

Federal State Institution of Higher Professional Education  
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Graduate School of Management

**INSTRUMENTS FOR RECRUITMENT AND ONBOARDING OF EMPLOYEES FROM  
BELARUS IN THE CDEK FRANCHISE DIVISION**

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## INTRODUCTION

### Description of managerial problem

Currently, in CDEK franchise division, there is a problem of lack of instruments for recruitment and onboarding of employees from Belarus. Personnel search and replacement process takes 2 months, so it is impossible to quickly adapt to changes in the team and in work in general. Especially when it is necessary to quickly replace an employee due to resignation or changes in business processes. The absence of instruments for quick replacement of personnel creates an uneven distribution of workload on the remaining employees, which ultimately affects the efficiency and productivity.

The lack of instruments for introducing new employees to the workflow (onboarding) creates problems. Newcomers do not understand the internal rules of our CDEK franchise division, do not understand how they need to carry out procedures and internal programs, such as ЭК5 (a program for viewing information about clients, services, and employees). They ask many questions due to misunderstanding of instructions and processes. Because of this, the process of recruitment and onboarding of employees into the work environment stretches to 2 months, which is inefficient in terms of time and resource utilization for both CDEK franchise division and newcomers.

The problems that the CDEK franchise division currently has are:

1. Low Conversion on HeadHunter from Viewing Vacancies to Responses as of October 25, 2023. For example:
  - 202 views, 11 responses, conversion rate is 5.4%
  - 705 views, 56 responses, conversion rate is 7.9%
  - 1269 views, 118 responses, conversion rate is 9.2%
2. Spending 94132 rubles per month on employee search to fill one type of vacancy.
3. The process of finding one employee who fits principles takes 2 months.
4. New employees make a large number of mistakes, and for these mistakes, we incur a penalty of 300000 rubles per month. The main rule that new employees violate is: Simultaneous work under the CDEK franchise agreement and with any other courier company (including through affiliated entities) based on contracts for remunerated services or the placement of an office of another transportation/logistics/courier company at the same address as the CDEK division office is not allowed. Violation of this rule may be

grounds for termination of the franchise agreement and imposition of penalty sanctions in the amount of 150000 rubles in favor of the managing company of CDEK.

5. The onboarding process takes 1 month (22 working days) because each time to replace an employee, the department team leads must call the newcomers and explain the information.

### **Goal**

The goal of this consulting project is to develop and implement instruments for recruitment and onboarding of employees from Belarus in the CDEK franchise division as well as to evaluate the outcomes of implementation.

### **Objectives**

To accomplish this purpose, the following responsibilities were assigned:

1. Review CDEK franchise division activities.
2. Review the current situation regarding recruitment and onboarding in the CDEK franchise division, including interview with the owners of the CDEK franchise division and survey of the current employees for feedback about the onboarding process they had.
3. Overview of existing approaches towards recruitment and onboarding.
4. Develop new instruments for recruitment and onboarding.
5. Apply new instruments for recruitment and onboarding.
6. Survey newcomers for application feedback.
7. Interview with CDEK franchise division owners for application feedback.
8. Evaluate implementation implications for conversion, timing, financial outcomes, cohesiveness of working processes

### **Object and subject**

Object is the CDEK franchise division. Subjects are instruments for recruitment and onboarding of employees from Belarus in the CDEK franchise division.

### **Short description of paper structure**

The structure of the work reflects the objectives of the study. The work consists of three chapters:

Chapter 1: Overview of existing approaches towards recruitment and onboarding. This chapter has a review of existing literature on recruitment and onboarding. It covers various

theoretical frameworks, best practices, and technological advancements in these areas, providing a foundation for understanding the current trends.

Chapter 2: Description of CDEK franchise division and Current Approach to Recruitment and Onboarding. In this chapter there are characteristics of the CDEK franchise division and the current methods used for recruiting and onboarding employees from Belarus. It includes insights from interviews with the franchise division owners and feedback from current employees obtained through surveys about onboarding that they had.

Chapter 3: Proposed Instruments for Recruitment and Onboarding of Employees from Belarus. This chapter describes development and applying instruments for improving recruitment and onboarding, including role profiling, the implementation of a Telegram text bot, and a voice bot for the first stage of the interview. It also describes the structured onboarding process and discusses the resources required for implementation. It includes a survey of newcomers for application feedback and interview with CDEK franchise division owners for their feedback. The 3rd chapter evaluates implementation implications for conversion, timing, financial outcomes, cohesiveness of working processes.

