ClientCo Customer Journey Map (CJM) - The Candidate Experience During the Hiring Process

Stages	Pre-Visit				Visit and Site-Based Assessment										Post-Visit			
Summary Activity	APPLY		SCHEDULE AND PREPARE		ARRIVAL		WORK SIMULATION		ASSESSMENT TESTING		INTERVIEW		PHYSICAL EXAM		RESULTS		ACCEPTANCE AND QUEUE	
Candidate Action	Find Appealing Roles	Apply and Learn More	Schedule Visit	Prepare for Visit	Experience First Impression	Understand Day's Events	Review Instructions	Perform Tasks	Complete Assessment	Learn Follow-Up Steps	Conduct Interview	Learn Next Steps	Complete Physical	Learn and Complete Follow-Up Requirements	Learn Status	Learn Next Step Possibilities	Complete Paperwork to Accept	Await Start Date
Hiring Resources Involvement	Attract Appealing Candidates	Qualify Candidates	Advance Qualified Pipeline	Provide Realistic and Enticing Expectations	Present as Employer of Choice	Provide Clear Expectations	Set Expectations	Assess Performance to Qualify	Assess Relevant Characteristics	Match Characteristics to Jobs	Confirm Cultural Fit and Impress Candidate	Provide Clear and Easy Next Steps	Assess Relevant Characteristics	Describe Simple Next Steps	Learn Results and Update Pipeline	Provide Options Where Possible	Secure Commitment	Maintain Queue

Doing

Search for Jobs
- Search
- Follow up on referral
- Begin process at job fair

Receive Communication
- Receive call, text, or email
- Learn next step requirements and demand for onsite time

Sample Email Follow Up

Kelly Professional & Industrial

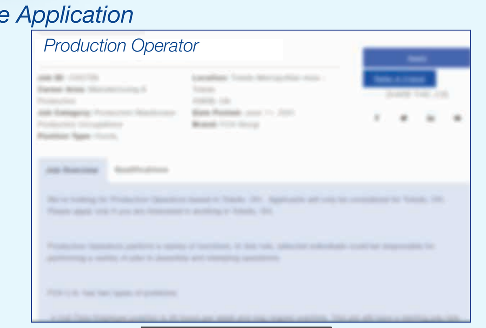
Complete Online Application
- Complete fields
- Acknowledge expectations
- Submit
- See confirmation to await contact

Business Decision

First impressions matter. The client wanted to improve this process so it would be clear and easy, helping candidates perceive them as a preferred employer. Solutions included integrating processes with the vendor and improving usability and design.

Schedule Visit
- Learn extent of visit time required
- Find a date that works
- Schedule time off, if needed

Sample Application



This journey map is designed to reflect the perspective of candidates when they are engaged in these activities. This journey impression covers those candidates who have completed the hiring process. The perception of the journey does not reflect what ManuCo and its vendors do to manage this process.

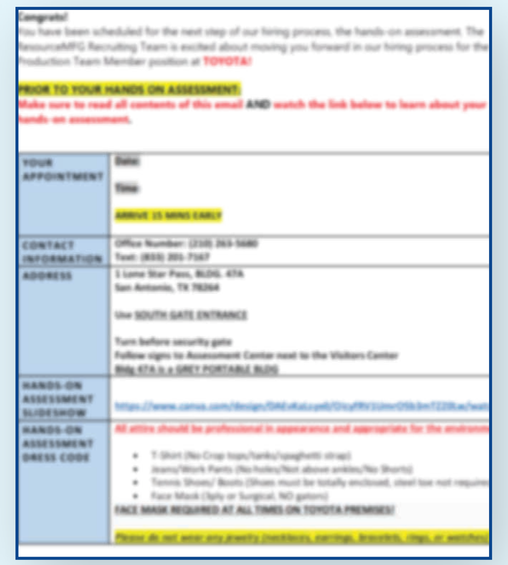
Complete Cultural Review
- Complete computer assessment

Prepare for Visit
- Plan for visit
- Review videos and prepare questions
- Check directions and requirements
- Register

Arrive Onsite
- Learn plan for the day
- Fill out any forms
- Show ID
- Complete disclaimers

Sample Preview

Sample Confirmation Sets Expectations


Congrats!
PRIOR TO YOUR HANDS ON ASSESSMENT:
YOUR APPOINTMENT
CONTACT INFORMATION
ADDRESS
HANDS-ON ASSESSMENT SLIDESHOW
HANDS-ON ASSESSMENT DRESS CODE

Receive Orientation
- Watch videos for expectations
- Wait for first session

Review Instructions for Task
- Watch videos for expectations
- Listen to guidance
- Understand need and prepare to execute task
- Repeat for each task

Perform Task 1
- Perform task
- Ask for or receive guidance
- Complete working through task
- Repeat for each task

Work Simulation Activity

Business Decision

Strength and ergonomic testing is burdensome for candidates, causes unnecessary opt outs, and had not been updated. Future state designs used additional workforce data to improve the relevance of the tests, then embedded decision making into the process to avoid wasting staff and candidate time.

