# Gordon Food Service Individual Appendix

## Appendix A  Interview Summary

1. **Our understanding is that there are recruiting challenges in getting qualified candidates to keep up with your workforce demands in warehouse and truck driving jobs. Can you tell me about your perspective on the challenge and how long it's been a concern?**

   **Answer:** The recruiting challenges have existed for quite some time, with baby boomers retiring and declining supply to the driving industry. The warehouse division has a more volatile applicant pool, not all people think it is a career choice. The driver position requires many skills, and the warehouse positions are physically demanding, so finding the right candidate for the job is a challenge.

2. **We also understand that competition for qualified candidates has been increasing, including from eCommerce companies. Can you tell me about your perspective on the competition for workers?**

   **Answer:** There is tough competition, and other jobs where you can drive without a commercial license. The market is candidate driven and there are a lot of options of what they can do and where to go.

3. **How do you think this problem has been affected by the pandemic? Do you see this problem continuing post-pandemic?**

   **Answer:** There are some effects from the pandemic such as unemployment benefits that may drive away candidates upon evaluating their opportunity costs. GFS had stopped hiring and had restarted during the span of the beginning of the pandemic. There is a safety concern (a stigma about COVID's effects in the food service industry).

4. **Are you content with the candidates that you do accept into the jobs?**

   **Answer:** There is competition and so filling the jobs is a necessity, turnover is the biggest metric used to evaluate performance.

5. **What are some growth opportunities for these jobs? What are their career paths forward?**

   **Answer:** GFS is huge on hiring from within with its leadership and development programs. This is where they do well. Upon working internally at Gordon Food Service the associates may go to other

positions. Videos and other social media efforts attempt to display such information.

6. **What are some rewards  recognition programs for these jobs, if any?**

   **Answer:** These programs are based on individual performance with various metrics discussed within the meeting. There are also safety incentives, reimbursement for tools and equipment as well as leadership conferences for select positions.

7. **Has your company considered or implemented technology solutions to relieve job shortages, such as autonomous labor? If autonomous labor has been employed, what stage is it at?**

   **Answer:** There has been consideration for automation in specific teams with the intention of making the job easier to attract candidates.

## Appendix B   Gordon Food Service Data Analysis

We received 7 excel files, job profiles, and dashboards from Gordon Food Service. The excel files contained data about employee information, warehouse hires, and requisition data that spanned from 2017 - 2021. The job profiles were used to match the job codes that were provided in the employee information and warehouse hires, including termination data, and the dashboards displayed various metrics that were tracked across multiple years for the transportation and warehouse departments at Gordon Food Service. We reviewed the Applicant Tracking System (ATS) bins and statuses to analyze requisition information provided in the excel files, and to answer several meaningful recruitment-related questions for Gordon Food Service from the data we received.
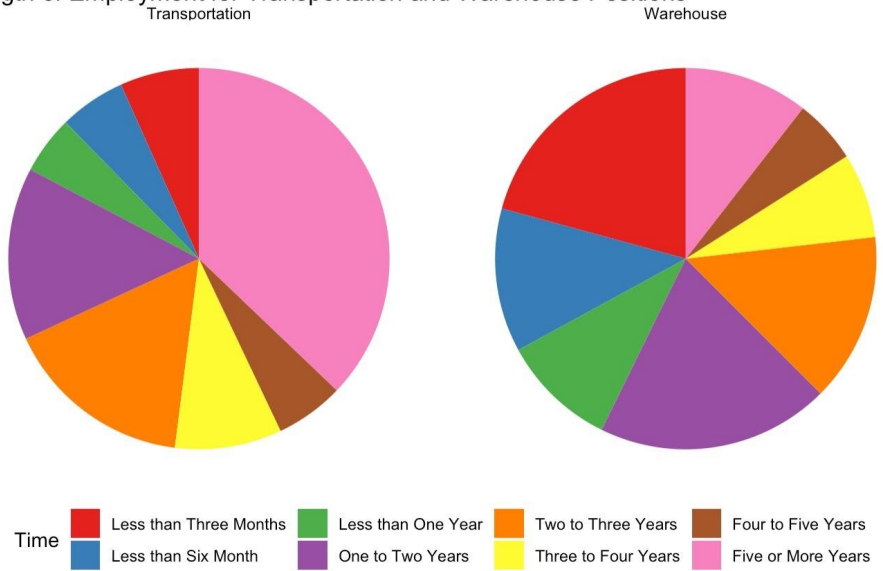
**Basic Company Condition Visualizations**

1. **Typical length of stay for employees in Transportation and Warehouse positions**

Length of Employment for Transportation and Warehouse Positions



Based on these two plots, we observe a much higher proportion of employees in the Transportation department who stayed more than five years compared to that of the warehouse department.