### **Characteristics of empirical data**

- Data from interviews with the owners of the CDEK franchise division
- Data from the survey of current employees for feedback about the onboarding process they had
- Data from the survey of newcomers for application feedback
- Data from interviews with the owners of the CDEK franchise division for application feedback
- Internal documents of the CDEK franchise division

### *Nature of the Data*

The empirical data in this work are both qualitative and quantitative. The qualitative data is textual information which I gained from interviews with the owners of the CDEK franchise division and internal documents, while the quantitative data were derived from surveys conducted with employees and newcomers, conversion, and financial indicators.

### *Sources of Data*

The data were collected from multiple sources to ensure comprehensiveness and reliability. The primary sources of data include:

1. Interviews which I conducted with the owners of the CDEK franchise division to gain in-depth insights and their vision about recruitment and onboarding and about application feedback.

2. Survey of current employees, so I got feedback from 8 current employees about their onboarding process that they had.

3. Survey of 49 newcomers to gather feedback about their application experiences.

4. Accessed internal documents of the CDEK franchise division for additional context and information.

## **Data collection and analysis**

### *Types of data collected*

The format of this work is a consulting project. Overview of existing approaches towards recruitment and onboarding with recent articles focusing on the latest developments in e-recruitment, digital onboarding instruments, and onboarding. Articles were selected based on relevance, recency, and quality from databases like Sage Journals, ResearchGate, and Wiley Online Library. Qualitative data is collected through interviews with the owners of the CDEK franchise division. Thematic analysis is used to identify key themes and patterns in the interview data, such as high costs and inefficiency, lack of structure, financial impact of mistakes, and recommendations for improvement. Structured surveys conducted with current employees who have recently undergone the onboarding process provide quantitative data. Qualitative data was used for improvement and to gather detailed feedback on the onboarding experience. Surveys conducted with new employees who have recently joined our CDEK franchise division provide quantitative data to assess the effectiveness and usability of the new recruitment instruments and onboarding process. Qualitative feedback was used to gather insights into newcomers' experiences. Quantitative data is extracted from internal documents and financial records to analyze the costs associated with the recruitment and onboarding processes. This includes expenses related to job postings, recruiter salaries, and penalties incurred due to mistakes by new hires.

The combination of qualitative insights from the interviews with owners of this CDEK franchise division and quantitative data from the surveys allowed to review the current situation regarding recruitment and onboarding in the CDEK franchise division, to understand which new instruments for recruitment and onboarding to develop and to gain for application feedback.

### *Participants and sampling techniques*

The sampling technique used was purposive sampling. Owners of our CDEK franchise division know what is a goal of their CDEK franchise division, they know which problems we

have and which changes they want to see. Eight current employees were selected to provide feedback about their onboarding experiences. As individuals who have recently gone through the onboarding process, they can offer valuable perspectives on what worked well and what could be improved. Their feedback helps to identify specific gaps and areas for enhancement in the current onboarding process. Forty-nine newcomers were surveyed to gather feedback about their application experiences and initial impressions of our CDEK franchise division. Their fresh perspectives provide insights into the interactions with our CDEK franchise division and the clarity of the recruitment and onboarding materials and processes.

#### *Data collection and analysis procedures*

The data collection methods in this study were used to minimize bias and ensure the accuracy of the data. These methods include:

1. Followed a predefined set of questions to maintain consistency across all interviews with franchise owners.
2. Structured questionnaires for current employees and newcomers to ensure uniformity in the data collected.
3. Internal documents were reviewed systematically to extract relevant information and corroborate data from other sources.

The data for this consulting project was collected through 2 interviews with 2 owners of this CDEK franchise division before (Interview transcription with CDEK franchise division owners in order to review the current situation regarding recruitment and onboarding is attached in the Appendix) and after (Interview transcription with CDEK franchise division owners for application feedback is attached in the Appendix) applying new instruments for recruitment and onboarding. Interviews were recorded and transcribed. The data was analyzed through a thematic analysis approach, which involved identifying patterns and themes in the data and interpreting their meaning.

