





# Powerful recruiting and talent acquisition strategies

## Quick facts

 **Name:** The Hershey Company

 **Industry:** Consumer goods

 **Employees:** 80,000 globally

 **Headquarters:** Hershey, Pennsylvania

 **Product:** ADP RPO® and Talent Acquisition Services

*Milton Hershey started his business with the philosophy that "if you do good, you'll do well." And this has been The Hershey Company's mission for 125 years. From the founding of the Milton Hershey School for underprivileged children, to ethical supply sourcing and cocoa farming sustainability initiatives, Hershey is always looking to expand and do well not only in business, but also within the community and in the world.*

*Colleen Truitt, director of talent acquisition at The Hershey Company, knows that heartwarming change — in the community or in the world — begins with its employees. Since hiring and retaining top talent is key to that mission, she turned to ADP® to help Hershey with its global recruiting and talent acquisition goals. Here's what she had to say about her experience:*

## Recruiting challenges

Our recruitment spend was high and we had multiple vendors and partners. We also had difficulty in scaling up recruitment based on business changes, and our cost per hire was above industry average — we saw opportunity to improve in all of these areas.

## On setting talent strategy goals

To align with our business goal of becoming an innovative snacking powerhouse, we need talent with experience in spaces such as digital and analytics, and in addition to that, we need diverse perspectives and backgrounds. As we grow globally, we want to provide a top-notch candidate experience and upgrade our process and technology.

## The difference with ADP RPO®

ADP helped us lower our cost per hire and overall recruitment spend. We have lessened our reliance on vendors and reduced the number of recruitment partners utilized. And lastly, when we do have unexpected volume in recruitment, we are able to utilize Recruitment Process Outsourcing (RPO) without the need to leverage another vendor to do the recruiting for us.

Learn more about Hershey at  
[thehersheycompany.com](https://www.thehersheycompany.com)





Our ADP team has put forth extra effort to look holistically at the candidate experience and ensure the candidates are informed and aware of next steps. We have armed the team with information and learnings about our business so they can represent us well with the potential hires. Our ADP team understands how important it is to Hershey that they represent our brand and should be treated as well as our customers.

**Colleen Truitt**  
Director of Talent Acquisition



### On using analytics

One of our largest volumes in recruitment is within our retail sales force. We reviewed our data and learned that our spend was high on college recruitment, and that we needed to improve our attrition and conversions. Through data analysis, we learned that recruits were more likely to stay if they were placed in a role within a few hours of their current location, versus relocating them to a further location. We also used the data to analyze high performers and conversions and what school those candidates had attended. In addition, the students we met as part of a campus and school relationship converted at a higher rate than those we met at a college job fair. We made changes to our school strategy and job placement process to better align with what the data was showing.

### ADP delivers a quality candidate experience

ADP helps us to provide a great experience for our candidates. While they don't sit onsite at our offices, they put in the extra effort to look holistically at the candidate experience and ensure the candidates are informed and aware of next steps. We have armed the team with information and learnings about our business so they can represent us well with the potential hires. Our ADP team understands how important it is to Hershey that they represent our brand and should be treated as well as our customers.

### The effectiveness of ADP Talent Acquisition Services

Since our implementation, we have reduced the time to fill roles by an average of a week. We have the additional benefit of an expert in the market to share trends and best practices. Our candidate quality and other metrics remain very good and our costs are down.

#workingfor

I'm working to bring heartwarming moments to the world by matching great talent with an amazing company.