## Length of Employment for Transportation and Warehouse Positions

**Transportation**                 **Warehouse**



**Time**

| | | | |
|---|---|---|---|
| ■ Less than Three Months | ■ Less than One Year | ■ Two to Three Years | ■ Four to Five Years |
| ■ Less than Six Month | ■ One to Two Years | ■ Three to Four Years | ■ Five or More Years |

2. **Number of hiring between October 2020 to March 2021 for Warehouse positions**

The following graph shows that the number of hires for warehouse positions per month peaks in November 2020 and February 2021.
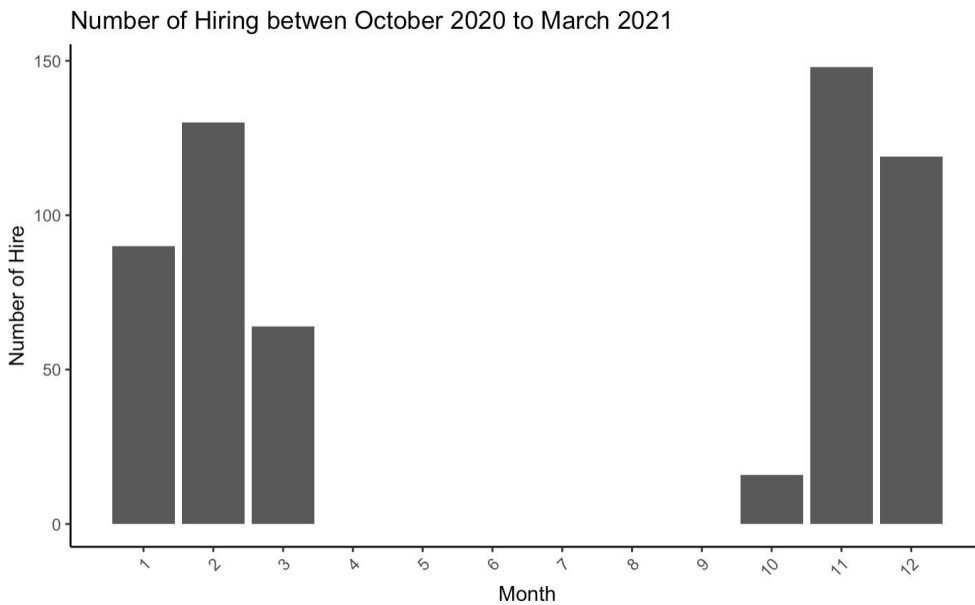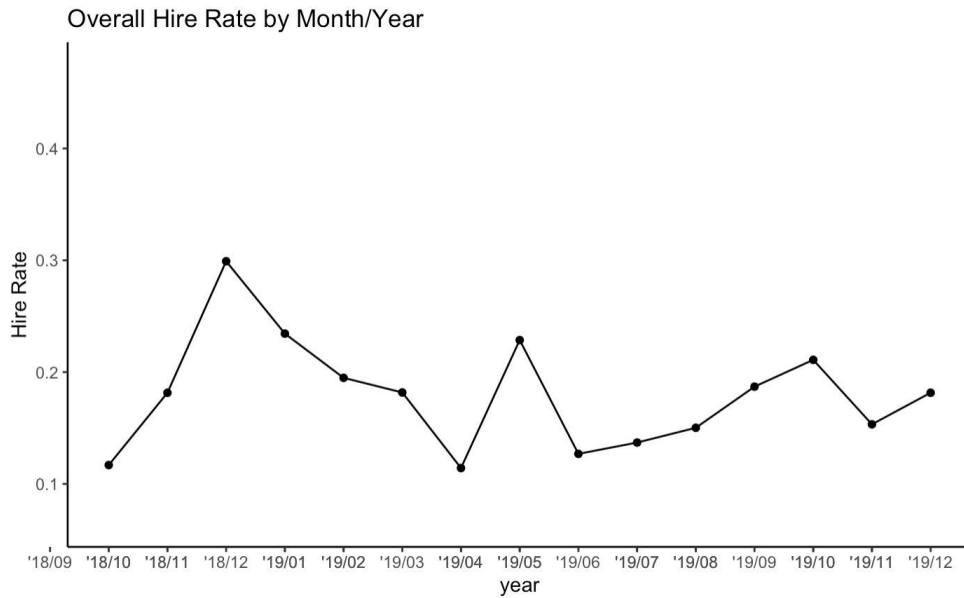


The plot below shows number of hires for warehouse positions per month, for each division (only the four divisions with the most hires are shown). Based on this plot, we can see that different divisions follow the same hiring pattern: lower hiring in October 2020 and higher hiring in November 2020.

