

Employer Solutions to Recruitment & Retention Challenges in a Tight Labor Market

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Online but Disconnected: Young Adults' Experiences with Online Job Applications

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**ONLY
ABOUT** **20%**

**of New York City teens aged
16-19 are working—the worst
big city rate in the US.**

ONLY 14%

**of the Fortune 500 companies
that use personality tests say
they have proof of positive
business impacts.**

How would you respond?

In a "Self-Description" section, one department store presented respondents with pairs of adjectives from which they were asked to select the one that best described them. For example:

Which adjective describes you at work?

- Positive*
- Careful*

Which adjective best describes you at work?

- Content*
- Joyful*

Which adjective best describes you at work?

- Modest*
- Optimistic*

Does your response measure your skills?

ONLY 5%

**of an employee's
job success is related
to personality.**

How would you respond?

To identify extraverts, employers often ask candidates to respond to statements such as these:

- *I almost never feel bored at parties.*
- *It's easy for people to see my moods.*
- *Almost none of my friends are quiet and reserved.*
- *I find it easy to keep a conversation going.*
- *In social settings I enjoy introducing myself to an unfamiliar person.*
- *I find it more productive to work alone than as part of the group.*
- *I sometimes try to avoid meeting new people.*

Does your response measure your skills?

Fairer Screening Mechanisms: 4 Cost-Effective Alternatives

 **THIS WAY AHEAD**



Recommendations

- Assess personality assessment impact on the quality and diversity of your workforce.
- Adapt recruitment/HR processes & norms to assure inclusive and equitable access to openings.
- Expand/replicate existing models. Or design your own talent development initiative!
- Utilize skills based applications which seek to determine whether a jobseeker has customer service skills, such as those used by Chipotle or Pret A Manger.
- Create direct pipelines to human resources staff that allow young adults to be interviewed in lieu of taking a personality assessment.
- Provide multiple options for sourcing applications such as in-store kiosks & paper applications.
- Partner with workforce organizations for talent access, sourcing and support.

Whole Foods Market dropped its personality assessment after this test led it to hire food preparation workers with no cooking skills.