



 Expeditors®

Lean Resources.  
Global Footprint. Robust Results.

High-volume global hiring supported by efficient communications  
and improved candidate experience.

# Summary

## A Model for Decentralized Recruiting

Expeditors is a Fortune 500 logistics company based in Seattle, WA. Despite a team of over 15,000 employees, they operate with no official HR support and a minimal recruiting function. The company was founded with an entrepreneurial model, allowing a lot of autonomy for hiring, compensation and promotion at each of their branch locations. Their selection of a new Talent Acquisition Suite (TAS) was driven by the need to support their hiring managers in the task of talent acquisition without imposing a training or administrative burden on the managers. Partnering with SmartRecruiters provided them with the ability to track candidate flow, collaborate across the organization, and improve the candidate experience throughout the hiring process, all with minimal additional resource allocation.

15,000 Employees. 8 Recruiters. No HR Function.

### About Expeditors

- Founded in 1979
- Global network of over 300 locations in 103 countries
- Over 3500 employee tenure pins awarded last year
- Ranked #1 in the U.S. for NVOCC volume in 2015
- 2017 annual revenue: \$6.9 billion USD



*I am sure we did not have a great reputation in the past among job applicants. Many who applied to Expeditors would never hear a thing. That's changed now because SmartRecruiters allows us to be courteous, be responsive, and be professional with all of our candidates.*

- Morgan Wilson,  
Senior Manager of Training & Personal  
Development,  
Expeditors





## Replacing Home-Grown with Best in Class

After managing growth and recruiting with an internal Lotus Notes database, changes in their platform and needs led them to invest in a new TAS that would support their decentralized model. This included bringing consistency to the hiring process across 187 branches, many of which had no official recruiting role, as well as addressing the recognized lack of communication with candidates, especially those not ultimately considered for placement.

With the implementation of the SmartRecruiters platform, leveraging system templates and automation features, contact with the entire candidate pool is handled efficiently and easily tracked, leading to a much improved candidate experience. By spreading system knowledge across branch experts, the hiring process has been rapidly transformed to better support the organization without a significant increase in time or effort from managers or recruiters.

# The Motivation for Change

Expeditors has a unique recruiting structure to support their workforce of 15,000 employees. Aside from about eight employees who consider themselves recruiters, the tasks that recruiters would normally handle are the responsibility of the department managers, and the task of filling open positions mostly rested on the shoulders of those who would manage the role.

Like many organizations that were formed through significant, rapid growth, much of the Expeditors technology platform was home-grown. Their recruiting tool was built in Lotus Notes, and while it allowed hiring managers to post jobs and retrieve resumes, it did little to support internal communication or collaboration. This led to an inefficient use of applicant talent, and the loss of quality candidates who were not selected for the specific role to which they had applied. With a number of technical roles to fill in the highly competitive Seattle market, missing out on talent was not a luxury they could afford. In addition, the organization was unable to easily process the printed resume flow from local job fairs, which was a key element of their attraction process.

In 2014, Expeditors made the decision to decommission their Lotus Notes system, and explore options for a new TAS. A partnership was formed between the Training and the Information Services (IS) teams that was focused on finding and implementing the best system for the Expeditors decentralized model. Their search began in earnest at the HR Technology Conference, working with both analysts and vendors to quickly narrow down the available options into a short list for consideration.

## Selection and Project Kickoff

Within a few weeks, the team had identified a list of three potential partners. This selection was guided by a few key deliverables that had been identified up front:

1. The system needed to be intuitive enough that hiring managers could master critical operations with a minimal learning curve. This would be especially important for those hiring managers that only used the application a few times each year.
2. Because of the internal structure, the right system would need to provide a method of ownership for the recruiting process, either at the global or the local level.
3. A focus on providing an excellent candidate experience needed to be part of the system design, and had to do so in a way that did not burden the hiring managers or their teams.
4. The team needed to address the specific difficulty of managing large numbers of paper resumes gathered without a centralized ownership of the recruiting function.

Despite having no pre-existing knowledge of SmartRecruiters or their platform prior to their search, the Expeditors team quickly found a natural partner and a system that provided exactly what they needed.

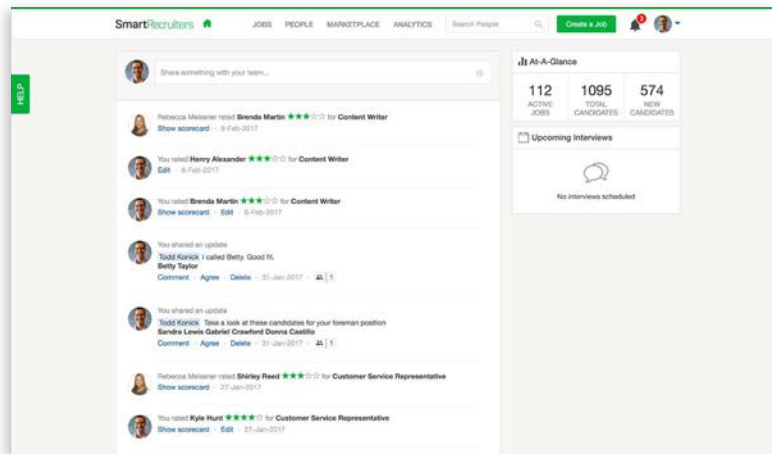


- In due course, the selection of the SmartRecruiters TAS was finalized and the team quickly moved to set up their new platform. This included creating the structure and content to support not just the implementation phase, but also long term ownership and support.
- Each of the 187 branches identified a local expert to support their hiring managers in learning and using the system.
- Ten regional experts were appointed, as well as a single global administrator, for high level system support and maintenance.
- Classroom training was delivered for the experts as part of the pilot program, focused on the technical team in Seattle. On demand job aids were developed to be used as part of the global roll-out, allowing hiring managers access as needed for just-in-time support.
- One global administrator was the only full-time resource required for the SmartRecruiters platform, nor was there a need for any major process changes that would increase the demand on the hiring managers.

