



**WINNING THE TALENT
BATTLE THROUGH
RECRUITMENT + RETENTION**



CHARLIE SAFFRO
PRESIDENT + FOUNDER
CS RECRUITING

TALENT ROADMAP

RECRUITING

- FINDING CANDIDATES
- MANAGING EXPECTATIONS
- COMPANY SELLING POINTS
- INTERVIEW EXPERIENCE

ONBOARDING

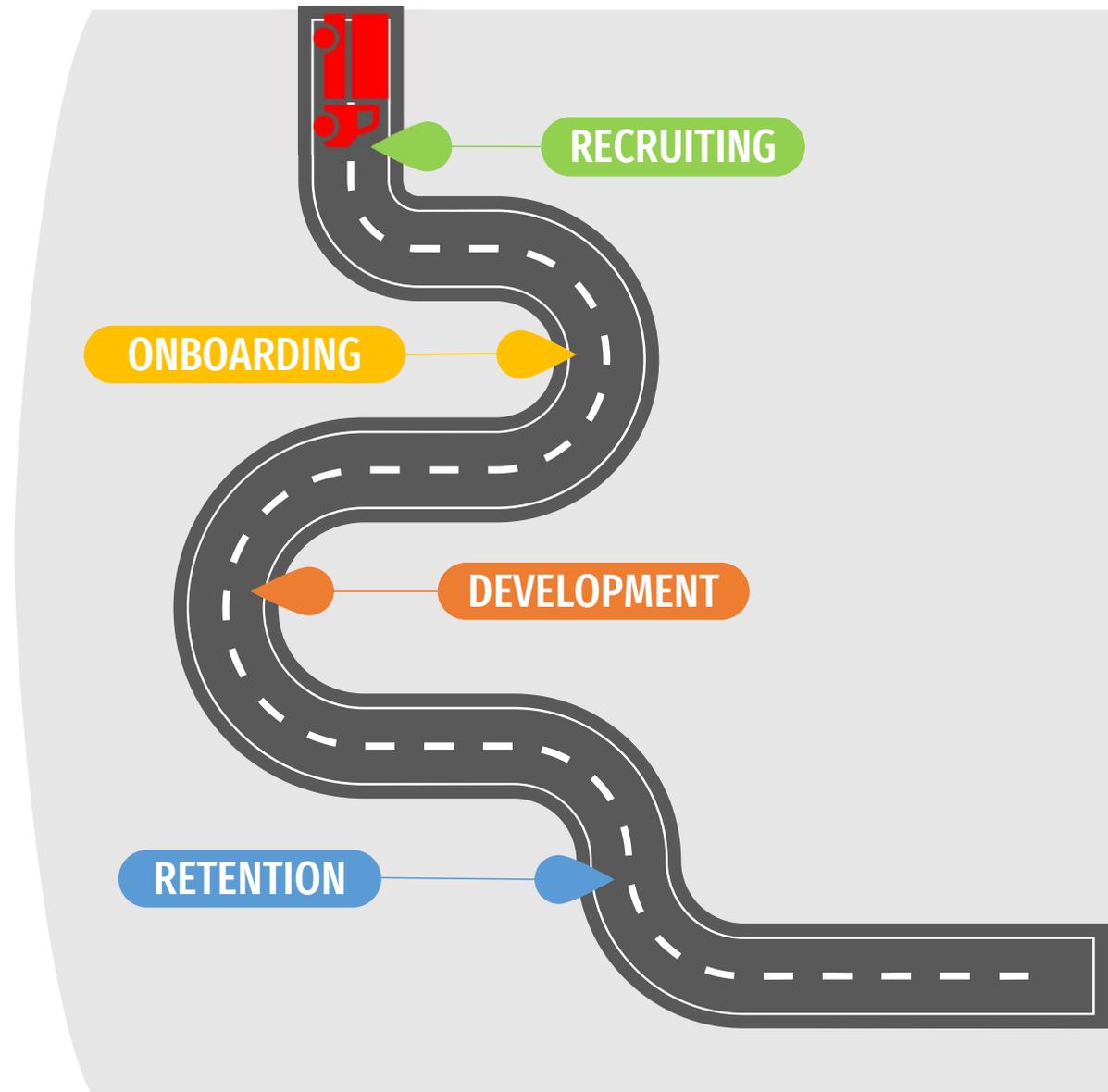
- PRE-START ENGAGEMENT
- FIRST DAY
- FIRST WEEK

DEVELOPMENT

