



IBM HR Summit

Be a part of the HR revolution.

BOSTON, MA | SEPTEMBER 6-8, 2016

H&R Block

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Agenda

- About Us
- Our Journey
- Partnerships
- Change Management
- Results
- What's Next?
- Q&A

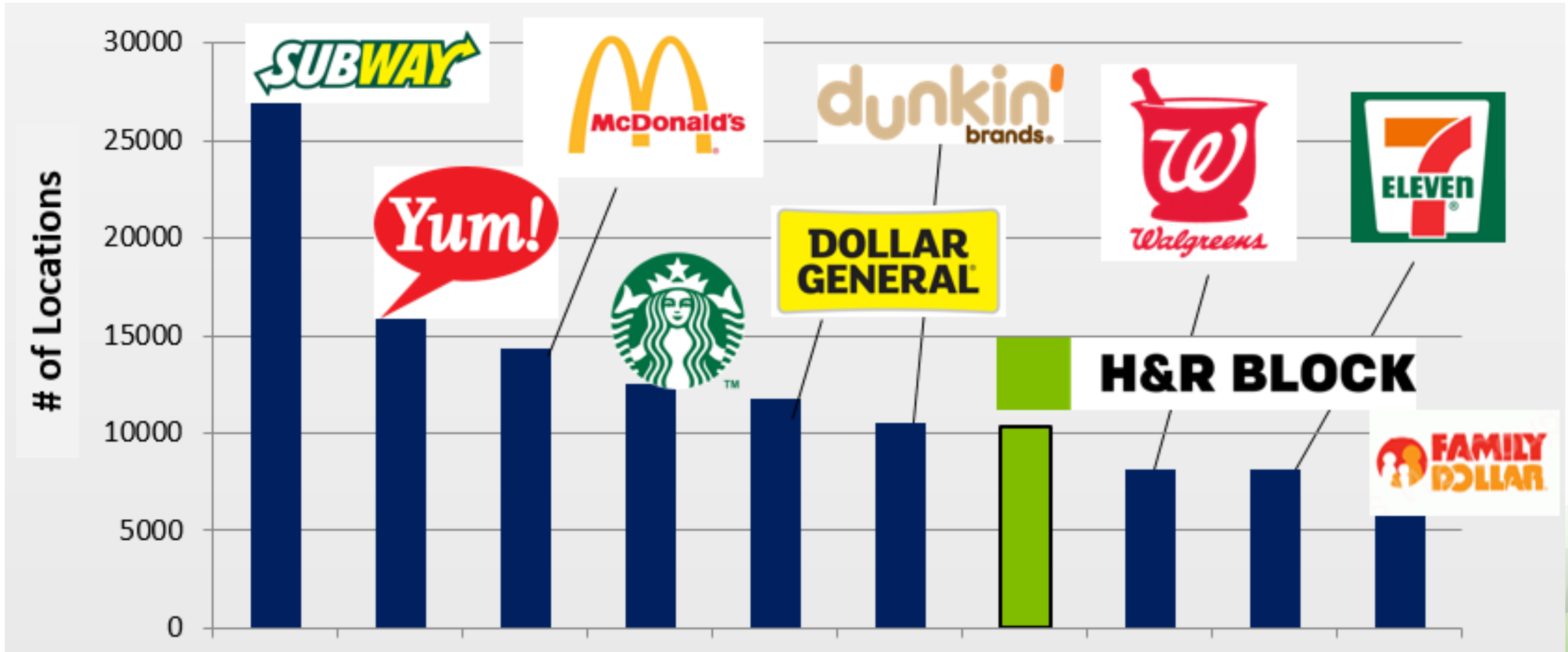
About Us

- World's largest assisted tax service company
- 12,000 Company & Franchise Offices
- 80,000 – 100,000 seasonal hires annually
- 60+ years in the tax preparation business
- Prepare approx. 1 in every 7 U.S. tax returns
- Retail office within 5 miles of most Americans