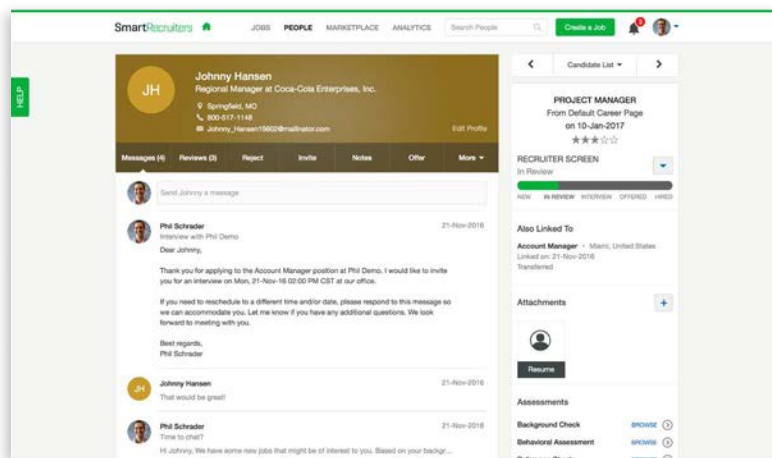
# Pilot Results and Ongoing Success

Within weeks, the pilot program produced noticeable and significant improvements in the way the Expeditors team worked together in the hiring process:

1. Increased collaboration between hiring teams. This included moving candidates not selected for their specific job to which they applied to other hiring managers. By making these applicants more visible to the entire team, they were able to find innovative ways to capture the top talent in the market.
2. Increased candidate communication through SmartRecruiters' dynamic templates and automation tools. With a central tool to identify and disposition candidates at any point in the process, hiring managers were able to update status of all applicants with very little effort in writing or sending messages.
3. Job fair information was quickly loaded into the TAS for further review and processing, removing the manual burden of processing those resumes and limiting any liability from dealing with paper copies.



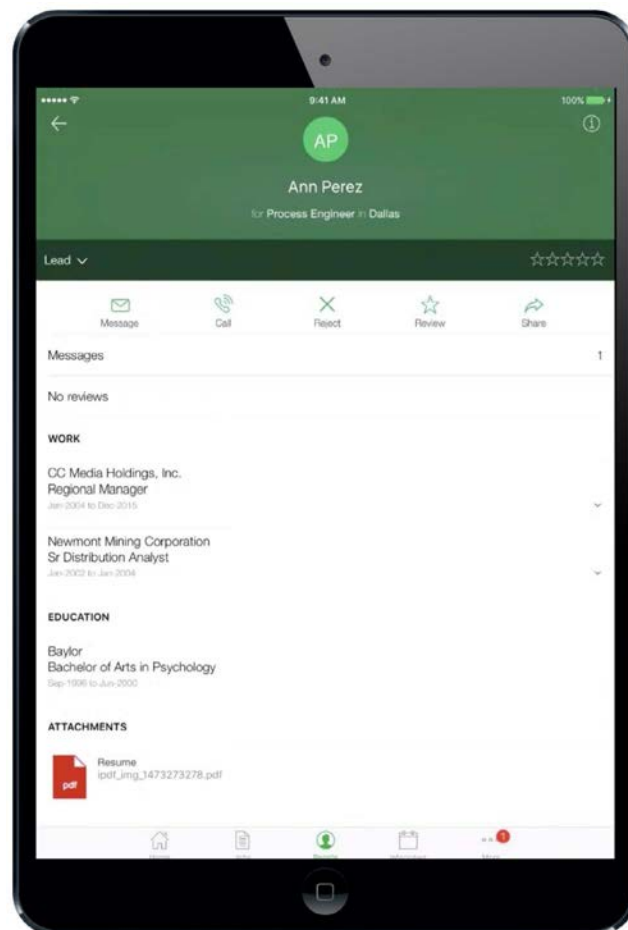
Collaborative feed



Candidate profile

With a highly successful pilot completed, the team pushed forward with full implementation. In less than a year, the Expeditors team moved from vendor selection to a successful global rollout of the SmartRecruiters platform. Today, the team handles tremendous candidate volume, including a projected first year flow of over 27,000 applicants for nearly 900 jobs. This is handled through an extremely decentralized environment and no official Human Resources function.

Long term, the Expeditors team now has access to data, such as “total candidate flow” and “time to fill,” that can be analyzed to further improve their hiring process. They are working now to adjust their internal practices to leverage this data to meet future goals. In this way, the SmartRecruiters system not only provided the function and flexibility needed to support their current process, but provided the ability to improve it in the future through data driven decision making and visibility to key metrics. Most importantly, the system has been embraced by hiring managers across the organization as a better way to work and collaborate with their teammates around the globe.



*Field recruiting app*





YOU ARE WHO YOU HIRE

As a global leader in enterprise recruiting software, SmartRecruiters offers a cloud-based Talent Acquisition Suite that allows businesses to attract, select, and hire the best people. More than 4,000 companies worldwide rely on SmartRecruiters to drive hiring success, including brands like LinkedIn, Visa, Bosch, Skechers, and Avery Dennison. Built on a modern cloud platform, SmartRecruiters offers full functionality for recruitment marketing and collaborative hiring, with an open marketplace of 400+ pre-integrated vendors.

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