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**Number of Hiring for Top Four Highest Hire Cost Center**
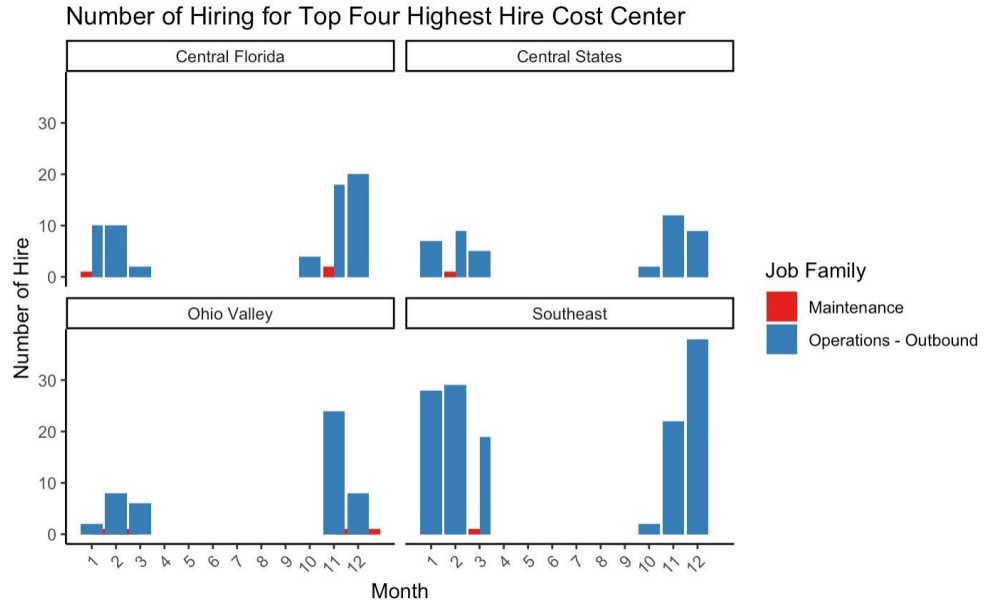


3. **Overall hire rate from October 2018 to December 2019**

The following graph shows number of hires for warehouse positions per month. We can observe that the hire rate drastically increases during winter and slowly drops until the peak in May, 2019. Afterwards, the hire rate increases steadily.



Overall Hire Rate by Month/Year

We then plotted the number of hires for warehouse positions per month, for each division (only four divisions with the most hires are shown). This plot shows that the ratio remains high from October, 2019 to February, 2020 and quickly drops in April, 2019.

**Number of Application to Requisition Ratio**
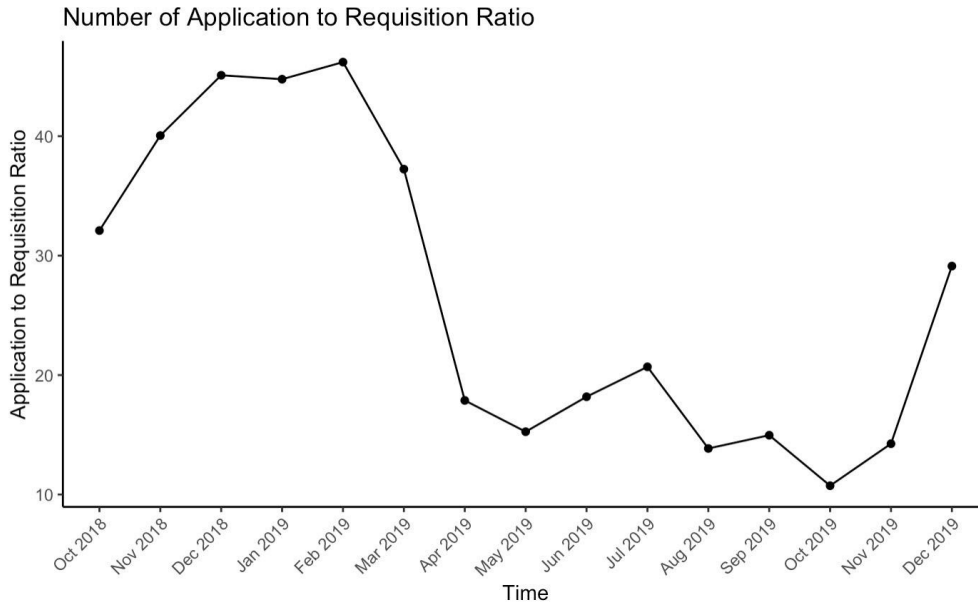


4. **Top status for withdrew and incomplete applications**

   The plot below shows that among withdrawal applications, the top four statuses in which applicants withdrew their applications are TA Review-Not Selected, PS Sched. -W/D Prior to PS, TEam Int. Sched. - W/D Prior to Int and TA Screen Complete - Not Selected.