I am a source of information because I work as HR director in the CDEK franchise division (a document stating that I work in CDEK franchise division signed by the owner of the CDEK franchise division is attached in the Appendix, Fig. 14). So I'm using my experience in this job. I work closely with employees at various levels and have access to information about employees, their needs and interaction with business processes. Thanks to this, I have a unique perspective on the internal processes of the company and can provide valuable data for analysis and decision-making. In addition, my experience in the field of human resources management allows me to see not only current trends and problems, but also to propose solutions.



Moreover, I made a survey among current employees who came to our CDEK franchise division when there were previous methods of recruitment and onboarding in order to get a quantitative perspective on problems with recruitment and onboarding at this CDEK franchise division (Results of a survey are attached in the Appendix, Fig. 18-24, Table 16).

In addition to the insights gained from the owners of this CDEK franchise division and survey among employees, I made a survey among newcomers for application feedback (Results of a survey are attached in the Appendix, Fig. fig 25-36, Table 17). This survey was designed to provide a quantitative perspective on recruitment and onboarding at this CDEK franchise division.

The survey was made using a structured questionnaire. The survey responses were collected, compiled, and analyzed to quantify what are the changes.

## **CHAPTER 1. OVERVIEW OF EXISTING APPROACHES TOWARDS RECRUITMENT AND ONBOARDING**

A search of educational databases, along with Sage Journals, ResearchGate, and Wiley online Library, were carried out to discover applicable articles pertaining to recruitment and onboarding procedures. Overview of existing approaches towards recruitment and onboarding aimed to explore and summarize relevant articles from various sources in order to understand trends in recruitment and onboarding. The analysis involved reviewing and summarizing the key findings and implications of each selected article.

*The criteria for selecting articles in overview of existing approaches towards recruitment and onboarding were as follows:*

Recent articles were prioritized to capture the latest developments and technological advancement. Articles were selected based on their publication years, spanning from 2011 to 2023. Special attention was given to those that explored the impact of digital instruments, platforms, and innovations. Efforts were made to include a wide range of themes within recruitment and onboarding, such as e-recruitment, onboarding handbooks, training programs, leadership styles, digital onboarding, and knowledge management, to provide a holistic view of the topics. Preference was given to articles published in Sage Journals, ResearchGate, and Wiley Online Library.

### **1.1 E-recruitment**

I focus on e-recruitment because CDEK franchise division works fully online. The exploration of e-recruitment encompasses various aspects, shedding light on its practices, benefits, challenges, and the evolving landscape shaped by technological advancements. Dr. B. Bharathi and Mrs. K. Saraswathy's study establishes a foundation by providing a comprehensive overview of e-recruitment, emphasizing its transformative impact on hiring practices (Krishnamurthy & Bharathi, 2022, pages 167-169). The integration of digital platforms, video conferencing, mobile apps, chatbots, and web-based evaluations has become imperative, especially in the post-Covid-19 era. This technological shift not only facilitates a more extensive candidate pool but also enhances the efficiency of aligning candidates with job openings, underscoring the overarching goal of reducing manual task time and allowing for a focus on strategic aspects of company operations.

Malik et al.'s research delves into the pivotal role of perceived usefulness and trust in influencing job-seekers' inclination towards online recruitment websites (Malik et al., 2021, page

54). Despite acknowledging limitations in sampling methods, the study provides actionable insights for online recruitment providers and human resource managers. Meanwhile, Alainati's exploration of online recruitment in Kuwait underscores the popularity of unconventional platforms like Snapchat and YouTube, revealing participants' positive perceptions of the flexibility, speed, and wide reach offered by online recruitment methods (Alainati, 2022b, page 30). The study also unravels favorable aspects, such as the attractiveness of online job advertisements and the durability of online recruitment.

Tedlapu Narayana Rao further reinforces the merits of e-recruitment, emphasizing its impact on organizational effectiveness by reducing time and cost associated with traditional methods (Rao, 2023b, pages 1494-1495). Building on this, Islam and Ayan's analysis of online recruitment practices in Bangladesh elucidates the multifaceted benefits, including reaching a diverse pool of candidates while acknowledging potential weaknesses such as implementation costs and privacy concerns (Islam & Ayan, 2021b, pages 57-58).

The concept of blind recruitment, explored by Ramakrishnan, surfaces as a potential antidote to bias, emphasizing skills-based selection and advocating for strategies like avoiding demographic data and social media pre-screening (Ramakrishnan, 2022b, pages 12-13). Concurrently, Gianvecchio et al.'s study on human and bot behavior in internet chat introduces valuable insights applicable to recruitment and onboarding instruments, offering the potential to analyze communication patterns and enhance the effectiveness of these processes (Gianvecchio et al., 2011b, page 1565).

