How an enterprise-sized distribution company built a talent acquisition platform that supports its company’s success
This edition of the NOW HIRING report profiles HD Supply’s unique hiring challenges as an enterprise company and how iCIMS UNIFi program helps them succeed.

HD Supply

Atlanta, Georgia-based HD Supply is one of the largest industrial distributors in North America, with approximately 260 locations across 36 states and six Canadian provinces. Founded in 1974, the company provides a broad range of products and value-add services specializing in maintenance, repair and operations, and residential and non-residential construction sectors to a customer base of approximately 490,000.

HD Supply uses iCIMS talent acquisition software along with strong integrations with CareerBuilder Employment Screening, a background and drug screening provider, SkillSurvey, a provider of online reference checking solutions and their human resource information system, also referred to as an HRIS.


c1. BLS, Characteristics of Minimum Wage Works, 2016

High-Volume Hiring for Hourly Workers

According to the Bureau of Labor Statistics (BLS) more than 78 million Americans – or nearly 59 percent of the U.S. workforce – are now paid on an hourly basis.1

HD Supply has approximately 11,000 associates who provide localized, customer-driven services, with 65 percent being hourly paid workers.
Key Challenges in Hiring Hourly Workers

With a large population of hourly workers, HD Supply faces unique hiring challenges.

The key challenges employers face in hiring hourly workers include:

- **Lack of Candidates**: 66 percent of employers need more applicants than they receive.
- **Applicant Quality**: 60 percent of employers are unsatisfied with applicant quality.
- **High Turnover Rate**: The average cost per employee is estimated at one-third of their annual salary/hourly rate.

Sources: SHRM, U.S. Department of Labor

warehouse workers are HD Supply’s most in-demand and high-volume roles to fill, however, truck drivers are their hardest roles to fill. “For our open truck driver positions the supply is low and the demand is high, especially in rural areas,” explained HD Supply’s former Senior Manager of Talent Acquisition, Brenton Jones. HD Supply’s strategy to fill those roles quickly is ever-evolving but dependent on having the right talent acquisition solutions in place.

A Successful Hourly Hiring Strategy

The company’s previous ATS, was not as intuitive, lacked dedicated customer service, and HD Supply did not have confidence in building an integration ecosystem around it. After iCIMS met the company’s priorities around system intuitiveness, customer service commitment, and high configurability, HD Supply decided that iCIMS was the right platform upon which they could seamlessly integrate all of their best-of-breed talent acquisition technologies. With high-volume hiring and hundreds of locations across North America, HD Supply saw the value in creating an integrated talent acquisition hub to reduce risk, save time for their recruiting coordinators, and improve their candidates’ application and hiring experience.

For open jobs that have a lower applicant flow, like truck drivers, HD Supply uses pay-per-click campaigns on sites like Indeed and Glassdoor along with targeted, engaging email campaigns through iCIMS Connect, a candidate relationship management (CRM) software.

Additionally, HD Supply runs a successful employee referral program through iCIMS’ software. Since the launch of the official program in February 2017, the recruiting coordinators have already received 1,000 employee referrals resulting in more than 120 hires.

HD Supply uses iCIMS Connect to engage a high volume of passive candidates interested in their brand.

Creating a strong pipeline of passive candidates to source from when the time is right is crucial for any business that hires hourly employees on a recurring basis. By providing regular updates on company news and information, employers also cultivate more engaged new hires who are already familiar with its employment branding.
**One Holistic Recruiting View**

HD Supply has experienced measurable improvements in its hiring efficiency through their iCIMS Platform-as-a-Service (PaaS) integrations versus using multiple separate talent acquisition software systems.

“Before using iCIMS along with integrations with SkillSurvey and CareerBuilder Employment Screening, our recruiting coordinators had to log into several different portals with different login credentials to access reporting, tickets, admin settings, etc.,” Jones explained. “Now with iCIMS, all our systems are within one platform, with one login. This led to major time savings for our team on a day-to-day basis and makes training new associates much easier.”

Since implementing these seamless integrations, when a candidates’ background screening and reference checks are complete, HD Supply’s recruiting coordinators can check these statuses right within the candidate profile in iCIMS. “iCIMS has allowed us to centralize important candidate information in one system,” said Jones.
The Importance of Pre-Screening for Integrity and Risk Management

In today’s competitive job market, looking beyond what you see on a candidate’s resume is crucial to hiring the best talent and combatting high turnover rates. According to CareerBuilder, the majority of employers (72 percent) perform background checks on every new employee before they are hired.

HD Supply uses CareerBuilder Employment Screening, for background and drug screening on all of their potential new hires. “Because CareerBuilder Employment Screening plays such an important role in our hiring process, it is essential that we have it as part of the iCIMS Recruit workflow,” said Jones. “This integration has a high impact but is very low maintenance and the most reliable integration in our TA ecosystem.”

