# *Case Study:*
# *Haverty Furniture Companies, Inc.*

## Using DeGarmo's Fit Index® Assessment to Improve Talent Acquisition

**HDQ: Atlanta, GA**

**Industry: Retail Furniture**

Haverty Furniture Companies, Inc. ("Havertys") is a full-service home furnishings retailer with over 100 showrooms in 16 states in the Southern and Midwestern regions. Founded in 1885, Havertys is a true retailing institution.

### The Challenge

Havertys was looking to improve its talent acquisition process to create more consistency, efficiency, and effectiveness in the hiring of Sales Consultants who work in its retail store locations. The candidate experience needed to be consistent with the high quality and reputation of the Havertys brand.

### Assessment Strategy

DeGarmo worked with senior leaders across the organization to configure and implement a mobile-optimized sales competency assessment from DeGarmo's Fit Index® system. Our Fit Index® assessment measures an applicant's compatibility with role requirements by comparing their individual strengths with key behaviors associated with job success. Research has demonstrated that person-job profile alignment is instrumental in reducing short and long-term turnover, increasing employee engagement and organizational commitment, and improving performance levels across a variety of different roles and industries.

The assessment was also supported by a behavioral interviewing and training program. Additionally, the project team looked for ways to create process improvements using automated communications and data management tools.

### Configuration

The configuration of the sales competency assessment started with a benchmark analysis that included data from approximately 80 incumbent Sales Consultants. As part of the benchmark process, participants completed an online survey in which they indicated their experience with, and enjoyment of, common sales-related job activities. DeGarmo's team of Industrial/Organizational psychologists then examined how the competency strengths of individuals correlated with job performance levels. The result was the identification of six key competencies that were instrumental in sales success.

The project team then configured a structured, behavioral interview designed to be administered to qualified candidates in-person by store managers. The content of the interview also was written to align with the six key competencies identified as performance drivers. Additionally, all store managers were required to participate in a full-day, on-site behavioral interviewing training program developed by DeGarmo to support the effective administration of the interview process.

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*"They are always responsive to our requests and share their expertise and training with our leadership teams in multiple ways.*

*- Allan DeNiro, Chief People Officer at Haverty Furniture Companies*

## Process Automation and Analytics

To help improve operational efficiency, automated communications were configured to engage store managers responsible for interviewing and hiring. Email-based alerts were established to notify store managers of when competitive candidates completed their employment application requirements. These alerts were created to reduce the amount of time that elapsed between the completion of the employment application and the scheduling of the in-person interview so high-quality candidates were contacted as quickly as possible. This communication process also keeps candidates more engaged throughout the entire talent acquisition process.

Additionally, to better understand the impact of the interview in identifying successful Sales Consultants, all store managers were required to input interview ratings for candidates following completion of the interview process. This data makes it possible to identify the relative calibration of data across interviewers, stores, and regions.

> ***"DeGarmo has been a preferred partner of ours for more than 5 years. We rely on them to keep us on the front lines of this type of technology and business practices.***

## Impact & Future Direction

DeGarmo's Fit Index® System, and the sales competency assessment described here, provide feedback based on a participant's alignment with underlying profile requirements which is expressed both as a numerical score (e.g., 45) and outcome (i.e., Weaker, Moderate, Stronger). In the analysis described here, participants with a Weaker match to the Sales Consultant role averaged $334 per hour in sales, compared to the Stronger match group which averaged $485 per hour. Prioritizing candidates with a Stronger profile match who meets or exceeds store manager interview requirements can result in a 32% increase in the amount of hourly sales revenue.

"Our goal has always been to put our clients in a position to make better informed and more confident hiring decisions. This is especially important for retail store managers whose jobs are multifaceted and include, among other things, the hiring of in-store talent." Said Anthony Adorno, Director of Consulting Services at DeGarmo.

The behavioral interviewing solution has provided a more consistent and defensible approach for gathering candidate data across many stores and store managers. The training equipped interviewers to better understand how to facilitate an interview efficiently and with confidence. The interview data analytics also provide valuable insights to help improve the process for the future.

According to Allan DeNiro, Senior Vice President, "DeGarmo has been a preferred partner of ours for more than 5 years. We regularly collaborate on new tools and the improvement of existing assessment methods and practices. They are always responsive to our requests and share their expertise and training with our leadership teams in multiple ways. We rely on them to keep us on the front lines of this type of technology and business practices.

### *What is DeGarmo?*

DeGarmo is a recruitment, assessment and consulting organization that has provided services globally for more than 20 years. DeGarmo helps organizations identify the best talent in less time through recruitment optimization, superior assessments, and predictive analytics. Our solutions provide the talent intelligence you need to make better selection decisions, support effective coaching, and drive the development of your people.

With talent insights from DeGarmo, you can more effectively build talent pipelines and support the long-term growth of your business.

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