**We look at
your life
through tax...
and find ways
to help**

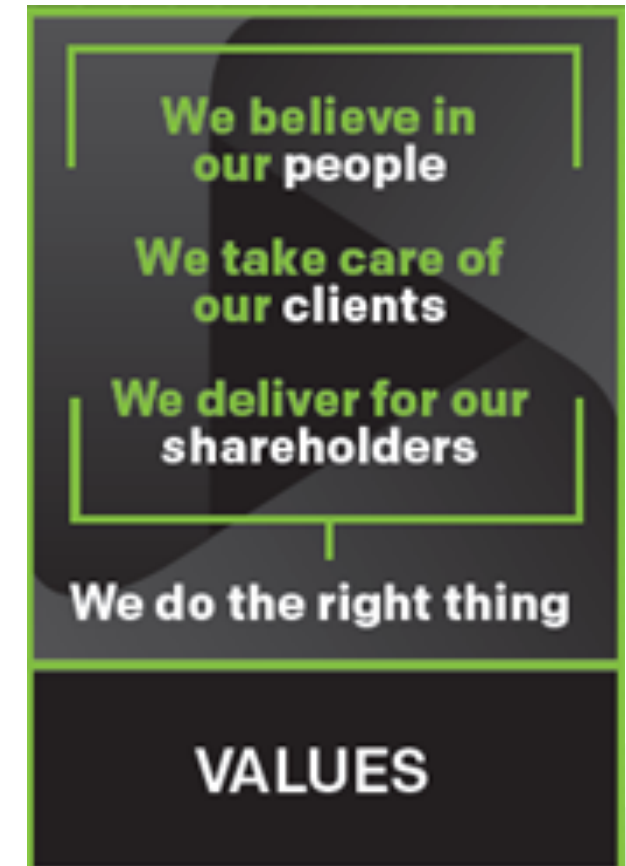
PURPOSE

About Us – H&R Block is 7th Largest Retailer



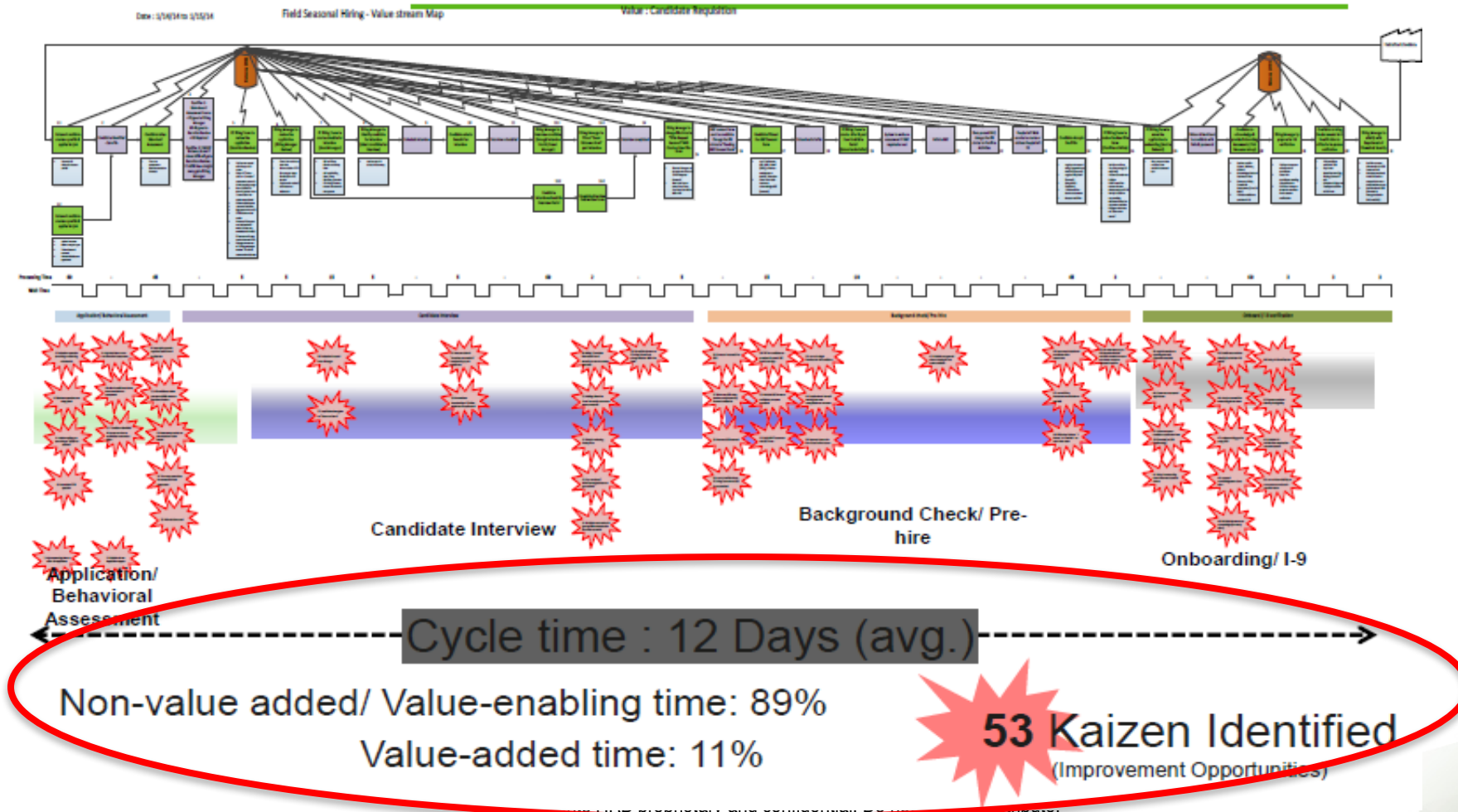
About Us – Talent Acquisition

- Three unique recruiting lanes & processes
 - Corporate – Full-time
 - Corporate - Seasonal
 - Tax Office - Seasonal