Background checks can help employers avoid making the wrong hire, which could result in huge costs for the company. In fact, 75 percent of employers said they have hired the wrong person for a position, and, of those who had a bad hire affect their business in the last year, one bad hire costs them nearly $17,000 on average.²

HD Supply’s recruiting coordinators can easily launch a background check within iCIMS through an API integration. “One click in iCIMS creates a case in CareerBuilder Employment Screening and sends the candidate invitation directly from WebACE™, the CareerBuilder Employment Screening platform that them to register for a background check and/or drug screening. This saves our team a huge amount of time,” said Jones. “Candidates receive the email invitation within five minutes, keeping all of our processes moving and our time to fill down.”

When the background check has been processed, the candidate’s profile in iCIMS is automatically updated with a completed status and link to the direct report.

² CareerBuilder, The Cost of a Bad Hire, 2016
Strong Data Security and Privacy for Candidates’ Personal Data

Having previously worked in the IT space, Jones understands the importance and concerns around protecting personal data such as a candidate’s social security numbers and date of birth. To protect this sensitive data, HD Supply launched a project to revamp and improve the security of how personal information is stored and transferred between all of their HR technology. “Now when a candidate gives us their social security number along with other personal information to register for their background check, that is the first and last time the candidate needs to fill out that information,” explained Jones.

HD Supply performs more than 7,000 background checks a year. For every hire, HD Supply requires a criminal background check, and drug screening. These screenings are important for HD Supply and align with the company’s core competency of integrity. When the CareerBuilder Employment Screening background check is complete, each candidate’s personal information feeds back into their iCIMS system encrypted and secure. When a candidate is hired this information then feeds directly into their HRIS system. “During the entire hiring lifecycle of a candidate, access to sensitive personal information is limited to the people who need it,” said Jones. “This puts our candidates at ease, and also saves them time during the application process without the need to enter their information in multiple times.”

The Importance of a Timely and Seamless Employment Screening Process

- **48 percent of candidates** say the employment screening experience has an impact on how favorable they view a potential employer.
- **63 percent of millennials** say the employment screening experience has an impact on how favorable they view a potential employer.

Source: CareerBuilder, Candidate Experience Survey, 2017

HD Supply’s integration with iCIMS and CareerBuilder Employment Screening allows them to collect important information without delaying the hiring process so they don’t lose out on top talent. This is essential as CareerBuilder found that candidates aren’t waiting around while waiting for employment screening results. In fact, they found **65 percent of candidates continue communicating and interviewing with other companies as they wait on results.**

iCIMS is Committed to Enterprise Ready Data Security

In a world of rapidly changing data protection and security standards, iCIMS’ enterprise and international customers rely on us to keep their applicant data safe and processes compliant. In the spring of 2018, the General Data Protection Regulation (GDPR) will become effective, aiming to create more consistent protection of consumer and personal data across EU nations. iCIMS is committed to ensured readiness for this change in order to comply with the new rules regarding technology, processes, and people.

As candidates move through the application process, HD Supply knows it’s important to provide a smooth and seamless experience.

3. CareerBuilder, Candidate Experience Survey, 2017
Hiring Smarter and Empowering Their Hiring Managers

For all salaried workers and the hourly sales associates, HD Supply checks three to five references before extending an offer to a new hire. In order to get meaningful, insightful information of a candidate’s past performance, HD Supply partnered with SkillSurvey and implemented a seamless integration with iCIMS.

Similar to their CareerBuilder Employment Screening integration, the automated reference check process is initiated directly from iCIMS and an invitation is sent out to the candidate to collect their reference’s contact information. The status of the results is available within the candidate’s profile of the iCIMS platform.

Over the last year, HD Supply has completed over 2,000 reference check requests.

- Average reference response rate across all candidates: 86%
- Average number of references requested per candidate: 5.3
- Average number of references responding per candidate: 4.6
Empowering Hiring Managers to Make Better Decisions

“The biggest advocates for the solution are our hiring managers who now demand the SkillSurvey results before scheduling the in-person interview,” said Jones. HD Supply’s hiring managers take the feedback in these surveys seriously.

With SkillSurvey references in hand, recruiters and hiring managers can easily see the strengths and weaknesses of all potential hires. The reports provide a summary of the reference ratings for each of the competency areas, including things like professionalism, interpersonal skills, problem-solving, adaptability, and personal value commitment. For leadership and management roles, references also provide feedback on a candidate’s leadership and ability to manage others.

A study by SkillSurvey shows that the use of their online reference checking solution helps lower first-year turnover for cause by 35 percent. Additionally, their customers often see an average 85 percent reference response rate in under two business days.

“SkillSurvey allows references to submit confidential and candid feedback online on any device instead of on the spot, often inconvenient phone calls,” explained Jones. “This results in much faster and more honest feedback for our managers.” According to SkillSurvey, reference feedback is available 21 percent faster when candidates use mobile devices instead of a PC.

“Because the majority of our candidates may not have frequent access to a PC, we would never introduce a candidate-facing technology that was accessible on mobile, but not a great experience. We need our software to be completely tailored to a mobile-first experience,” said Jones.