- PERSONAL DEVELOPMENT
- PROFESSIONAL DEVELOPMENT

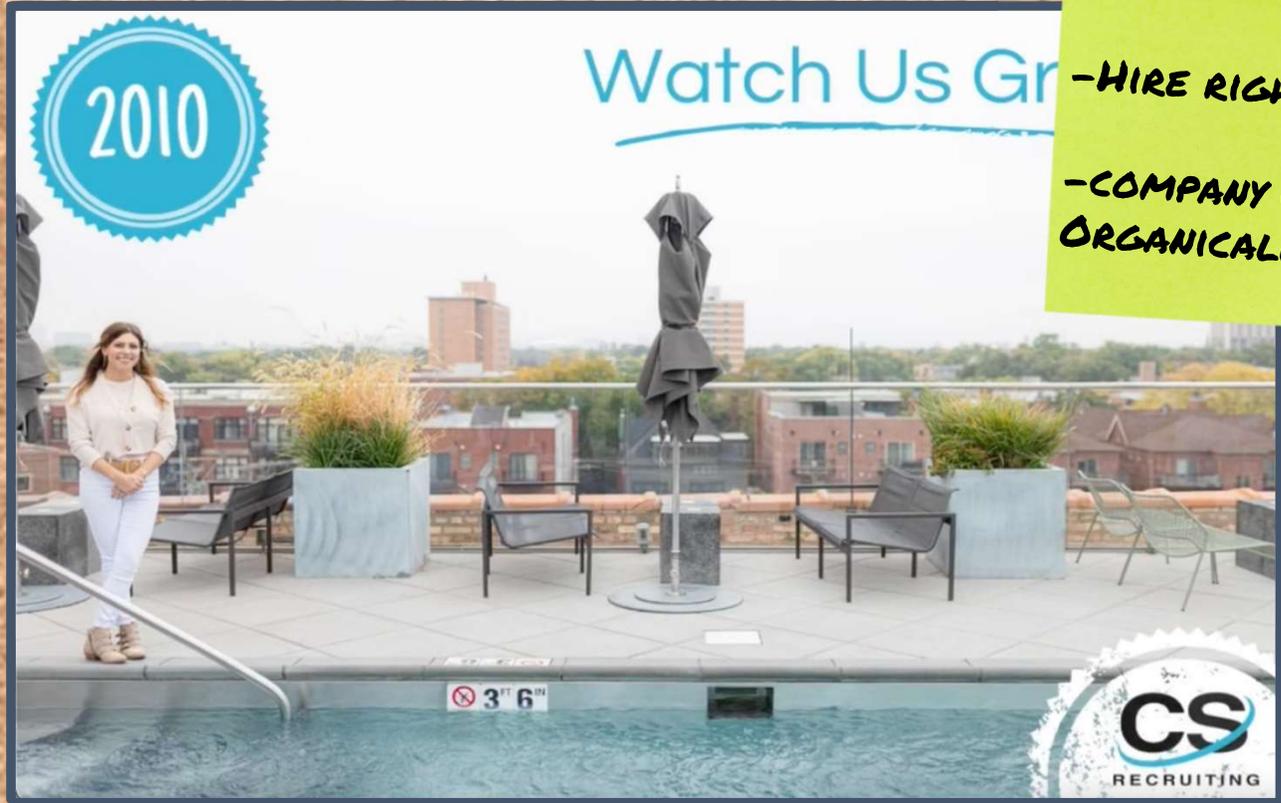
RETENTION

- WHY EMPLOYEES STAY
- WHY EMPLOYEES LEAVE
- CONNECTION
- PURPOSE



2010

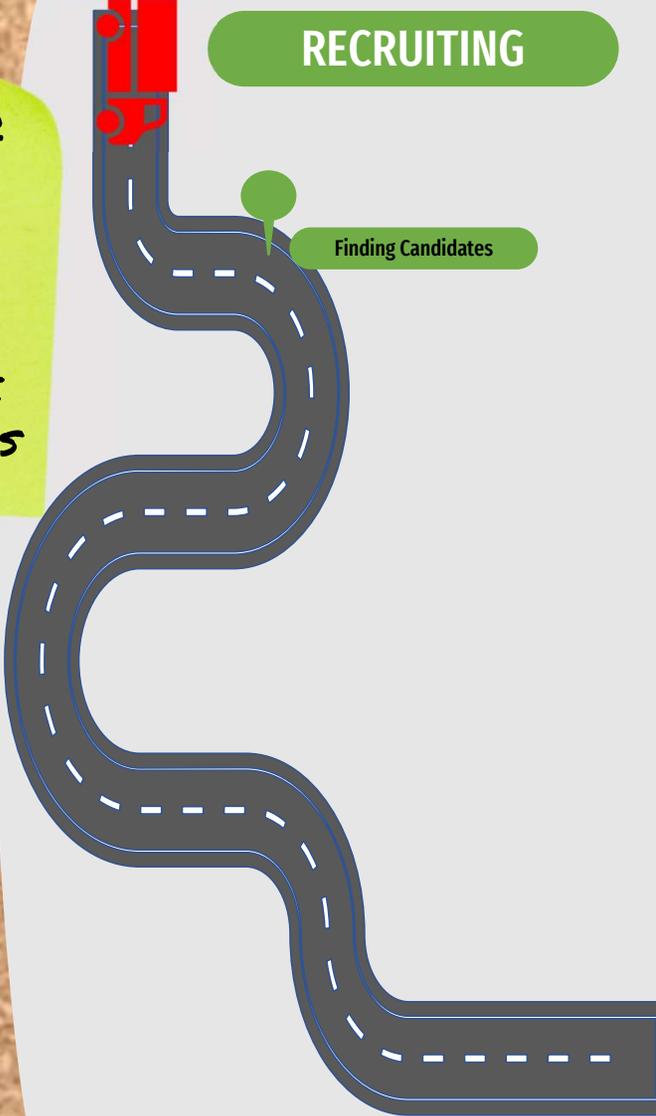
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- START WITH YOUR NETWORK
- HIRE RIGHT
- COMPANY CULTURE ORGANICALLY FORMS