**Top Status for Incomplete Applications**
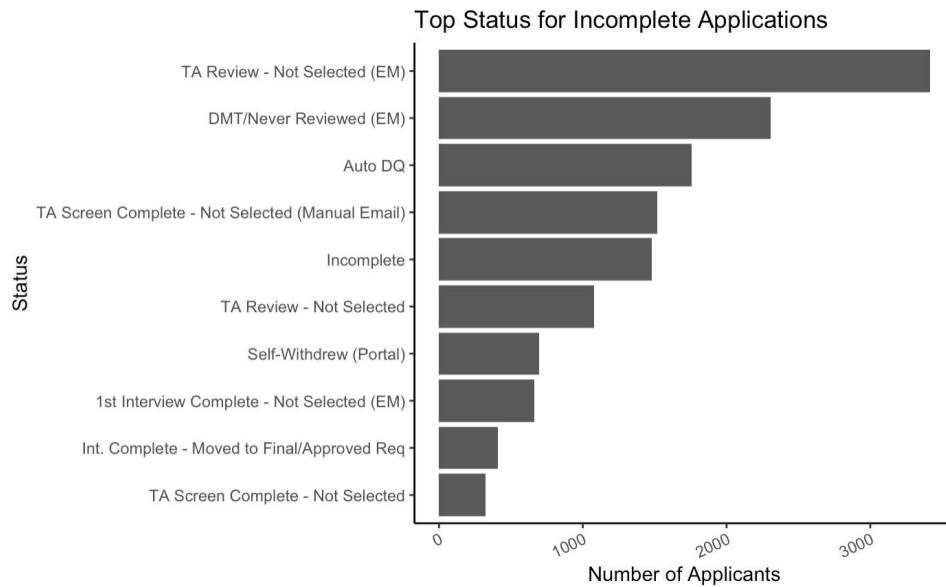


The following graph shows among incomplete applications, the top status at which applicants stopped their applications. Based on this plot, we see that top incomplete applications are categories such

as TA Review - Not Selected (EM), DMT/Never Reviewed (EM), Auto DQ and TA Screen Complete - Not Selected (Manual Email).

Top Status for Withdrew Applications
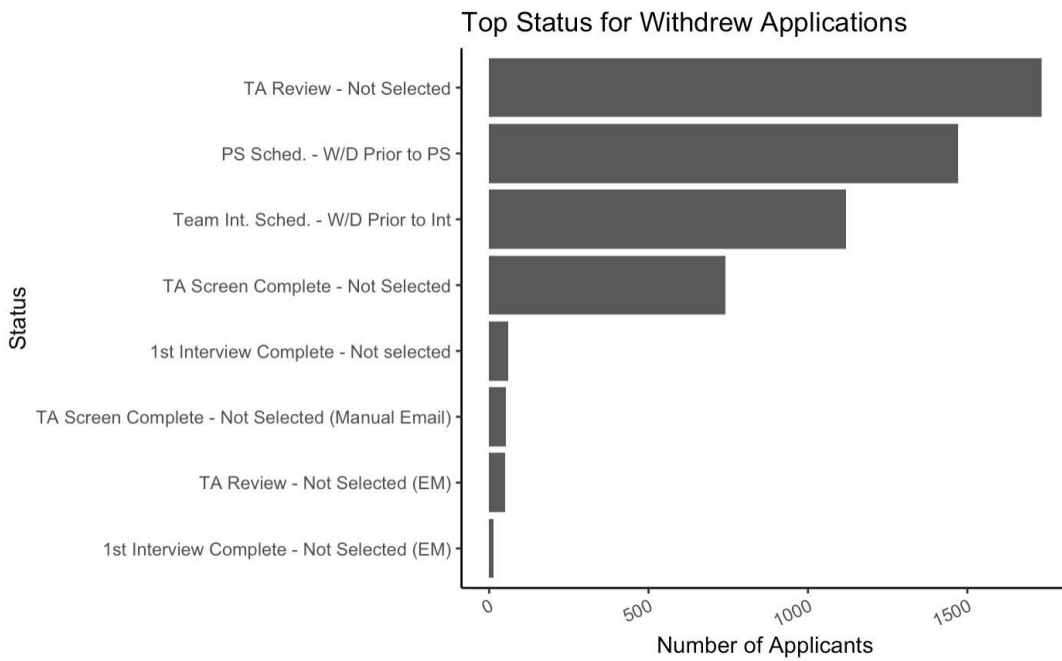


5. **Time to get hired for different job category/divisions**

This plot shows the respective number of applicants that get hired in each time category by job category. We can see that there is a large portion of applications that take longer than 8 weeks to be fully processed and applicants get hired.