 - High volume seasonal - @100K annually
 - Rehires – Onboard & Terminate Every Season
 - Balance high-touch approach vs. high volume & speed
- ... ONE applicant tracking system!



Our Journey – Process Optimization (FY15)

FROM THIS (Poor Experience)...

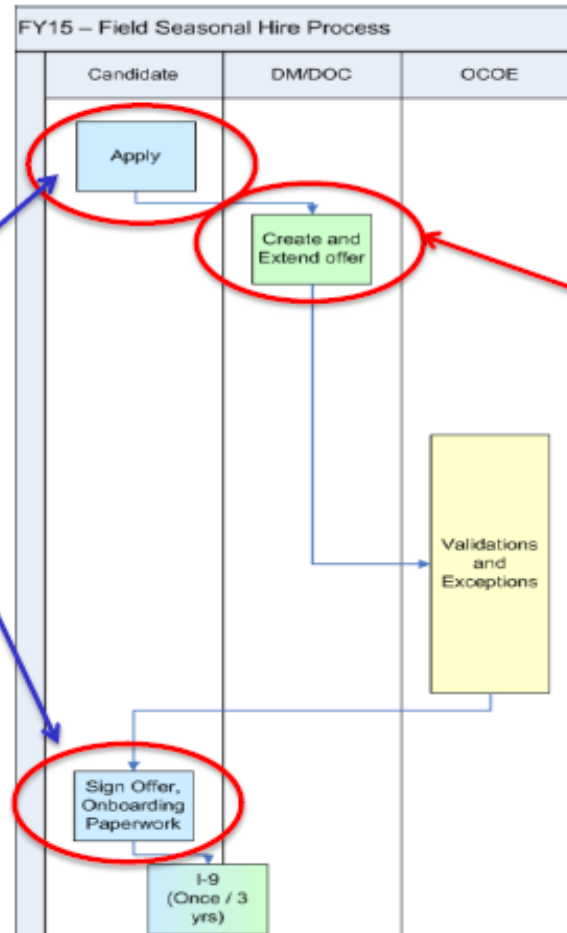


Our Journey – Process Optimization (FY15)

...TO THIS (Better)