In addition to the reference report, SkillSurvey provides an interview preparation guide customized for the candidate and job type. “The behavioral questions provided based on the reference’s feedback help hiring managers to uncover important issues they otherwise would not be aware of.”

HD Supply consistently gathers feedback from their hiring managers through a survey in iCIMS to learn how they can improve and streamline their processes.

Hiring Manager Satisfaction

★★★★★ 4.6 out of 5

“iCIMS is the center of our recruiting world. If a software provider doesn’t integrate with our core system, we would have a lot of manual data entry and an out of sync talent acquisition ecosystem. The iCIMS Marketplace helps us easily identify the best technology for our recruiting needs.”

-Brenton Jones, HD Supply’s former Senior Manager of Talent Acquisition
The number of technology solutions needed to support the hiring process has grown significantly over the past several years. While businesses now have more specialized tools available to support recruitment strategies for attracting, finding, and managing candidates, the by-product of this growth is that the average business uses 77 applications for HR and 97 percent of them are not well-integrated.

It is not only difficult, stressful, and time-consuming to use and monitor multiple products with different logins, but it is also overwhelming to research and integrate solutions that could help an organization be more efficient.

“We believe iCIMS is responding to the market’s need for one leading player to create a talent acquisition platform,” said HD Supply’s Director of Talent Acquisition, Julie Loubaton. “With the strong integrations already offered through iCIMS, UNIFi allows us to manage and oversee all of our hiring technologies in one, easy-to-use platform. iCIMS is at the core of our recruiting efforts and we’re excited to see this vision come to life.”
Interested in Learning More About the Benefits of an Integrated Talent Acquisition Suite?

With so many options available, how do you narrow down which solutions are the right fit for your organization? Once you do find the right solutions, how do you efficiently manage, integrate, and monitor so many different applications?

Now, with iCIMS UNIFi, you can easily shop for, integrate, and build recruiting tools that work with your iCIMS Talent Acquisition Suite. iCIMS UNIFi offers a marketplace with the largest ecosystem of proven, talent acquisition-focused providers with headache-free integrations.

By bringing all of your talent acquisition tools together into one view, your recruiting workflows are simplified, and reports are centralized to deliver more comprehensive, actionable insights. This helps you gain a competitive edge on your war for talent.

iCIMS’ partnerships with CareerBuilder Employment Screening, SkillSurvey, and over 150 partners offer a seamless transfer of candidate information into the iCIMS Talent Acquisition Suite, where recruiters can manage the hiring process from start to finish, all within a single, cloud-based application.

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About iCIMS
iCIMS is the leading provider of talent acquisition solutions that help businesses win the war for top talent. iCIMS empowers companies to manage their entire hiring process within the industry’s most robust Platform-as-a-Service (PaaS). Built on the foundation of a best-to-market talent acquisition software suite, iCIMS’ PaaS framework, UNIFI, allows employers to expand the capabilities of their core talent acquisition technology by integrating with the largest partner ecosystem in talent acquisition to help them attract, find, screen, and manage candidates. Offering scalable, easy-to-use solutions that are backed by award-winning customer service, iCIMS supports more than ~4,000 contracted customers and is one of the largest and fastest-growing talent acquisition solution providers.

About CareerBuilder Employment Screening
CareerBuilder Employment Screening is the trusted leader in employment screening. With 68 percent of candidates continuing to look for jobs until cleared for hire, we help to simplify employment screening by enabling clients to gain the visibility, quality, and speed to keep candidates engaged. We are proud to be the trusted partner of thousands of clients, top ranked in HRO Today’s Baker’s Dozen list, included on the Workforce Hot List, NAPBS accredited, and ISO 9001:2015 certified. Our award-winning WebACE® screening platform integrates with the iCIMS platform to save time and enhance the applicant experience. As part of CareerBuilder, we provide the unique ability to help clients match the right talent, with the right position, at the right time.

About SkillSurvey
SkillSurvey speeds hiring with cloud-based referencing, sourcing and credentialing solutions that immediately answer the vital questions that help organizations hire the right people for every role. SkillSurvey Reference™ is the leading online reference checking platform and provides immediately useful insights to make better hiring decisions, SkillSurvey Source™, offers new ways to build your talent pool. SkillSurvey Credential OnDemand® is a credentialing engagement solution for healthcare organizations. More than 1,400 companies, institutions, and organizations, including 800 healthcare organizations, use SkillSurvey’s cloud-based software products.

About HD Supply
HD Supply (NASDAQ:HDS) (www.hdsupply.com) is one of the largest industrial distributors in North America. The company provides a broad range of products and value-add services to approximately 490,000 customers with leadership positions in maintenance, repair and operations and specialty construction sectors. Through approximately 260 locations across 36 states and six Canadian provinces, the company’s approximately 11,000 associates provide localized, customer-driven services including jobsite delivery, will call or direct-ship options, diversified logistics and innovative solutions that contribute to its customers’ success.