Similarly, we see that the time to get hired for each division differ slightly but share some patterns such as there is a large portion of applications that take longer than 8 weeks to be fully processed and applicants get hired.

## Time to Get Hired by Job Category
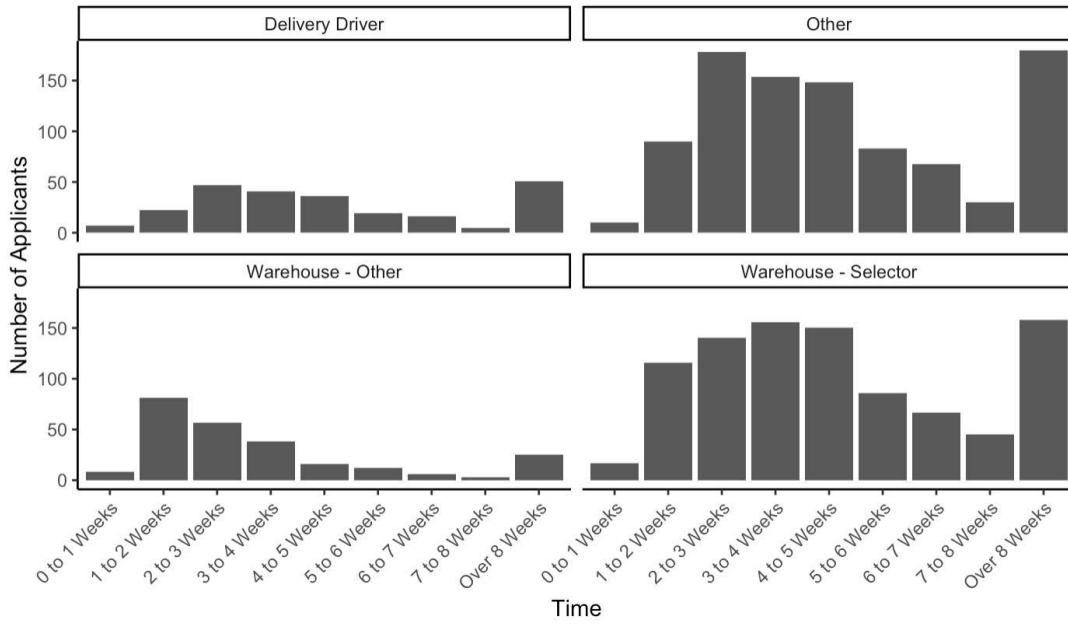


## Time to Get Hired by Division, Four Divisions Chosen for Display
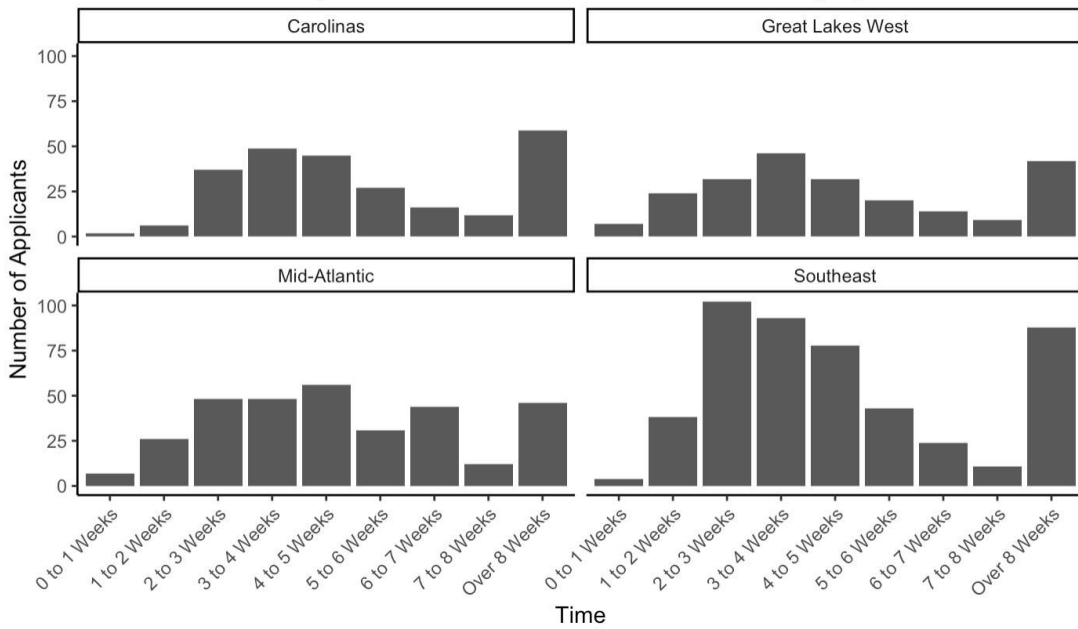
**Gordon Food Service Data Analysis**