RECRUITING

Finding Candidates

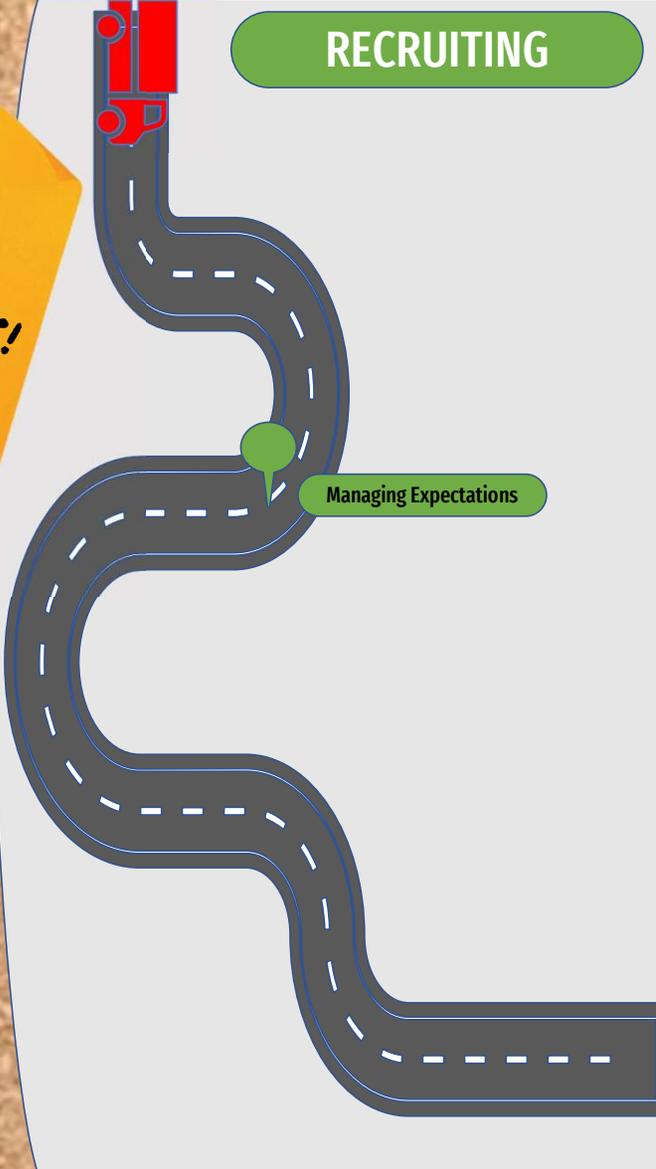




BE REALISTIC!

RECRUITING

Managing Expectations



 → **FREE EXECUTIVE COACHING**

 →  → **4 MONTH PARENTAL LEAVE + \$4K "BABY CASH"**

 **airbnb** → **\$2K TRAVEL STIPEND**

 → **FREE CAR MAINTENANCE, IN-OFFICE YOGA, FREE ONSITE CHILD CARE**

 **Spotify** → **FREE LUNCH / SNACKS + PAID FERTILITY TREATMENTS**

KNOW WHAT YOU HAVE TO OFFER!!!

RECRUITING

Selling Points

RECRUITING

WHAT ATTRACTS THEM IS ALSO WHAT RETAINS THEM!!!

Selling Points

OUR MISSION:
MAKE MEANINGFUL CONNECTIONS TO EMPOWER AND INSPIRE OTHERS TO DISCOVER THEIR FULL POTENTIAL.

OUR VALUES

MAKE A DIFFERENCE.
Inspire and be inspired.

CONNECT.
Bring people together and create your own luck.

WIN TOGETHER!
Celebrate yourself and others.

BE CURIOUS...
Explore opportunities to educate yourself and learn from mistakes.

DO WHAT'S RIGHT.
Always trust your gut.

CS RECRUITING Benefits and Perks

Standard Benefits:

- Medical, Dental, and Vision
- 401K
- Profit Share
- PTD

Additional Perks:

- Remote Work
- Work-Life Balance
- Annual Retreat
- Mac Laptop and Accessories
- Office@Hand Phone Line
- Quarterly Business Outings
- Monthly Social Gatherings
- Slack Channels Dedicated to specific Topics and Team Bonding
- Team Contests and Bonus Opportunities
- Fun Culture and Environment

Extracurricular Activities Offered:

- Monthly Book Club
- Continuous Training
- Learning and Educational Courses
- Industry Organization Memberships

The CS Team

THIS COULD BE YOU!

CS RECRUITING

Home About Us Clients Candidates Focus Areas Industry Verticals Meet Us Work With Us Contact Us Job Board Log In Upload Resume

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RECRUITING

Recruiter			
Expectations: 3 interviews, 4 CSR team members, 3 hours of interview time			
Stage	CSR Team Member(s)	Time	Notes
Interview #1	Morgan	30 minutes	
Interview #2	Culture Champion + Team Lead	30 minutes each (Total = 60 minutes)	
Interview #3	Beth + Morgan	30 minutes each (Total = 60 minutes)	
Optional Live Meeting	Morgan	TBD	Determined based on interview status
Offer Extension	Morgan		
Leadership Welcome	Charlie + Jenny	Scheduled by Morgan immediately following offer acceptance	Charlie: Congratulations + Welcome Jenny: Congratulations + Culture + Onboarding
Equipment Distribution	Jeny	TBD	
First Day Expectations	Morgan	Friday before start date	

Interview Feedback Template

Individual Question #1
Rating: 1 to 5
Name: _____

Individual Question #1
Rating: 1 to 5
Name: _____

Individual Question #1
Rating: 1 to 5
Name: _____

Experience
How much experience does the individual have with []? For all systems we require [] you must also describe the experience you gained from the experience, including how the experience in the past and the position they are in at the time you must describe the candidate's experience with the job requirement []

Rating: 1 to 5
Name: _____

How this candidate able to share real situations where they have succeeded in their role? How strong do you feel the answer was? 1 to 5
Rating: 1 to 5
Name: _____

CS

BE ORGANIZED, AUTHENTIC, HONEST AND TRANSPARENT

✓ CULTURE
✓ VALUES
✓ GENUINE

Absolutely everyone I talked to felt very genuine when they expressed how much they love working for []. Each of them emphasized a culture which aligned with my values and what I hoped for in a career, as well as promoted work-life balance which I really value.