Koivunen et al.'s examination of chatbots in recruitment reveals recruiters' interest in attracting both quantity and quality of applicants, suggesting practical impacts as complementary channels for fast-tracking applications and enhancing brand image (Koivunen et al., 2022, pages 503-508). Emily J. Holm et al.'s case study on the use of a text-bot in residency recruitment further expands the scope, highlighting the instrument's utility in facilitating registration and application submission (Audrey Umbreit, 2021, page 1).

These studies collectively contribute to a nuanced understanding of e-recruitment, exploring its multifaceted facets, from technological adoption to user perceptions and innovative instruments, thereby laying the groundwork for more efficient and strategic hiring processes.

## **1.2 Onboarding**

The onboarding process plays a pivotal role in shaping employee integration within a company, significantly influencing the assimilation of organizational culture. In a transparent hiring process, well-planned arrival, courteous reception, and informative company tours contribute to effective onboarding, as outlined by Dias, Cremonesi, and Lopes (2021). Elements

such as personalized training, mentorship, and early evaluations within the first week are identified as crucial for successful integration. The involvement of Human Resources (HR) emerges as pivotal, with Rickardo and Daniele (2023, page 694) emphasizing HR's role in motivation, needs capture, and leveraging organizational culture as a competitive advantage. The study underscores the necessity for continuous reviews and adaptations of internal practices to align with evolving business environments, emphasizing the positive impact of effective onboarding on organizational objectives and the development of a sense of belonging to the company.

Godinho et al.'s study delves into the importance of onboarding handbooks in the socialization and integration processes, shedding light on the competitive emphasis on attracting and retaining employees in global markets. The authors advocate for a comprehensive structure in onboarding books, encompassing essential elements like company history, mission and values, organizational structure, job descriptions, and work environment details (Godinho et al., 2023b, page 14). The findings underscore the continued relevance of onboarding books as vital instruments in facilitating organizational integration.

Olanipekun et al.'s exploration of the impact of training and development programs on perceived employee job performance, while specific to the context of insurance companies in Lagos State, Nigeria, provides valuable insights applicable to various sectors, including the recruitment and onboarding of employees in the CDEK franchise division. The study emphasizes the positive influence of training on employees' engagement in overtime, teamwork, and motivation to achieve set objectives (Olanipekun et al., 2023b, page 115). Furthermore, the research highlights the multifaceted benefits of training, including increased efficiency in task delivery and organizational growth (Olanipekun et al., 2023b, page 116).

Li and Zhang's study explores the role of secure-base leadership in influencing employees' behavior, advocating for organizations to prioritize cultivating this leadership style. The authors emphasize attributes such as availability, encouragement, and noninterference in managers, alongside establishing sound communication channels, effective feedback systems, and targeted reward and punishment mechanisms (Li & Zhang, 2023b, page 12). The article further accentuates the importance of improving employees' psychological availability through practices like respecting subordinates, accepting differences, and enhancing their well-being (Li & Zhang, 2023b, page 12).

Caldwell and Rutledge present a comprehensive overview of the importance of effective onboarding processes for new faculty in academic institutions. The authors emphasize the role of onboarding in hiring well-qualified faculty, retaining them, and supporting them as valued resources. They provide ten recommendations for new faculty onboarding, including creating a guidance team, initiating onboarding early, and intensive training for key personnel (Caldwell &

Rutledge, 2023b, pages 2-4). The study underscores the necessity of strong organizational cultures that value and support employees, presenting new faculty onboarding as a vital factor for the present and future success of academic institutions.

Haave et al.'s investigation into the role of digital information in onboarding processes and its impact on newcomers' understanding of their job and the organization highlights the positive contributions of digital information to aspects of compliance and welcome. However, the study emphasizes that clarity regarding job understanding and expectations requires more than a digital course, necessitating face-to-face interactions for deeper understanding (Haave et al., 2023b, page 489).

Petrilli et al.'s study delves into the challenges and opportunities associated with digital onboarding, recognizing the complexities organizations face in achieving seamless integration. The study identifies a critical problem in digital onboarding, emphasizing the struggle to instill a sense of agency or "pouvoir d'agir." The research underscores the importance of structured digital onboarding processes, offering comprehensive support to newcomers for understanding organizational culture, roles, and fostering motivation (Petrilli et al., 2022). Mentorship emerges as a key element, aiding in professional orientation and career development.