1. **Are there difficulties in filling requisitions (does the status change from time to time, region to region)?**

   - **Importance**
     - It is widely believed that the food distribution industry is experiencing difficulty in hiring warehouse driver positions. With this information, one can have a general idea on hiring that may "verify/disprove" the concept.
     - Assumption: Requisition opening hiring occur almost simultaneously/lag a constant time throughout.
     - Analysis can be broken down to divisions.

   - **Variables**
     - Common: Application Date, Division, Status
     - Partial: Requisition Open Date, of Openings, Hire Date, Requisition ID

   - **Methods**
     - For the calculations below, one can either assume simultaneous recruiting hiring or lag by the average time to hire throughout (needs extra calculation)
     - Calculate the ratio of applicants to requisitions for each time period
     - Aggregate total of openings and numbers hired for requisitions
     - Calculate the ratio of number hired to of openings for each time period
     - Calculate the hire rate (hired/applicants) and compare to fill rate (hired/ of openings) for each time period
     - Calculate the average time to hire for each time period
     - Calculate the average time to fill (if requisition ever gets filled) for each time period



Number of Openings & Number of Hires

9
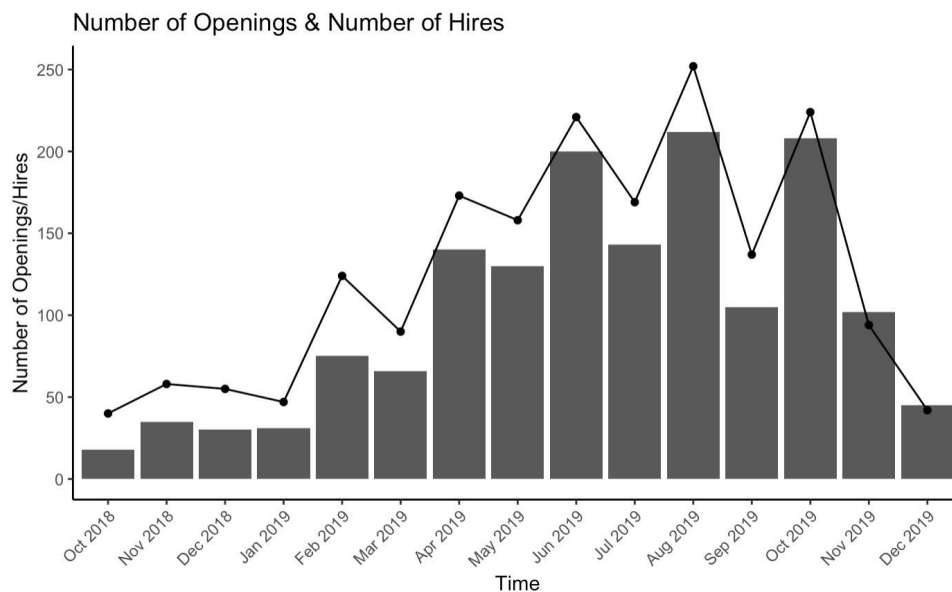
- **Analysis**

  - This graph assumes simultaneous opening and hire, which suggests good hiring conditions with number of hires generally greater than number of openings. Time lag such as average hiring time could be applied to better validate the assumption. Once this good hiring assumption is validated, one can have an idea that openings can be filled and look at other causes that might pose difficulty on recruiting such as low retention rate. Generally, this piece of useful information can be obtained given the data.

2. **Are requisitions that take longer to apply harder to fill (if so, by what percentage)?**

   - **Importance**

     - By examining the lagged time between requisition opening and application, one can have a general idea on the success of hiring before reaching to the end of the screening process. With this information, measures can be taken at an earlier stage to avoid under filling positions.

     - Assumption: There is no underlying difference between requisitions with different lagged application time.

     - Analysis will be broken down to divisions to reduce the underlying difference.

   - **Variables**

     - Common: Application Date, Division, Status

     - Partial: Requisition Open Date, of Openings, Hire Date

   - **Methods**

     - For each requisition, calculate the average lagged time between requisition opening applications.

     - Group requisitions based on the average lagged time.

     - Calculate fill rate for each group of requisitions.

     - Calculate the average time to hire for each group of requisitions (if the lag time between requisition opening and application is factored into the average time to hire, should expect longer application lag positively correlated with time to hire. This sample graph for analysis does not factor into the lag time).