Complete Body Strength Tests
- Bench level push and pull
- Bench to shelf lift

Complete Ergonomic Tests
- Standing and sitting, vertical, horizontal, and low
- Frequent reach, including overhead, horizontal, and below

Complete Hand Strength Tests
- Thumb push, hand grip, pinch grip

Learn Next Steps
- Possibly rotate to different onsite activity
- Learn what will happen next, and how to follow up

Sample Body Strength Test

Conduct Interview
- Meet proctor or other staff and conduct interview
- Provide responses and ask questions

Confirm Next Steps
- Finalize any needed paperwork
- Authorize background check
- When appropriate, schedule physical/drug screen visit

Arrive and Complete Physical Paperwork
- 11+ pages of documentation
- Complete while waiting
- Visit may be site medical or offsite physical/drug screen visit

Complete Basic Screening
- Height, weight, blood pressure
- Basic history
- Vision and Audio

Provide Drug Screen Sample
- Urine
- Hair

Complete History Review
- More detailed testing, as needed
- Injury and event history

Business Decision

The existing processes were too manual, took too much time onsite, and required too much follow up. Future state designs enabled better digital prep and follow up, streamlining the process for both staff and candidates.

Complete Follow Up Actions
- Visit clinician for more detailed tests
- Provide medical history documentation pending physical results

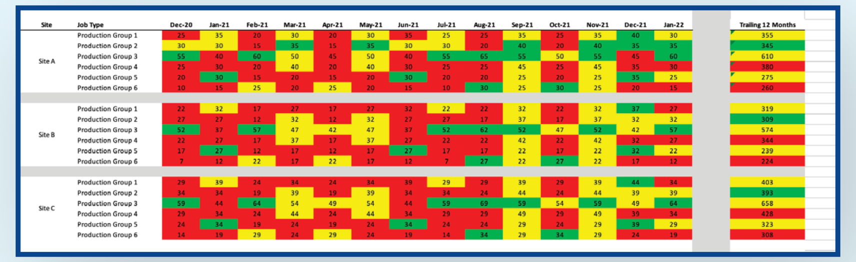
Complete Physical
- Confirm requirements met
- Learn next steps
- Learn follow up options

Learn Results
- Confirmed or denied from physical and drug screen
- Confirmation that background check was completed

Learn Options
- Understand timetable to re-apply, if possible
- Understand actions to improve odds of success

Learn Next Steps
- Confirmed offer, paperwork requirements
- Timeline expectations or opportunities

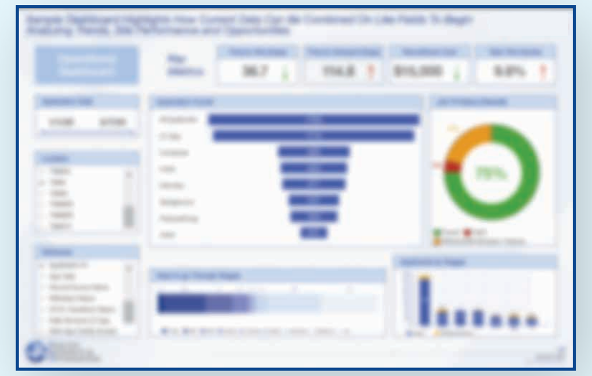
Sample Representation of Candidate Testing Compatibility Results



Complete Paperwork
- Complete I9
- Confirm availability

Await Start Date
- Await appropriate role

Sample Single Site Performance Dashboard



Thinking

APPLY
Candidate
- I hope I can find a good job, and soon.
- What will I need to do to get the job?
- The site is far from my home, but I'd like the job. I wonder if ManuCo will help me move.

Hiring Resources
- How can we distinguish ourselves as an employer of choice?
- Will applicants understand from the online application the physicality of our hiring process?
- How can we best convey our requirements for safety purposes (physical tests and drug screens) without giving good candidates the impression that the hiring process is too difficult?

