

Recruitment and Selection Audit Checklist

Banking Call Center

(Jan. 2005)

Thank you for preparing for your meeting with Predict Success on this important project. Please take time to assemble relevant information in advance so that their time at your location is spent meeting with your staff and others involved in the hiring process for Call Center staff at your location.

Have ready and available the following information / reports / data, as available:

1. General hiring activity data for current and past year:
 - Total number of call centre jobs (current and past year)
 - # of vacancies, or open positions (by position title, type, location)
 - # of hires (same as above + source: agency, internal transfer, etc.)
 - # of resumes / applications received
 - # of people screened out (by testing, interviews, references, etc.)
 - rejection rate (how many turned down vs. hired)
 - best (and worst) sources of hires
2. Intended hiring targets for this and next year
3. Turnover statistics
 - By work group, or unit
 - Reasons
 - By length of service (time on job)
 - Voluntary vs. involuntary
4. Cost per hire
 - By position
 - Internal vs. external (agency)
5. Time to fill (from vacant job to employee on the job)
 - By position

Any and all written policies/procedures/programs/forms/documents related to recruitment and hiring at your location.

Current organization charts for:

- Call center management/exec group (senior management)
- HR group
- Call Center staff client groups

Copies (and/or demonstration at the time of the consultants' visit – arrange for this in advance) of selection assessments, tests, application forms, and other “screening” devices.

Copies of job descriptions, ads, info packets given out to potential applicants, follow-up letters, job analysis documentation, candidate or manager surveys, recruiter assessment forms, career ladders, probationary period, grading system, reference checking, offer letters, exit interview form/process, competency models, re-payment agreements, placement process (how determined to be assigned to “back room” vs. direct customer contact).

Prepare for discussion of:

Primary HR/Operations recruitment and selection focused Staff:

- How organized?
- # of and types of recruitment-oriented staff?
- How assigned to fill job orders?
- Training of recruitment and hiring staff?
- Types of expertise?
- Describe the relationship with hiring managers and division of responsibilities for hiring call center staff
- Resume / application review process
- How is accountability split and communication coordinated between: internal HR staff, agency, and hiring managers/supervisors/team leads?
- Recruitment advertising strategy, budget and costs
- Salary package – samples
- New hire orientation and assimilation -- overview
- Info given out to potential hires, including realistic job preview
- Employee referral program description
- Special hiring campaigns (broadcasts, group interviewing, campus visits)
- How are entrance requirements determined for specific positions?
- Overview of applicant tracking system
- Interview training and techniques utilized: telephone, in person, etc.
- Exit interviews: contents, how conducted, tracking, feedback process
- Candidate experience – overview
- Recruitment website and other job posting devices
- New hire training: overview
- Your plans and strategies for changes in your hiring and selection process for next year and beyond

Use of employment agencies:

- Describe the relationship, process, and experience as a whole
- Testing process
- Costs
- Quality – how measured?

Call Center Hiring Managers

- Describe their level of expertise hiring and managing top talent
- Interviewing skills and process
- Relationship with HR – problem areas, opportunities, strengths

Please arrange for meetings with:

- You (HR Manager)
- Call Center Manager and/or Senior Operations Manager
- All Recruiting staff (HR and Operational)
- Several hiring managers
- Meeting (on-site preferred in the interest of time) with agency head or designee
- Possible observation of any aspect of the hiring process: interviews with recruiters or hiring managers, testing process, orientation meetings, etc.
- Brief tour of call center itself, meeting a couple of call center employees
- Any others involved with the hiring process at your site

Thank you for your help with this important initiative!