   - **Analysis**

     - This graph shows the distribution of "time to get hired" for each category of "time to apply". Generally, this piece of useful information can be obtained given the data.

     - Applications applied in less than one week seem to have a larger proportion of applications hired that takes longer than four weeks. Possible explanation includes less prepared applications submitted in shorter time and application review process has not begun. Requisitions that take longer to apply are not harder (takes longer) to fill according to this graph. On the contrary, applications applied while after requisitions open seem to go through a shorter hiring process (which may be due to fixed application review process start time).

Comparing the Frequency between Categories of Application Time and Hiring Time
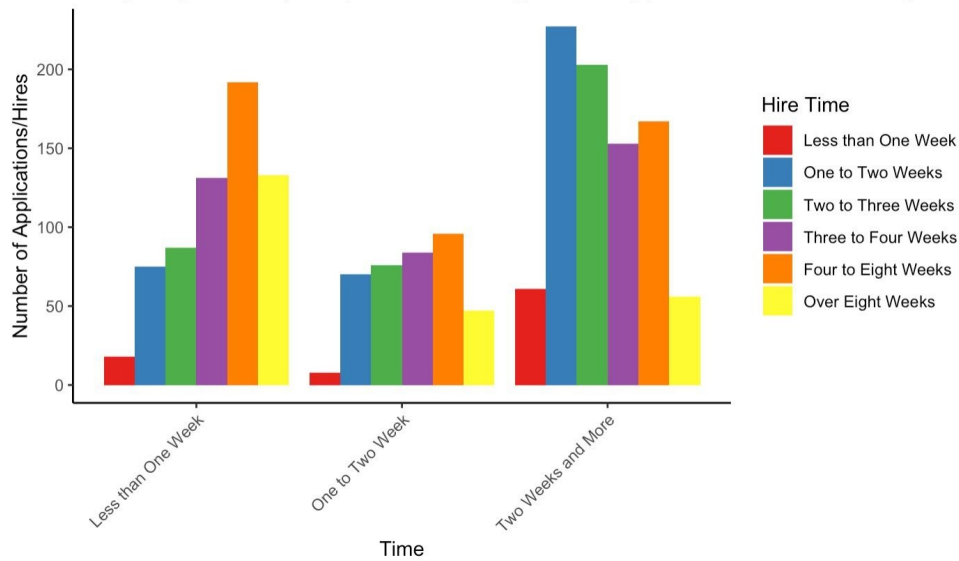
3. **What are the qualities of the application pool from the recruiting point?**

- **Importance**
  - With this information, one can have a general idea on the quality of the application pool over time as well as its possible cause. For example, increase in the proportion of Not Selected applicants may indicate the position is attracting less qualified people. One can change their requisition strategies accordingly to filter out less qualified applicants as much as possible.
  - Assumption: Withdrew or incomplete status happen within the same period as requisition opening/application
  - Although we have a date of withdrawal/incompleteness, it is more reasonable to use requisition opening/application date to link back as "for requisitions opening at a certain period, what are their withdrawal/incomplete rate".

- **Variables**
  - Common: Application Date, Division, Status
  - Partial: Requisition Open Date, of Openings, Hire Date

- **Methods**
  - Calculate the proportion of withdrew application and incomplete application for each time period
  - Calculate the proportion of specific type of withdrew application and incomplete application for each time period

- **Analysis**
  - The first graph shows no major increase in withdrawal/incomplete applications.
  - The second graph shows no major decrease in warehouse/driver position applicants.
  - Although the graph indicates no significant change in hiring process, it is still important to note the relatively high withdrawal applications compared to total applicants hired and the low