Esha et al.'s exploration of the impact of remote work culture on the virtual onboarding of new employees highlights the significance of online orientation, training, and holistic support in regaining workers' confidence. The study emphasizes the managerial perspective, highlighting the efficacy of these structures in helping individuals thrive and assisting businesses in achieving their goals more effectively (Esha et al., 2023b, pages 50-51).

Țîțu and Pana's analysis of employees in knowledge-based organizations, particularly in the IT industry, emphasizes the adaptability of employees and the crucial role of employers' agility and adaptability in fostering collaboration. The study distinguishes motivation from morale, discussing the concept of learning organizations and their focus on encouraging employees' continuous learning, skill development, and adaptation to changes (Țîțu & Pana, 2023b, page 8-10).

Kianto et al.'s study examines the relationship between knowledge management processes and job satisfaction, emphasizing the significant impact of intra-organizational knowledge sharing, codification, and retention on job satisfaction. The study identifies collegial support, encouragement, and a positive work climate as strong enablers of job satisfaction (Kianto et al., 2016b, page 630). The authors conclude that knowledge management processes are linked to high job satisfaction, demonstrating a novel benefit of knowledge management for organizations.

Rožman et al.'s investigation into the influence of knowledge management components on the work engagement of employees identifies nine dimensions of knowledge management with a significant positive impact on work engagement. The study emphasizes the importance of engaged employees as key factors in the competitiveness and performance of a company, highlighting the positive outcomes of engagement on creativity, innovation, client satisfaction, financial results, and reduced absenteeism (Rožman et al., 2019b, page 52-54).

Nasikhin and Danila's research on the impact of knowledge management on employee performance, specifically focusing on the mediation effect through employees' competence, underscores the pivotal role of knowledge management in improving employee performance. The study emphasizes the importance of in-house training programs to foster employee resource development effectively and the significance of mentorship in guiding newcomers (Nasikhin & Danila, 2018c, page 344-345).

Mahboub et al.'s investigation into the relationship between Knowledge Management (KM) practices, Organizational Commitment (OC), and Job Satisfaction (JS) among employees in Moroccan Small and Medium-sized Enterprises (SMEs) highlights the relevance of KM practices in promoting favorable work attitudes and job well-being.

Leo et al.'s study on the dynamic interplay between knowledge management, innovation, and firm performance emphasizes knowledge management as a strategic instrument for companies operating in competitive environments. The positive influence of innovation on firm performance suggests the importance of fostering a culture of continuous improvement and creativity, with the study advocating for ongoing efforts to increase the quality of products through knowledge management practices (Leo et al., 2023, page 12-13).

Overview of existing approaches towards recruitment and onboarding conducted to develop, implement and evaluate outcomes of implementation of instruments for recruitment and onboarding of employees from Belarus in the CDEK franchise division and shows insights into contemporary practices and challenges. The exploration of e-recruitment underscores the transformative impact of digital platforms, video conferencing, chatbots, and web-based evaluations on hiring practices, particularly in the post-Covid-19 era. The studies collectively emphasize the need for strategic adoption of technology to expand candidate pools, enhance efficiency, and focus on the strategic aspects of company operations. Furthermore, the nuanced understanding of e-recruitment extends to user perceptions, innovative instruments such as text-bots and chatbots, and the potential benefits of blind recruitment in mitigating bias. These insights collectively lay the groundwork for more efficient and strategic hiring processes, offering a comprehensive view of the multifaceted facets of e-recruitment.

On the onboarding front, the overview of existing approaches towards recruitment and onboarding highlights the critical role of effective onboarding in shaping employee integration, emphasizing elements such as personalized training, mentorship, and continuous reviews for successful assimilation. The involvement of Human Resources emerges as pivotal, with an emphasis on HR's role in motivation, needs capture, and leveraging organizational culture. Onboarding handbooks, training and development programs, secure-base leadership, and digital information are identified as key elements contributing to successful onboarding processes. Moreover, the exploration of onboarding extends to challenges and opportunities associated with digital onboarding, emphasizing the importance of mentorship and structured processes. The impact of remote work culture on virtual onboarding is also discussed, underscoring the significance of online orientation and holistic support.