SCHEDULE & PREPARE
Candidate
- I hope it is OK to miss work for this.
- I wonder how much competition there is for these jobs.
- Should I have any special equipment when I make my site visit?
- If I get the job, will I be able to choose my shift?

Hiring Resources
- I hope I can get this person on site quickly, we still need more people.
- How can I really make sure this person understands what will be required, physically and in terms of background and drug standards, so they don't take our time then drop out?
- How can I convey how great it is to join ManuCo., so good candidates will remain interested?

ARRIVAL
Candidate
- I hope I've done everything I was supposed to before we start.
- I hope I understood the directions effectively.
- Will I be able to make a good enough impression?
- Will they give me feedback on where I stand?

Hiring Resources
- I hope we can keep the flow going so we don't have people waiting.
- I wonder how many people will actually show up.
- I hope we present ourselves as a real employer of choice.
- I wonder if our message is too focused on lifetime employment, maybe that isn't for everyone.

WORK SIMULATION
Candidate
- How will I know if I am doing a good job?
- Is all of this really necessary?
- Does my performance today influence what job I can choose?
- Will they demonstrate this before I do it?

Hiring Resources
- How can I put people at ease so they can give a good effort?
- How can we make sure the people we want will make it though?
- I hope the candidates are not intimidated, and understand why we are doing this.

ASSESSMENT TEST
Candidate
- I hope I qualify for one of the lower physically demanding jobs and on my preferred shift.
- Will this limit what I can do if I get the job?
- Will I have a chance to get stronger to qualify for more jobs?

Hiring Resources
- Is the screening aligned with the work?
- How can we keep this moving so applicants stay engaged?
- How do we get more people to pass, including making sure women have opportunities?
- Should we be more particular, so we don't have so many restrictions?

INTERVIEW
Candidate
- I wonder if this will be like my other interviews.
- Will I be able to give the right answers?
- I don't have too much experience, will that count against me?
- Will they expect me to ask questions?

Hiring Resources
- I hope we can get these people in the door.
- I wonder if we are signaling to applicants during the interview how great it is to work here.

PHYSICAL EXAM
Candidate
- What types of medical tests do they need? I'd hate to get knocked out after all of this.
- Maybe it's easier to apply somewhere else where I don't need all of the medical tests.
- I hope they don't find anything worrisome.
- How long will this take? I hope I don't have to fill out too much stuff.
- What kind of drug test will they need?

Hiring Resources
- How do I coordinate pre-hire testing with my regular patient workload?
- Do I need to send the candidate for added screening as a precaution?
- Will I need history, or will it be OK not to probe?
- Are we doing too many tests? Or too few?

RESULTS
Candidate
- I hope I hear soon that I am all clear.
- Now that I've been through all of this, I hope I can get to work soon.
- If I don't pass, can I re-apply?

Hiring Resources
- I hope I can get a quick confirmation from this applicant. We need the people.
- How can we make sure we are preparing the accepted applicant to wait on the right jobs.

ACCEPTANCE & QUEUE
Candidate
- There seems to be a large ramp up period for training. Is all this necessary?
- I wonder how different it will feel to be on the line, compared to the testing.
- I hope I don't have to wait long for the right role.

Hiring Resources
- Will we be able to find jobs quickly enough for the hiring pool?
- Is our conditioning and ramp up program effective in helping our new hires be successful?
- Do our new candidates have too many restrictions?

Feeling

APPLY
Candidate
- That was easy. I wonder what will happen next.
- I didn't realize I had to watch the video.
- I'm glad the application was quick, but the site wasn't too impressive compared to other companies I've applied to.

Hiring Resources
- We still seem to get applicants who are not serious.
- I'm glad we are getting applicants, but there is a long way for these candidates to go.
- Our application might be easy, but is it good at attracting this next generation?
- I wonder if we should add some questions to prevent us from wasting time on candidate who won't continue.

SCHEDULE & PREPARE
Candidate
- I'm glad I was able to pick a date that worked for me. I have a job so it wasn't easy to be available.
- It was pretty easy to schedule my visit.
- I'm apprehensive about the site visit. It sounds like it will be pretty involved.
- I wonder what I'll do for four hours.

Hiring Resources
- I'm glad we can offer so many options, it is hard for some people to find time.
- You can tell people wonder why we need them for so long.
- After hearing what the candidate goes through to be available, it's too bad we'll need to ask those who pass for a second visit.

ARRIVAL
Candidate
- I'm excited to get here and see this opportunity.
- The COVID policy seemed a little strict.
- I'm not sure I'm prepared for this. I wonder if this kind of work is for me.
- This place isn't too nice. I expected more from ManuCo.