## Applicant Status Over Time



## Applicants for Different Job Over Time
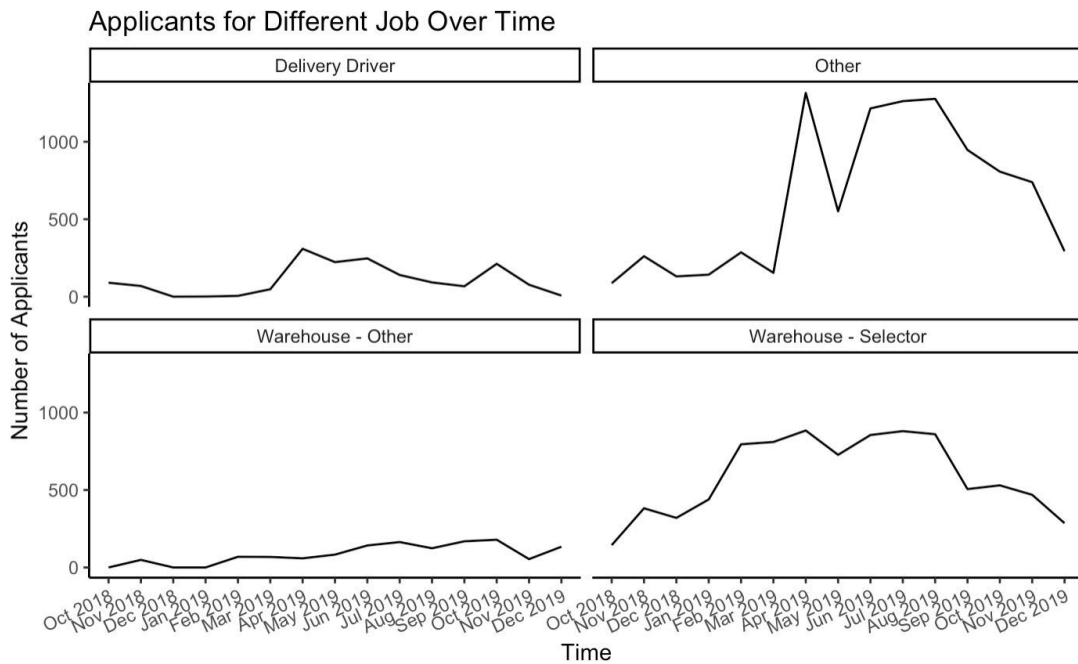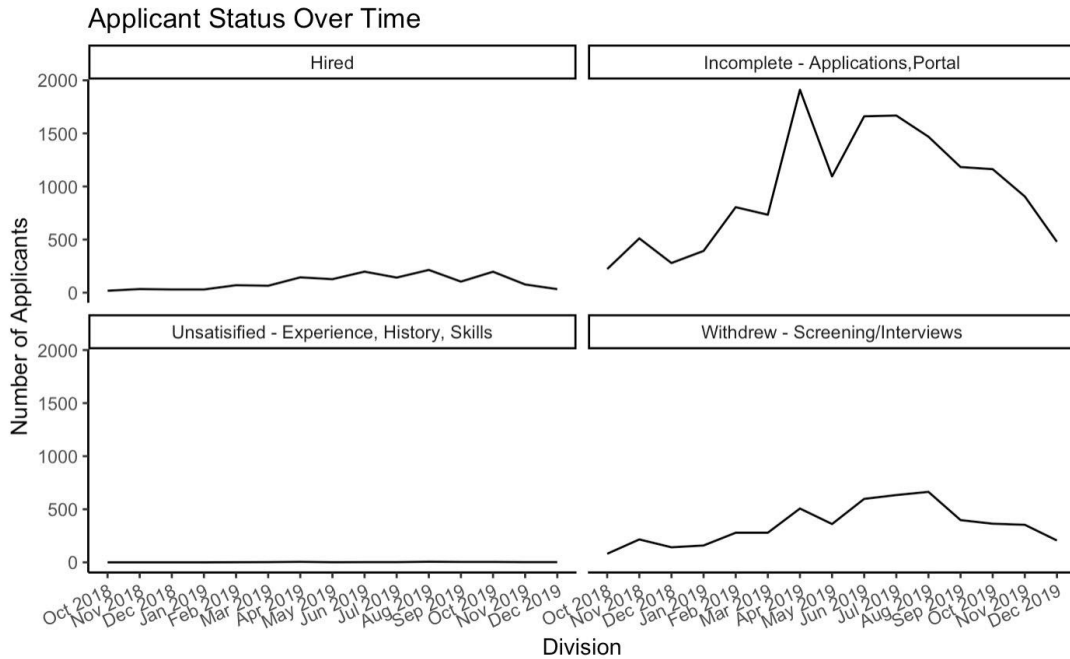


application number in driver and warehouse positions. Possible steps to take include more advertising and higher incentives to attract applicants and measures to retain applicants in the application process.

4. **What are the common traits of successfully hired applicants?**

   • **Importance**

- Traits exhibited before the screening process such as time taken to apply for the position, application source and traits exhibited during the screening process such as time to get hired may have a correlation with how applicants will react to the job once they get hired. With this information, one can have a general idea on the likelihood of the applicant accepting the offer or performing satisfactorily in the job.
- Assumption: "Successfully hired applicants" is defined as hired applicants that accept the offer, stay in the company for more than one month and with satisfactory performance.

- **Variables**
  - Common: Application Date, Division
  - Partial: Requisition Open Date, of Openings, Status
  - Missing: Source of Hiring, Link between application ID  employee ID, Employee Performance Rating

- **Methods**
  - Group hired applicants based on time to apply for the position, hire source and time to get hired.
  - For each group of applicants, calculate their rate of acceptance.
  - For each group of applicants, calculate their distribution of performance ratings.