How everyone had such nice things to say, how happy they looked from their faces, and how the interview felt more like a conversation than an interview.

✓ EXPRESSED HAPPINESS
✓ CONVERSATIONAL

✓ CASUAL
✓ RELAXED
✓ HUMAN

That is the casual conversational style of everyone I interviewed with. It made the interview process more relaxing, and it felt like [] were interested in me as a person and not just my work experience, which made the whole process feel more open.

Interview Experience

ONBOARDING

FIRST IMPRESSIONS COUNT!

Pre-Start Engagement

2 PM	MEET & GREET NEW HIRE, 2pm
3 PM	
4 PM	



LENA JANES
WELCOME TO THE CSR TEAM!

Lena is a judge for a national dance competition
She is Dolly Parton's #1 fan
She loves to bake, rock climb, and see theatre and comedy shows around the city

a warm
WELCOME
to the team

Welcome to the team, Macey! We're excited for all the amazing things you'll do here!
Jenny

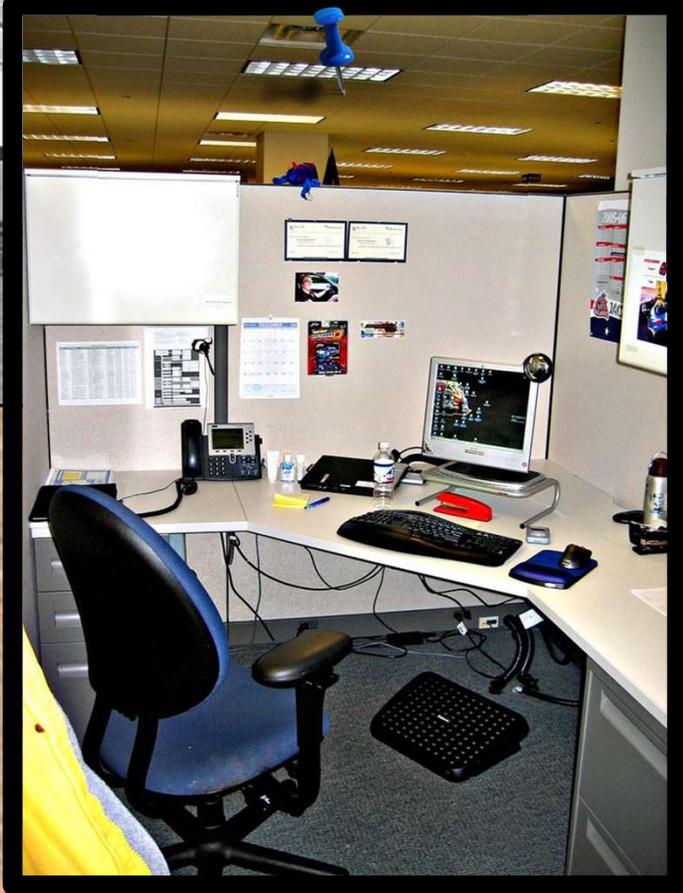
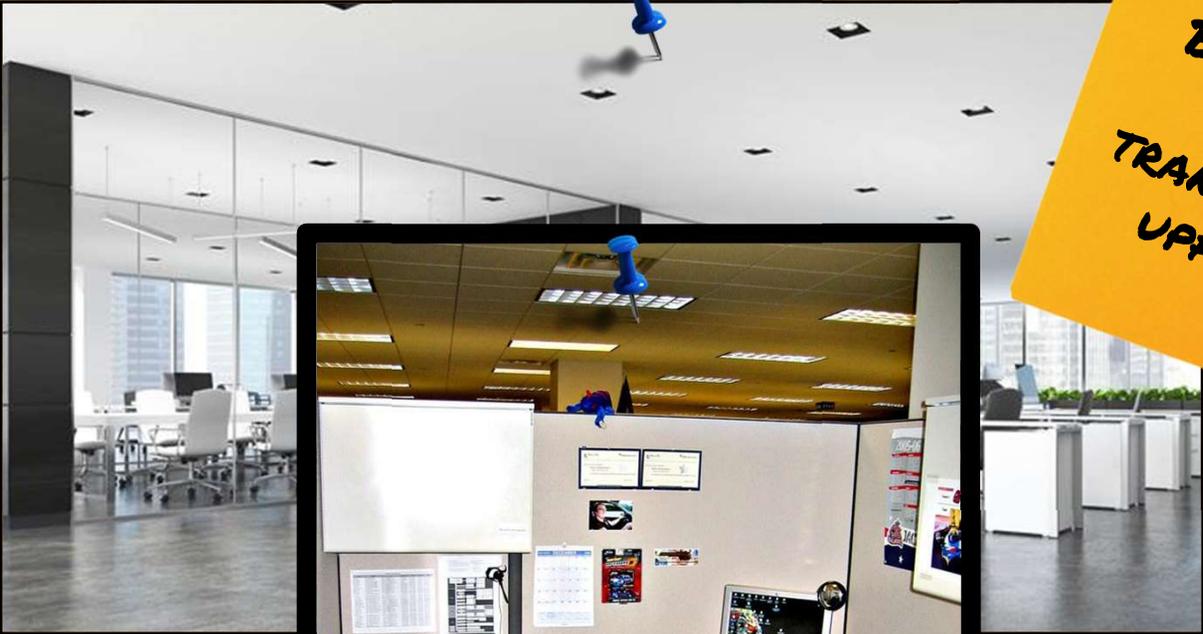
Welcome to the team, Macey! We are so excited to have you as part of the CSR Team! Know my door (or zoom) is always open if you need anything!
Beth

