A CASE STUDY: A WORLD-CLASS RESORT & CASINO HIRES 4,000 PEOPLE

Successful sourcing and screening strategies result in improved hiring and retention outcomes

IMPACTING A COMMUNITY THROUGH HIRING

› SkillSmart was selected to help source, screen, and qualify candidates

› 4,000 employees for a world-class resort and casino in the Washington, DC Metro Region

› More than 50% of employees live in the county where the venue is located

TWICE AS EFFECTIVE AT PRODUCING CANDIDATES

› SkillSmart proved 2x more effective at producing qualified candidates than other channels, such as standard job boards

› Effectively increased new employee retention

› Saved more than $800,000 in associated turnover costs in the first 90 days*

Objective

In early 2015, SkillSmart was commissioned by a large multi-national organization to assist in developing the workforce for its new location in the DC region, scheduled to open 18 months later in late 2016. The impetus behind using SkillSmart for its new talent acquisition strategy was suboptimal community development hiring outcomes in opening the company's two previous facilities.

This multi-year project was designed to increase transparency for the community regarding potential career opportunities, see how their skills fit and discover options for training, and highlight education opportunities to better prepare potential candidates for qualification and consideration.

The intended result was greater community engagement, a stronger applicant pool, more successful hiring outcomes, and increased retention.

Implementation

More than 4,000 new employees were to be hired for the location by its opening, with a commitment to hire 40% of workers locally in the first year and to hire 50% of employees who live in the county of operation by year 5.

Even with its corporate standard turnover rates that were less than half of the industry average, the organization expected, as with other similar projects, to see significant turnover during the first 90 days of operation.

SkillSmart engaged with the client to first understand their primary objectives for the SkillSmart platform. These were defined as:

1. Define the specific skills and prerequisites that are required of each potential position.

2. Provide a scalable software platform where members of the community could explore potential opportunities in either English or Spanish to see how their current skills fit.

3. Engage with local education partners to correlate course offerings on the SkillSmart platform with skills associated with each of the available positions; thus enabling job seekers to see a clear pathway to acquire the skills necessary for potential careers with the organization.

4. Provide data analytics regarding the characteristics and skills of the potential workforce in the region based on data collected via the SkillSmart platform.

SkillSmart customized its platform for the client with 265 potential opportunities, over 200 unique skills, and 10 key prerequisites defined. SkillSmart then translated the entire platform into conversational Spanish, providing access to individuals who were native Spanish speakers instead of relying on online translation tools.
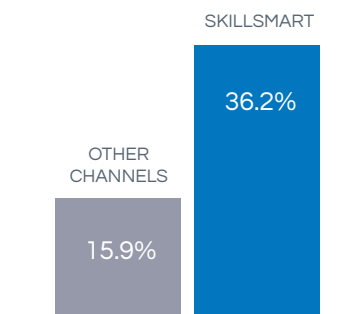
> ⓘ SkillSmart proves a viable mechanism for targeted hiring, enabling companies to better identify key groups or demographics to enhance their hiring initiatives or commitments.

Launch

This site launched in August 2015 and enrolled over 1,000 users in the first week. Prior to hiring commencing, SkillSmart, working with the client, enrolled more than 15,000 individuals on the site, with a significant number of those (7.4% of all users) identifying as a Veteran.

The project began large-scale hiring in Fall 2016, in anticipation of an early December opening. Sourcing of candidates involved multiple channels – including SkillSmart – which resulted in over 100,000 applications. Channels included working with recruiting firms, large-scale advertising on radio, social media and other websites, and outreach through major job boards.

Applicants were funneled through an applicant tracking system and were then either invited to a hiring fair, participated in a group interview, or invited to an individual job interview.

> ⓘ SkillSmart's proprietary scoring algorithm displays a numerical value that indicates how well candidates' skills match the skills needed, providing an effective way for applicants to self-select.

Results

When hiring commenced, SkillSmart developed and managed targeted messaging and outreach to qualified individuals who had expressed interest in – and had strong skill fits for – the open opportunities. This outreach, delivered via email and online marketing channels, drew high levels of user engagement, with open rates in excess of 50% and click-thru rates of over 10% – five times the industry average.

While SkillSmart users expressed strong interest in potential opportunities, only 14% of users would ultimately apply for a job. In part, a significant number of users/applicants "self-selected," or identified themselves as not adequately qualified for a position and therefore opted not to apply. Ultimately, this self-selection resulted in a smaller and better qualified applicant pool – while only 7.8% of all applications were submitted by SkillSmart users, nearly 17% of all hires came through the SkillSmart platform.

In addition, applicants from SkillSmart were not only more likely to make it through the first round of screening, but of those who did, they were hired at a rate of 36.2% (i.e., 36.2% of applicants from SkillSmart resulted in a hire) whereas individuals sourced from other channels were hired at a rate of 15.9%. SkillSmart was 2x more effective in producing a candidate who would ultimately be hired as compared to other channels, effectively helping the company exceed its 5-year local hiring commitment by opening night; 50% of its employees working opening night reside in the county of operation.

At opening, 50% of employees were county residents, exceeding the local hiring commitment well in advance of the 5 year goal

	OTHER CHANNELS	SKILLSMART
APPLICATIONS	92.2%	7.8%
TOTAL HIRES	83%	17%
HIRE RATE	15.9%	36.2%

Beyond screening of applicants, SkillSmart also produced candidates who were more likely to remain with the company - SkillSmart users had a 21.6% lower termination rate vs. those sourced from other channels. Through these efforts, SkillSmart saved the client over $800,000 in turnover costs with the potential to save up to $3 million in turnover costs should all applicants have come through SkillSmart.*

SkillSmart proved 2x more effective than other channels

SkillSmart continues to partner with the organization to help potential job seekers in the community identify opportunities of interest, see how their skills match, and identify potential training opportunities to become better qualified.

SKILLSMART

36.2%

OTHER CHANNELS

15.9%

Applicants screened by SkillSmart have a hire rate more than double of those from other channels.

* Turnover calculated as 3 months' salary at average salary of $45,000 per year.

△ SkillSmart