Now only TWO steps for candidates!
 1. Apply
 2. Paperwork



Now only THREE steps for District Managers!
 1. Review
 2. Interview
 3. Offer

Our Journey – Process Optimization Results

- Manual application touch points



85%

- Time to fill



90%

- Rehire & Manager Satisfaction



60%

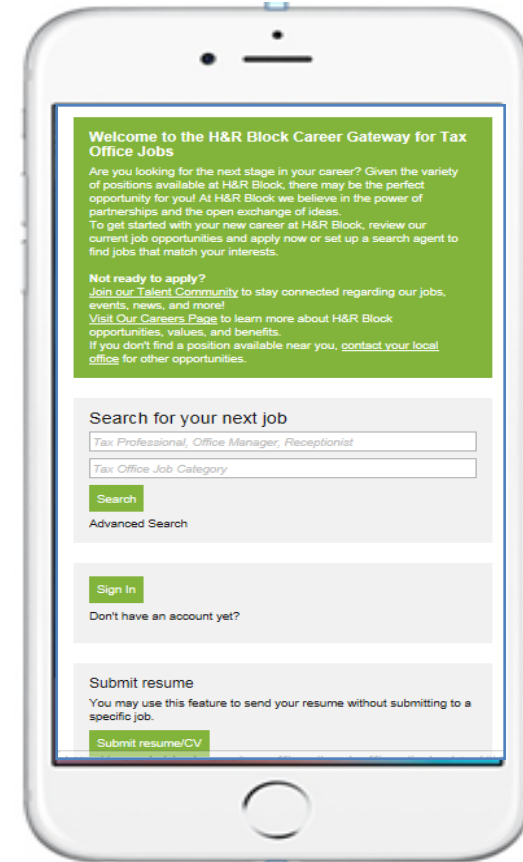
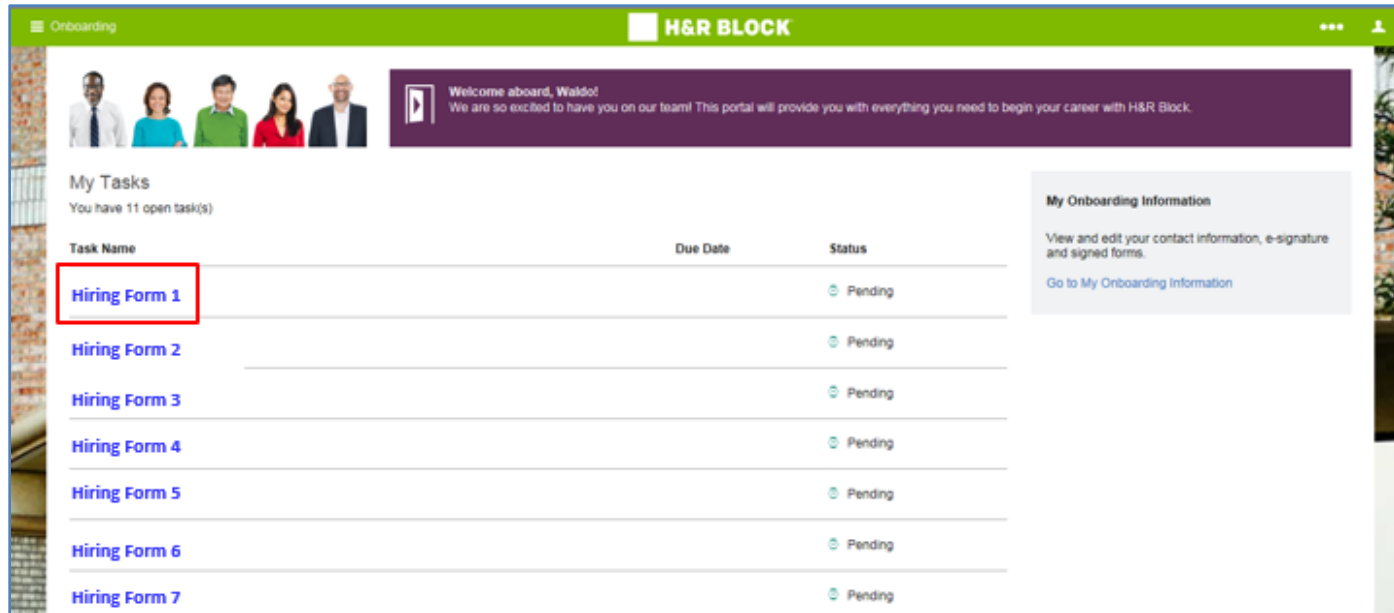
Our Journey

But it doesn't stop there... Process improvement is a constant!



