire for this engagement was 56% below Oracle's target CPH.
- ❖ Oracle Education-Applications Delivery expected to exceed its revenue quota by 15% in 1999.
- ❖ As of September 1998, 70% of the Oracle
- ❖ Apps instructors who made the Oracle Quality Club were recruited by us.*
- ❖ Our partnership with Oracle continued into 1999, and has expanded to include business applications software sales reps.

Obviously, we did not achieve this degree of success in a vacuum. Great work is most easily produced for great clients. In this case, Oracle Education understood our emphasis on value-per-hire, and was committed to our recruiting process. In a forward thinking, excellence-based organization, Selection Strategies' methodology will achieve results like these.

If you want this kind of performance in your company, just contact us and we'll start the ball rolling for you.

* The Quality Club recognizes instructors who maintain a quality rating of 93% or higher on student evaluations during the preceding calendar quarter. 70% of the Apps Instructors who made the Club were people recruited and qualified by us. In most cases these individuals had only been with the company between four & six months.