

Managing Rapid Sustainable Growth in a National, Multi-unit Health Provider

FYidectors



The Situation

FYidectors has built a network of over 280 locations, 500 optometrists, 2,700 employees and annual revenues exceeding \$350 million. FYidectors exists within a very competitive marketplace. The biggest risk to the FYidectors brand and to their long-term growth strategy was consistency in staffing across the organization - hiring people who uniformly represent their brand and their values. FYidectors' owner-operators are all highly skilled opticians, not HR professionals. FYi were balancing pressure for rapid growth, against a firm commitment to protect the core culture that had made them so successful from the outset: their commitment to their patients and to their care.

FYidectors' challenge wasn't identifying the applicants who were simply 'qualified' based on credentials or experience; it was to identify the applicants who were the right people for the job. Those who had the essential qualifications, but who also had the essential characteristics to fit well and contribute to the FYi brand. They needed a way to find the people in the applicant pool who shared FYi's personality, standards, and client-first ethos, and who could be trusted in those 'moments of truth' to do the right thing - even when no-one was looking. They also needed to be able to apply that same standard evenly at every location across the country.

Getting Started

FYi's staffing model consists of only eight positions at each clinic. Some roles require medical or clinical certifications, while others are more clerical, client support, or sales-focused (a significant portion of a clinic's margin comes from the sales of lenses and frames).

Our work with FYi began as a pilot with a dozen or so clinics drawn from markets across the country, where the owner had volunteered to participate. We began by seeking to understand the behavioral profile of their top performers, initially using our TalentSorter™ platform to isolate

QUOTE

TalentSorter has been a great tool for us when hiring employees. The FitScores of applicants have proven to be very accurate and inline with TS ratings. It provides me with valuable insight into potential hires and helps me determine which to bring in for interviews. The interview questions in the reports are great guidelines to helping me dive deeper into areas where I need to learn more about the potential fit of an applicant on our team. Overall, my experience with TS has been terrific.

- Patti, FYidectors Owner-Operator

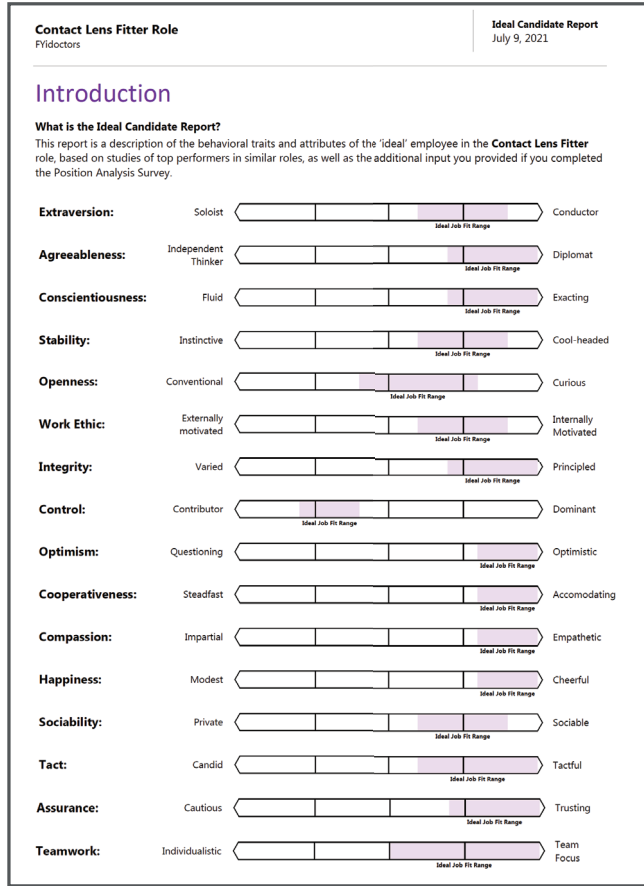
the elements that made them such great exemplars of the FYi culture.

We analyzed the data and developed a template of the behavioral patterns of the 'ideal candidate' for each of the eight jobs at each clinic. Each of these patterns fused together traits and characteristics that are specific to the role itself (clinical vs. more consultative sales-focused, for example), with other traits that reflect and reinforce FYi's cultural values - Emotional Intelligence, soft skills, and compassion. We knew if we could guide them reliably to the right people in the applicant pool who also had the necessary credentials, the team at each clinic could reliably leverage the system to make better and more consistent people choices.