Welcome to the CS Team! Looking forward to working with you!
Pheeggy

Welcome to the team, Macey! We're here if you ever have any questions, always willing to help where I can!
Jessica

Welcome to the team, Macey! Very excited for you to join us and look forward to working together!
Connie

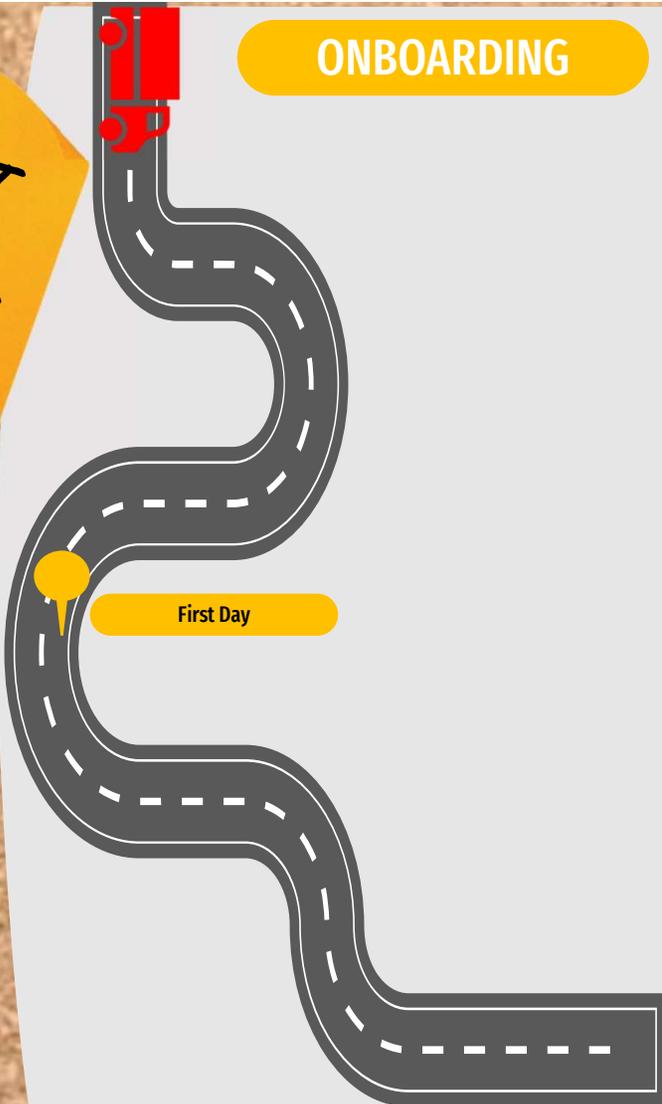
Welcome to CS, Macey! Looking forward to meeting you!
Taylor A.



**BE HONEST
AND
TRANSPARENT
UPFRONT**

ONBOARDING

First Day



ONBOARDING

MAKE THEM
FEEL
WELCOME!



CSR Training Agenda

Employee: Macey Chapman
Position: Account Specialist
Start Date: September 26th, 2022

Training Team
Account Manager: Peyton
Manager of Client Success: Ashley
Senior Account Specialist Team Lead: Rachel
Account Specialist Team: Joey and Syd
Team Lead: Mike

Account Specialist Training		
Monday September 26 th	Topics	Trainer
9:00a-9:45a	<ul style="list-style-type: none"> Training Overview/What to Expect <ul style="list-style-type: none"> CS work culture Typical hours Flexible Friday AM + AS workflow Toolbar set up Multiple inbox set up 	Rachel

9:45a-10:00a	Break	N/A
10:00a-10:30a	<ul style="list-style-type: none"> CSR Team Meeting <ul style="list-style-type: none"> Password in CSR 	N/A
10:30a-10:45a	Break	N/A
10:45a-11:30a	<ul style="list-style-type: none"> HR Paperwork 	Jenny and Joey
11:30a-11:45a	<ul style="list-style-type: none"> Second half of AM/AS/TL Monday Meeting and meet Peyton, your Account Manager 	Peyton and Mike
11:45a-12:00p	<ul style="list-style-type: none"> Executive Recruiter Meet/Greet - Peggy 	Peggy
12:00p-12:30p	Virtual Lunch	Syd & Kalley
12:30p-1:00p	Break	N/A
1:00p-1:30p	<ul style="list-style-type: none"> Monday Team Meeting - Peyton 	Team Peyton
1:30p-2:15p	<ul style="list-style-type: none"> Computer & Login Information: <ul style="list-style-type: none"> Bullhorn (sDQ & Cubes9) LinkedIn LinkedIn Recruiter Paylocity Indeed CareerBuilder Google Drive CloudCall Slack Zoom Toolbar Setup Gmail Setup: <ul style="list-style-type: none"> Signature, Picture, Calendars, Folders LinkedIn Profile Setup: <ul style="list-style-type: none"> Cover photo, job title, company info, job posting tag 	Mike
2:15p-2:30p	Break	N/A
2:30p-3:00p	<ul style="list-style-type: none"> Account Specialist Shadowing/Day 1 Recap- Rachel 	Rachel