Hiring Resources
- I'm not sure our facility where we welcome people is giving a good impression of ManuCo.
- I wish we could set better expectations. Some people show up then walk out.
- We might be able to give some better hospitality to put people at ease about how the day will go, and how they will be able to get breaks.

WORK SIMULATION
Candidate
- I really want this job, but doing this testing is stressful. I'm not sure I've given the right impression of what I can do.
- That wasn't too hard.
- It feels like we bounced around a bit today.
- I wonder how that will compare to the actual work.

Hiring Resources
- I'm glad some people exit during this process. They are unlikely to have succeeded.
- It still feels outdated and excessive. I think we'd be viewed more favorably with better tests.
- I'm not sure this really gauges the mental discipline we are looking for.

ASSESSMENT TEST
Candidate
- ManuCo seems to be taking a lot of physical measurements. I wonder how relevant this is.
- I don't think I prepared well enough for this.
- Wow, there was some lifting involved in a short test. I wonder if I'll have to do that all day?
- I'm worried these results will prevent me from getting the job.

Hiring Resources
- I hope our evaluation was good enough to ensure the employee does not get injured early in their career.
- We continue to assign people to roles that can be inappropriate.
- I continue to think we are limiting people unnecessarily.

INTERVIEW
Candidate
- That was pretty straightforward. I wonder what they thought.
- I'm not sure how well I did.
- Did my answers meet their needs? I've been through a lot already trying to get this job.

Hiring Resources
- Maybe we could ask more relevant questions.
- I wonder if we could do some of this earlier in the process.
- I'm not sure if this segment is integrated well enough with the rest of the process.
- I'm not sure this is delivering the value for the time, including in the applicant's eyes.

PHYSICAL EXAM
Candidate
- I'm not sure this is worth another test. Feels like they should have enough by now.
- That sure was a lot of paperwork.
- I'm not going to pay to get more tests.
- That wasn't so bad. I hope I learn soon.
- I wish I realized earlier they were taking a hair sample.

Hiring Resources
- Too often the old equipment isn't working correctly and slows me down.
- It would be nice to be able to reduce the paperwork.
- If we had the time and equipment we might be able to prevent follow-up tests.
- It feels like people wait too long, and in a sub-par space.

RESULTS
Candidate
- I'm excited I passed! I'm looking forward to starting.
- I'm a bit anxious about what it will be like to get started. Will I get enough training?
- I'm disappointed after all of this I was told I'd have to re-apply.

Hiring Resources
- It feels great to get people on board.
- I can hear the disappointment when there is no job immediately available.
- It seems like we are not always fast enough. Too often the applicant has moved on or does not proceed.

ACCEPTANCE & QUEUE
Candidate
- ManuCo continues to advertise that they have a large hiring need, but I haven't been assigned a role yet. I wonder why?
- I was excited to get a start date. I'm looking forward to getting going.
- I'm worried the high mandatory hours will last too long.

Hiring Resources
- I worry when it takes too long to get someone on board. We can still lose candidates.
- We had a group starting and nearly 5% did not show up, after accepting the job and agreeing to a start date. How can we get more competitive to keep people we want to hire?
- We are loosening our requirements to meet demand. As this new group begins work, I hope the data show that they are capable of performing the work safely.

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Stakeholder Legend: Hiring Resources (includes vendors); Candidate

Color Guide Legend: No Material Issue Found (blue); Issue (red); Moderate Issue (yellow); Positive Experience (green)

Metrics
- **Applicant Count** – Count of applicants completing the online application by facility and over time
- **Dropout Rate** – Percentage of candidates who pass one segment but do not continue to the next
- **Hiring Cycle Time** – Median total time between application submission and acceptance of job offer
- **Segment Cycle Time** – Median time spent in each phase of the hiring process by segment
- **Pass / Fail Rate** – Percent of applicants that successfully pass a particular test or module of the hiring process
- **New Hire Satisfaction** – Satisfaction score on the effectiveness of the hiring process for new hires
- **Physical Follow Up Rate** – Percentage of physicals requiring follow up tests or documentation
- **Restriction Rate** – Percentage of new hires arriving with restrictions, by location
- **New Hire Attrition** – Percentage of hires who voluntarily depart within 120 days, by site
- **Applicant Touch Time** – Average touch time required by an applicant to complete the hiring process
- **Incident Rate** – Ratio of new hires who have a safety incident within the first 120 days, by site

Information Sources: – Stakeholder Interviews – Existing Documentation

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