

**STAFFING AN
ENTIRE
AUTOMOTIVE
CREDIT COMPANY**

Our client created a new division. We were already managing the professional recruiting for this company. Our consultant was given the assignment to staff the new division. His regular recruiting was taken over by other Wentworth Company consultants.

When we began, the only employee in the division was the president, supported by the corporate head of Human Resources. When they opened the doors a year later, the new general manager very graciously referred to the new company as “the house that Bob built.” Bob was our consultant.

From a recruiting point of view, this is a story of logistics and flexibility.

Flexibility: The jobs ranged from general manager to accountant, so we used a wide variety of candidate sourcing strategies. The general manager, CFO and other senior managers were found by direct sourcing. Several middle level managers came from work we had done for other parts of the company and from candidate and employee referrals. Others, like the regional sales managers who were all in different cities, were found by advertising.

Logistics: After the ads ran for the zone sales managers, we phone screened candidates and set up road trip interview schedules. Our consultant and the regional manager then got on an airplane and flew to the first city and interviewed candidates. They picked their favorites on the plane ride that night to the next city. They hit a city per day. When they got home, they reviewed the favorites with management, developed consensus, and arranged for Wentworth consultants to do references while we and another regional manager got on a plane for the next road trip.

When they were done, they had hired 45 new employees, from the top of the organization to the bottom, including 22 zone sales managers. An entire division was staffed in 46 weeks. One hire per week, average cost per hire of 5.6% of salary. Our client was delighted.