Team Member Entry Interview

Process

Third Week of Training

- 15Five Overview
 - Check-ins
 - 1-on-1s
 - Objectives
 - Best Self Review
- Assign Entry Interview exercise

Fourth Week of Training

- Entry Interview discussion #1

Fifth Week of Training

- Entry Interview discussion #2

Entry Interview Exercise

*Blue Text = Record answer in 15Five

About

- My favorite hobby or activity outside of work is...
- If I could have dinner with anyone in the world, it would be...
- If I could wake up tomorrow with a new quality or ability, it would be...
- I consider my "perfect day" to be...
- What three words best describe you as an individual?

Strengths

- My top 5 strengths are...
- Which of these feel natural and effortless?



First Week

DEVELOPMENT

-GET TO KNOW THEM
-USE ASSESSMENTS WISELY
-COMMIT TO 1:1S

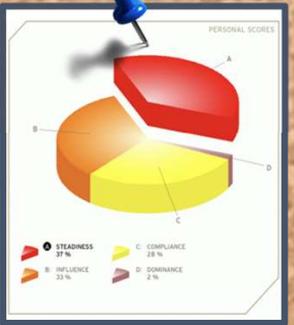
Personal Development



YOUR TENDENCY:
Upholder

According to your answers, your dominant Tendency is Upholder. The "Four Tendencies" framework describes how we respond to expectations. We all face two kinds of expectations:

- outer expectations, such as meeting work deadlines or observing traffic regulations, and - inner expectations, such as quitting napping or keeping a New Year's resolution.



AD Ashley DuBois
 Manager of Client Success

Reports to: **Beth Herberholz** | Email: **ashley@cs-recruiting.com** | Role: **Admin**

Growth & development

My main motivators are...
 making things better for others (via coaching, process improvement, motivation, etc.) and feeling successful (hitting metrics, SS, knowing I'm an asset to my team).

A rare and valuable skill I want to develop is...
 not being afraid to give feedback in all areas of my life - personally and professionally - and doing it well.

My top career goals are...
 I'd love to be an executive leader (if I haven't become an author and motivational speaker).

CS RECRUITING

Take some time to learn a little more about the great people that power CS!

Name: *RyLeigh Nichols*

Position: *Recruiter*

How long have you been with CS?
It's crazy to me that I'm coming up on a year on September 13th! It seems like just yesterday I was taking a call with Lindsey on my lunch break.

Where are you from?
I grew up in an acreage in a small town in Iowa but I was born in Huntington Beach, CA. This is kind of a fun origin story - My parents are both from Iowa but they met each other when they were living in California. My dad was stationed there while he was in the Marines and my mom was working as a paralegal and living with her brother who happened to know my dad's buddy. They were married only six months after they'd met and had me a year later. We moved back to Iowa when he wanted to take over his father's construction business and with a second baby on the way, it made sense to be closer to both of their parents as well.

How do you like to end your day?
In the warmer months, I really love grabbing my blades and heading to the 40s for a sweet session. Since moving to Chicago, I've maximized my mileage to hours gained. I can usually get 11-12 miles in an hour and if I'm feeling super ambitious, I will push myself to shoot for 20 miles in two hours. It's just so much fun.

What's your guilty pleasure?
Salty macarls!

Which season is your favorite?
Summer in Chicago has proven to be as wild as everyone has told me it would be. I am sad to see it end!

Who's the best teacher you ever had and why?
I was fortunate to grow up in a smaller school and then get into the graphic design program at Iowa State where both institutes really focused on the needs of the individual. I've had several teachers and professors in my life who made a great impression on me for one reason or another, but in general, I found that they saw something in me that they would encourage and support. I felt like I was often challenged to push my creative boundaries, step out of my comfort zone, and not ever be afraid to always ask "Why?" or "What about if we did it this way instead?"

Is there any experience you think everyone should be required to have? What is it?
Yes! I feel like everyone at some point in their life should work in the serving industry or in retail... or just with the public in some capacity. I believe it's a humbling experience and builds character and it's necessary to walk in the shoes of someone we all will interact with throughout our lives.

1-on-1s

My 1-on-1s

1-on-1 with...	Last 1-on-1	Next 1-on-1
Beth Herberholz Vice President	Sep 29, 2022	Oct 06, 2022
Allie Cohen Recruiting Team Lead	Oct 21, 2021	Not scheduled
Brittany Long Senior Recruiter	Nov 16, 2021	Not scheduled
Corinne Kalgala Manager of Recruiting	Oct 19, 2021	Not scheduled
Janina Stefanaki Recruiter	Nov 09, 2021	Not scheduled

DEVELOPMENT



-EMPLOYEE BOOK CLUB

-CUSTOM L+D PROGRAM

-RECOGNITION FOR ACCOMPLISHMENTS!

Happy 4th CSR Anniversary!