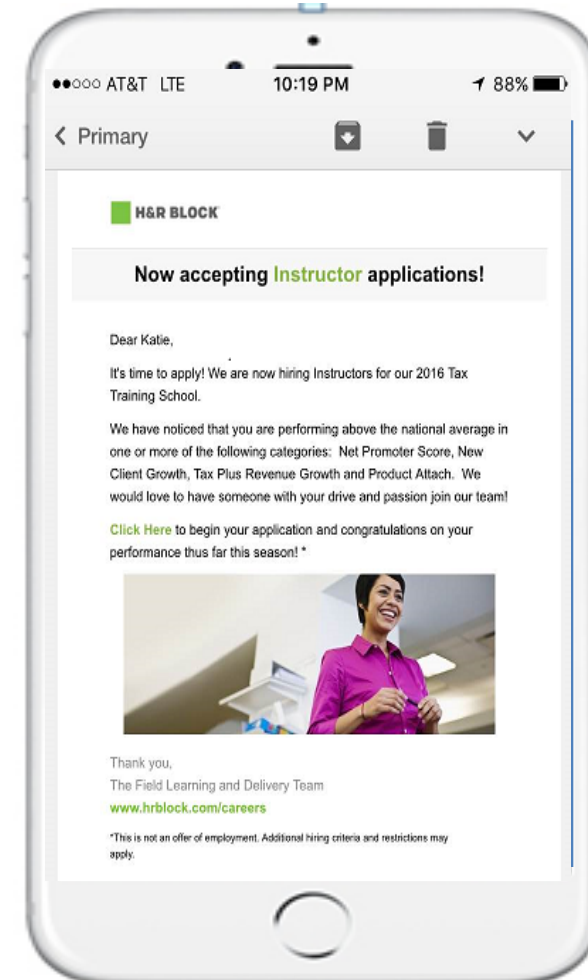
Our Journey – The Candidate Experience

- Talent Suite Upgrade
- Mobile Apply Optimization

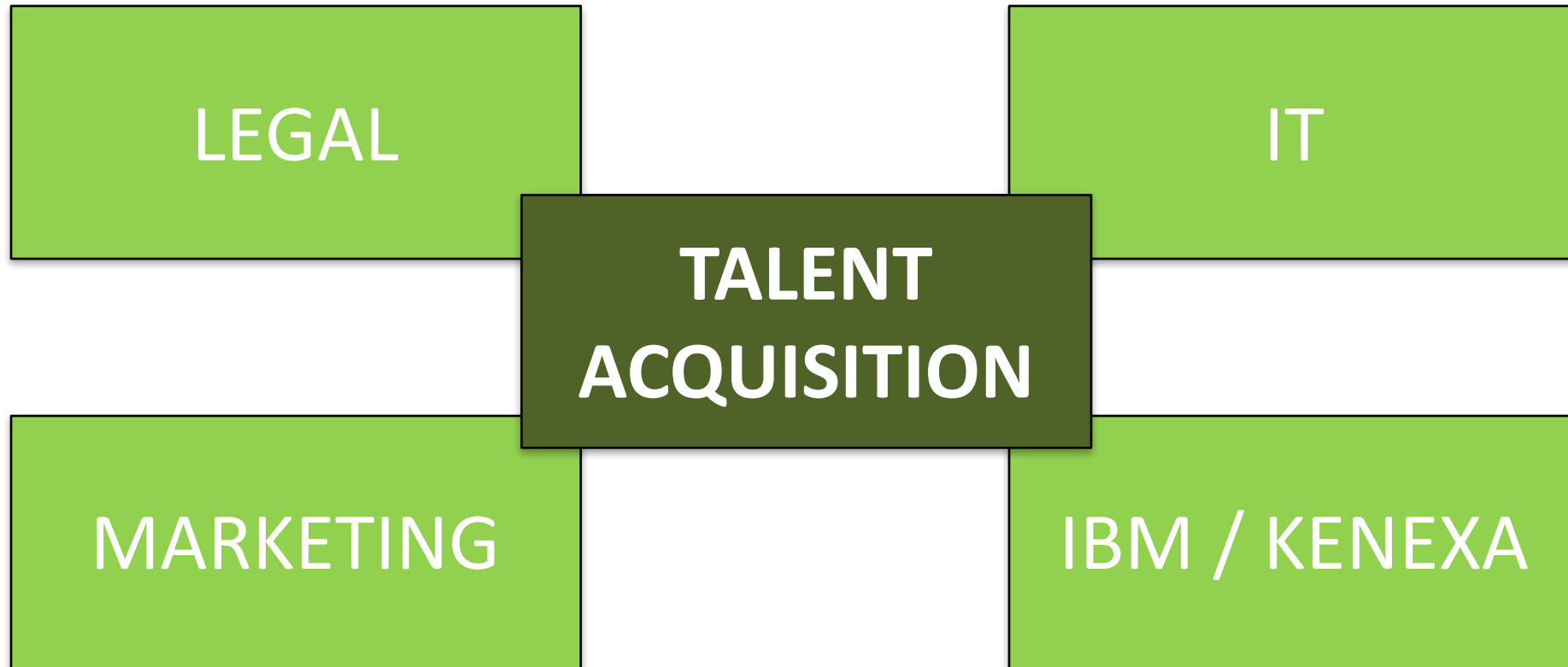


Our Journey – Recruitment is Marketing

- CRM Utilization
- Email Campaigns
- Partnership & Best Practices from Marketing
- Job Ads & Titles