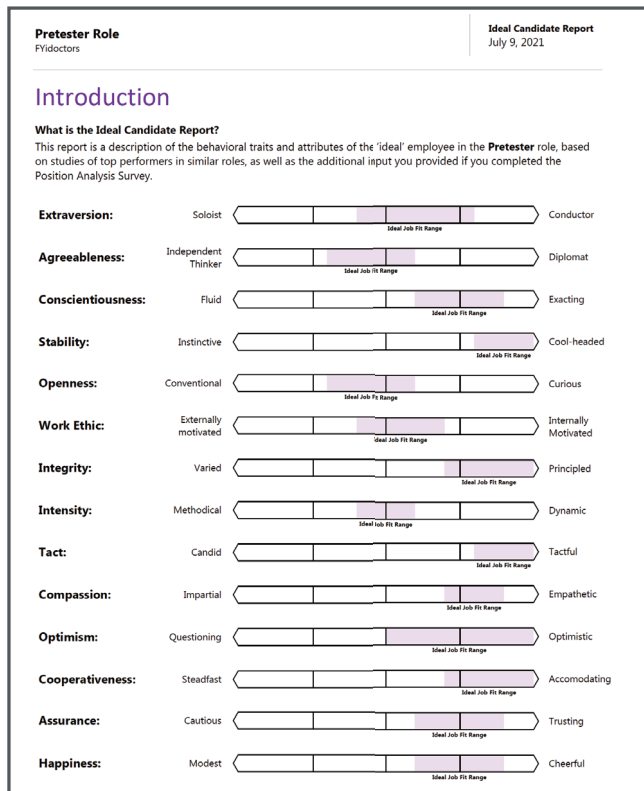
Shifting into Action

We loaded the eight behavioral templates into the TalentSorter platform that was configured for independent use by each location. TalentSorter allows FYi's Opticians to effortlessly post and advertise open positions, to manage the application flow, to assess every applicant's behavioral 'fit' in the role they are applying to, and to sort their entire applicant pool by FitScore®. Simply put, the applicants whose behavioral profiles most closely match the 'ideal' appear at the top of the stack.

Continue... ►



(Ideal Candidate - Contact Lens Fitter)



(Ideal Candidate - Pretester)

Results

Early feedback from users was that the system started saving them time right away; Opticians were spending less time in interviews, with better people. New hires were onboarding faster, fitting in better, productive sooner and stayed longer. Locations in tight labor markets reported that even though they received fewer applicants, those they got were of far higher quality (they lost the frivolous applicants, and the ‘wrong people with the right credentials’).

Inevitably, we also heard about an instance where the Optician ignored the data from the system and hired a candidate anyway based on their “gut”. It became clear to both the new hire and the company early in the Orientation that the JobFit Report was right and that they were not a fit for one another.

At Fit First, we monitor results over time and help our customers continually tweak their candidate profiles to ensure they are getting the best candidates. Out of 344 new hires in one sampling, 73% completed the behavioral assessment, and 27% did not. Tellingly, 30% of those who were hired in spite of having chosen not to complete the behavioral assessment, either quit or were terminated in the first year of employment.

Among the new hires that completed the assessment and either quit or were terminated in the first year of employment, 65% had a FitScore™ of 89 or less. Those with scores of 90 and above were vastly more likely to stay in the role.

Significantly, when FYi Corporate looked across the network, we discovered that the most successful locations with the lowest turnover were also the ones that were having the highest ratio of candidates completing the assessment. Based on that finding, FYi made TalentSorter a mandatory tool for all hires across the FYi network. Since then, they have assessed over 8500 applicants and counting.

FYi remain to this day the nation’s largest eyecare provider, with 280 locations coast to coast. Doctor-led, professionally managed, and patient-focused, the organization concentrates on delivering outstanding eye care and medical aesthetics treatments along with patient-centric products and services.

At Fit First Technologies International Inc., our mission is to make hiring practices and career discovery easier, more human, and more effective for everyone. The executive team has extensive knowledge and understanding of HR, employee engagement and retention, human analytics, and computer science.

Our suite of cutting-edge products and proprietary software is used by thousands of businesses, educational institutions, workforce development agencies, and job seekers every day. Our technology opens new doors for jobseekers, students, and even those who face employment barriers. The ultimate goal for the entire team at Fit First: enable a more functional, efficient workforce ecosystem for everyone.

Learn more about how our platforms can work for you by contacting: **800-513-7277 ext. 826**