Ashley

- "Ashley's smile and laugh are infectious and she's a joy to be around both inside and outside of work"
- "Ashley is such a positive, natural born leader and is constantly motivating and supporting the team"
- "Ashley is ALWAYS willing to lend a helping hand and genuinely has the team's back when it comes to handling tough and / or interesting Client situations"
- "Ashley really cares about her team's success and is always striving to make sure we have the support we need while also being committed to bettering her leadership / management focus"
- "Ashley is a ray of sunshine who always has a smile on her face and leads with confidence and care for her employees unconditionally"
- "Whether it's problem-solving for a difficult search, fine-tuning a process, or giving a pep talk to survive a tough week, I'll always go to Ashley"

Ashley has accomplished so much during her time here and she truly represents who we are as a Company with her commitment to our team and by always doing what's right. She has excelled in every position and has embraced the opportunities to learn and be challenged.

Ashley has been a shining light supporting CSR's focus of creating an open and connected environment for team members to be their best selves.

Her dedication to doing good work and being a steady and knowledgeable resource for everyone has immensely impacted our growth as a team and made our client experience even stronger.

Ashley's work ethic and positive attitude is an inspiration to our team. She is a fantastic role model and many team members rely on her for help and support.

Promotion Announcement

Sr. Recruiter & Recruiting Operations Specialist

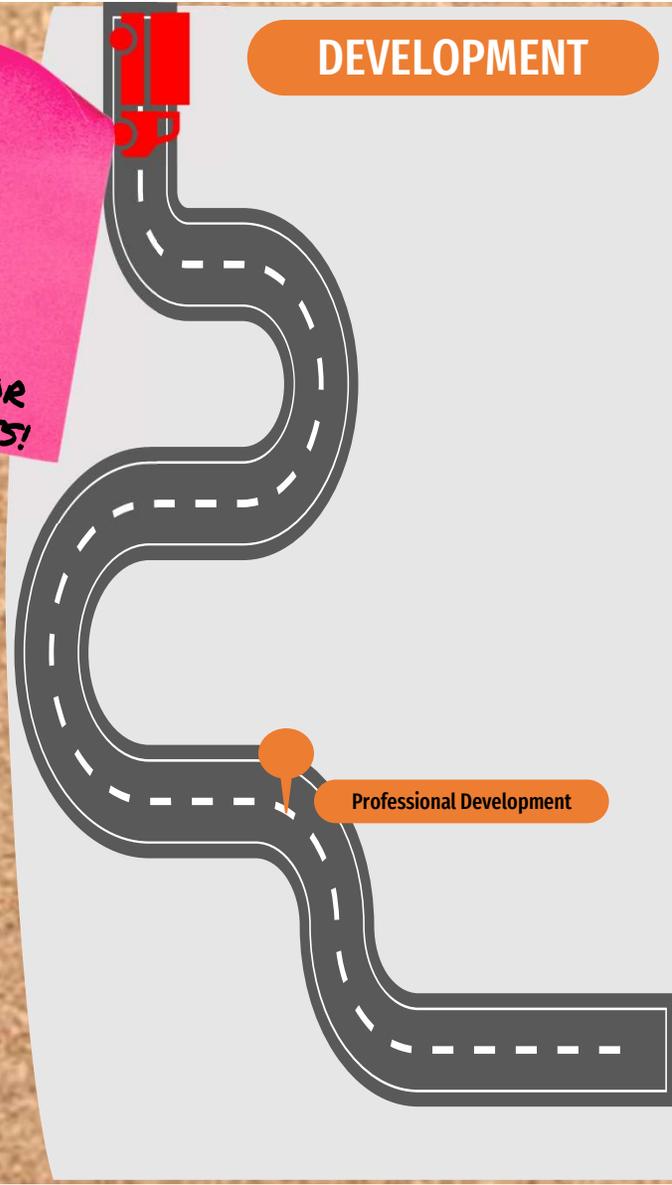


Kyle Rapaport

- Kyle is always willing to help new recruiters with sourcing ideas, building projects, and working directly with them to help locate talent. He is a great trainer who has patience and understanding for all employees new to recruiting and CS.
- When it comes to values, Kyle truly cares about his candidates - connecting and being curious. He's passionate about progressing and getting them to the final stages.
- Kyle is passionate about all things CS Recruiting, especially helping his teammates succeed!
- He is never afraid to try new things and get out of his comfort zone in order to learn and grow.

CS RECRUITING

Professional Development



RETENTION

Why Employees Stay

- OPPORTUNITY
- SUPPORT
- RESPECT

- ✓ SKILL FOCUS
- ✓ OPPORTUNITY
- ✓ FLEXIBILITY

- ✓ SUPPORTIVE TEAM
- ✓ LEADERSHIP RESPECT
- ✓ GROWTH

- ✓ TRAINING
- ✓ GROWTH
- ✓ OPPS

- ✓ FLEXIBILITY
- ✓ TEAM
- ✓ LEADERSHIP SUPPORT

I appreciate the indepth follow up here. I do like the sound of all that, specifically with \$100k guaranteed and working towards \$200k all-in for the years to come. The idea of leveraging my sales skills & logistics experience to step into a slightly different arena is attractive to me. Fully remote WFH is essential, as you noted. When you say "full package," I am curious about the insurance coverage, 401k match, and other benefits which would accompany this offer and other opportunities. We hadn't spoke about much about that side of things yet. Wanted to get it on your radar and see how most companies you work with stack up.