Partnerships



Share your vision with your partners

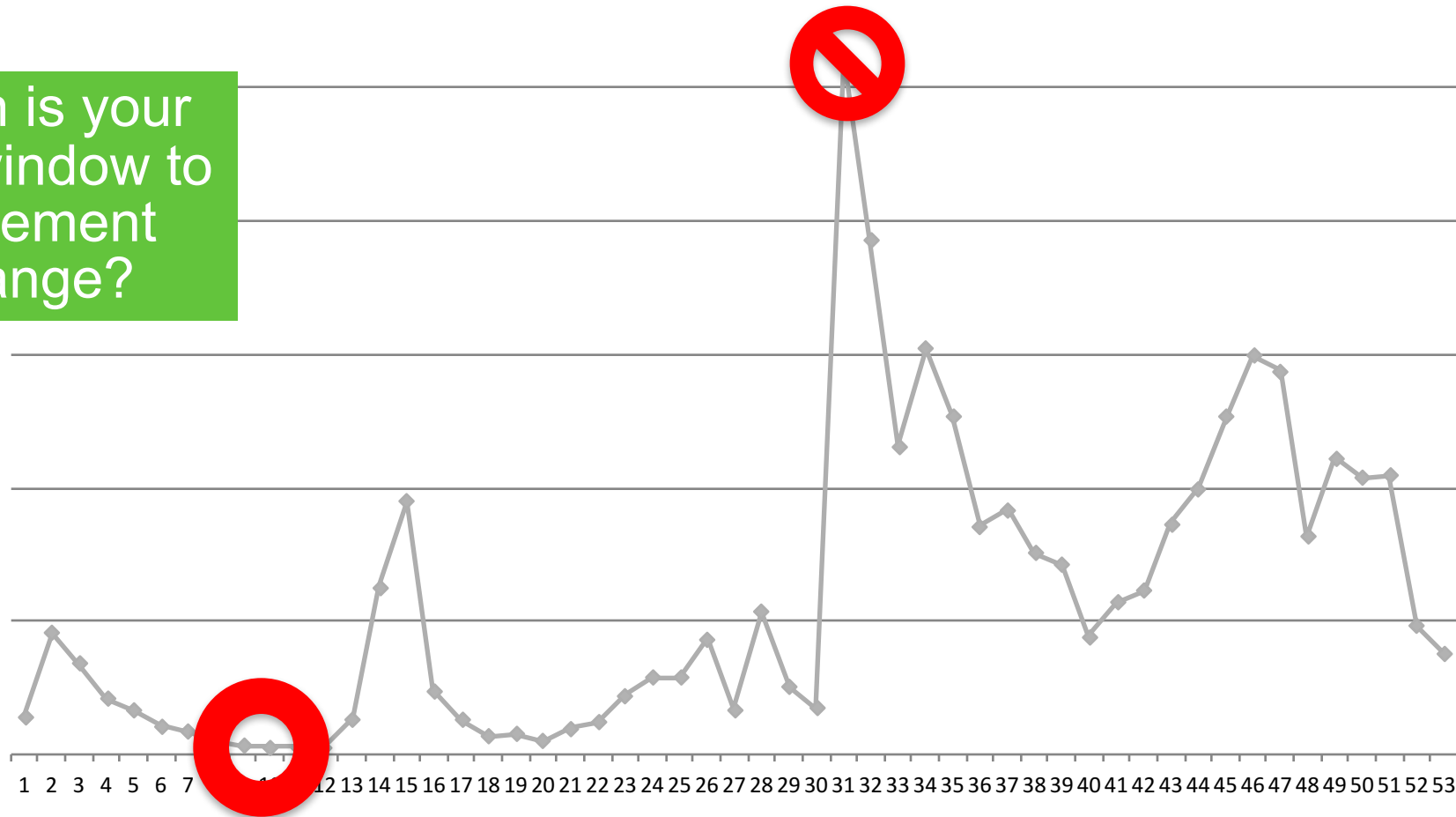
Change Management - Methods



- Stakeholder Teams
- Training Approach
- Timing Considerations
- Business Case

Change Management - Timing

When is your best window to implement change?



Change Management – Business Case

- Starts with pain point(s):
 - Collect data on the pain point(s) – Hiring managers and candidates
 - Use data to tell the story
- What is the business impact of the pain points and/or changes?
- Executive sponsor is key
- Be honest (with yourself & business partners)

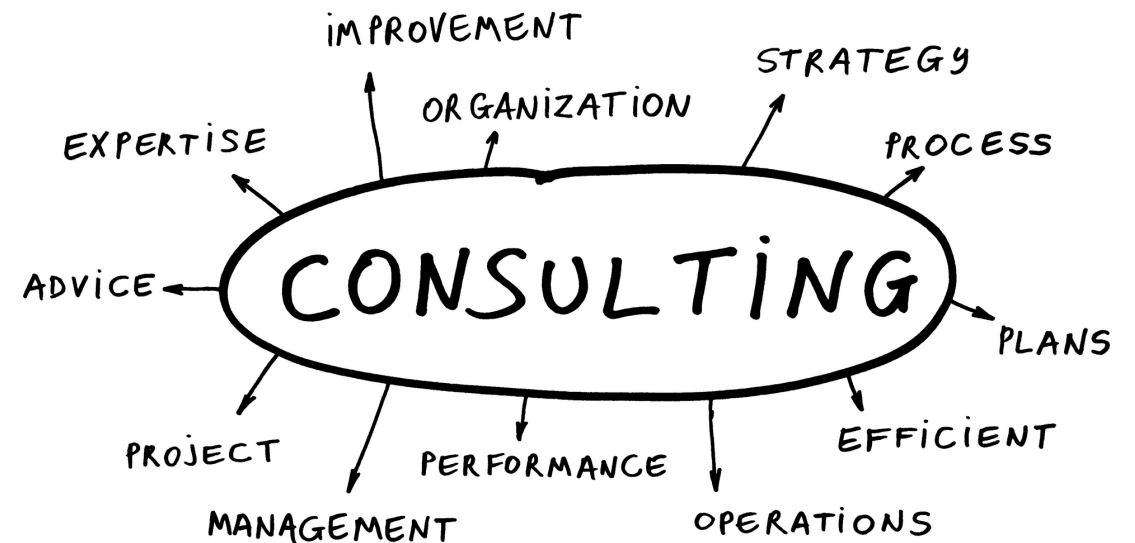
Measuring Results

- How do we measure?
 - Surveys
 - Focus Groups
 - Tickets/Call Volumes
 - Analytics Tools
 - Kenexa Data (DIT/Onboarding)
- What are we measuring?
 - Experience
 - Effectiveness
 - Behaviors
- Who are we measuring?
 - New hire
 - Hiring managers
 - Support teams



Turning Results in to Talent Consulting

- Mobile Usage
- Traffic Patterns
- Referring Sites
- Drop Pages
- Candidate Apply & Onboard Experience
- Call Center Volumes/Trends
- Hiring Manager Experience



What's Next?

Predictive Analytics = Smarter Recruiting

- What do you need?
 - Curiosity
 - Data
 - Skillsets
- Start Simple
 - Simple – “When do our candidates apply?”
 - Complex – “Who is our ideal candidate?”
- You don't always need a fancy tool!