Thank you for checking in- the first 90 days have gone very well. I have a direct report in [redacted] that is supportive, optimistic, accommodating, sensible, and patient. Moreover, [redacted] very much so has an old school culture vibe; but, one that is open and focused on innovation and growth. Excited for the further!

I apologize for not responding to your last email! Things are going very well with [redacted] Alyse provided very helpful and professional one-on-one training in [redacted] they were very welcoming. I am really enjoying my position in air imports and expect they will be teaching me more in exports as time goes on.

I can not express how grateful I am for you helping me to get an opportunity [redacted] Everyone has been helpful even though it is a lot of work (more than I expected). I am happy and so are my kids, now that I am working 1st shift and able to spend time with them again. I want to say thank you for your support throughout the process. I have been blessed to have a great team during this short time, and I have achieved a lot of respect and support from the Sr leadership. Again thank you for your help in finding me this great opportunity

But yeah, they seem really solid to me. I was with [redacted] for a long time, but I knew I would never advance there, and things I wanted to learn, I had to do it on the dl because I wasn't allowed to do anything but broker. I would move at least 2500 loads month while maintaining an average of around 27%, so they loved me just selling loads. I built a carrier network in basically every market in the US and a few Canadian provinces, our metrics guy would laugh because I would have a \$13k/month commission check and made 4 phone calls on the month. I always wanted more though. I didn't want to retire as a broker.

✓ NO ROOM TO ADVANCE
✓ LACK OF TRUST

-LOW CEILING
-NO TRUST
-NO MORALE

I left [redacted] because there was no room for me to grow. There were two sides: Brokers and Operations. It was a small company, the other positions were held by people in the company for years with no plans of leaving them.

The brokers were a small bunch, and there were only certain people allowed to be brokers in the office. I felt that on the operations side, I tapped out on the potential there to learn, and jobs started being sourced overseas. They stopped hiring workers in the U.S.

✓ NO ROOM FOR GROWTH
✓ TAPPED OUT POTENTIAL

I just wanted to let you know that it would be great if you could help me find another supply chain leadership position in Austin, TX if you are interested. I am very uncomfortable where I am at due to questionable leadership

✓ LEADERSHIP MORALE

RETENTION

Why Employees Leave



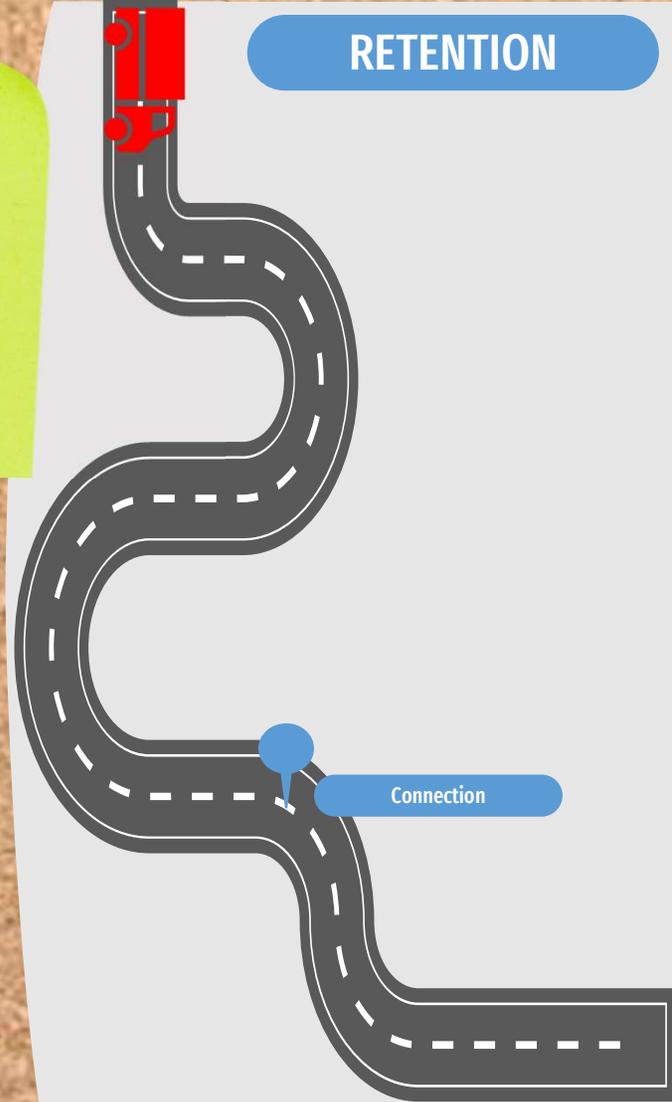


CELEBRATE CONNECTION!



RETENTION

Connection





THINGS I LEARNED THE HARD WAY

- ☐☐ YOU WON'T KNOW HOW YOUR EMPLOYEES REALLY FEEL UNLESS YOU ASK
- ☐☐ TOXIC EMPLOYEES = RISK > REWARD
- ☐☐ DON'T MEASURE PRODUCTIVITY THROUGH MICROMANAGEMENT
- ☐☐ THE ONLY WAY TO GROW IS TO DELEGATE
- ☐☐ COMMUNICATE CHANGE BEFORE IT IS MISINTERPRETED
- ☐☐ YOU'LL NEVER MAKE EVERYONE HAPPY...NO MATTER HOW HARD YOU TRY.