In the context of knowledge-based organizations, the overview of existing approaches towards recruitment and onboarding sheds light on the adaptability of employees, the role of employers' agility, and the significance of learning organizations. Knowledge management processes are explored for their impact on job satisfaction, work engagement, and employee performance. The studies emphasize the positive outcomes of engaged employees on creativity, innovation, client satisfaction, financial results, and reduced absenteeism.

Overview of existing approaches towards recruitment and onboarding provided insights into recruitment and onboarding, based on which instruments for recruitment and onboarding of employees from Belarus in the CDEK franchise division were identified. The integration of technological advancements, user perceptions, and practices emerges as a key theme, emphasizing the need for a holistic approach to talent acquisition and assimilation.

## CHAPTER 2. DESCRIPTION OF THE COMPANY AND THE CURRENT APPROACH TO RECRUITMENT AND ONBOARDING

### 2.1 CDEK franchise division characteristics

CDEK franchise division was opened in 2021 as a back office with all employees working online. Clients are in the B2B segment: owners of online stores, sellers on marketplaces, manufacturers of goods—any business that requires delivery. Entrepreneurs don't have time to delve into the details of logistics processes, but it's important for them that customers receive parcels on time and that CDEK is available if anything goes wrong. We seek out such businesses, connect them to CDEK delivery, and assist them with all questions for a percentage of their shipments.

CDEK franchise division growing at a rate of 700% per year, and in 2 years, have entered the TOP-10 franchisees by the number of clients. Every month, conclude more than 200 contracts, which account for 20% of all CDEK contracts in the Northwestern Federal District. Clients of CDEK franchise division send more than 8000 parcels per month. Currently, in CDEK franchise division, there are 2 owners and 11 employees (Table 1).

*Table 1*

**Employees of the CDEK franchise division and their responsibilities**

	<b>Responsibilities</b>
<i>2 owners of this CDEK franchise division</i>	-
<b>Sales Department:</b>	
1 sales team lead who works in outsource	<ul style="list-style-type: none"> <li>● Monitor the work of managers in CRM</li> <li>● Writing scripts</li> <li>● Implement improvements in Bitrix24</li> <li>● Train managers in new sales techniques</li> <li>● Training of new employees</li> </ul>
2 sales managers	<ul style="list-style-type: none"> <li>● Establish and maintain long-term relationships with key customers</li> <li>● Build a high standard of service, solve problems</li> <li>● To support clients at all stages of cooperation</li> </ul>
1 Sales Department Coordinator	<ul style="list-style-type: none"> <li>● Check requests from clients according to internal regulations</li> <li>● Provide customers with calculations on the cost of our</li> </ul>



**Continuation of the Table 1**

	<p>services</p> <ul style="list-style-type: none"> <li>● Add customer data to the database, form and send contracts to customers</li> <li>● Create requests for changes to customer data, block contracts</li> <li>● Run the Bitrix24 CRM system</li> <li>● Working with document automation</li> <li>● Make adjustments to uncoordinated contracts</li> </ul>
<p><b><i>Support Department:</i></b></p>	
<p>1 team lead of support department</p>	<ul style="list-style-type: none"> <li>● Monitoring the work of CX managers</li> <li>● training new employees</li> <li>● Solve customer problems in the chat</li> <li>● Protect customers before CDEK</li> <li>● Create an image of logistics and e-commerce experts</li> <li>● To remove negativity with empathy and a desire to help</li> <li>● Reduce the outflow metric</li> </ul>
<p>2 CX managers</p>	<ul style="list-style-type: none"> <li>● Solve customer problems in the chat</li> <li>● Protect customers before CDEK</li> <li>● Create an image of logistics and e-commerce experts</li> <li>● To remove negativity with empathy and a desire to help</li> <li>● Reduce the outflow metric</li> </ul>
<p><b><i>HR Department:</i></b></p>	
<p>1 HR director</p>	<ul style="list-style-type: none"> <li>● Developing and implementing personnel management plans.</li> <li>● Recruitment, selection, and evaluation of personnel.</li> <li>● Monitoring the training and development of newcomers and employees.</li> <li>● Resolving conflicts and settling disputes within the scope of labor relations.</li> <li>● Ensuring compliance with labor legislation.</li> <li>● Managing the performance evaluation and compensation process for employees.</li> <li>● Conducting analysis and forecasting personnel needs.</li> <li>● Ensuring that the company's activities comply with ethical</li> </ul>

**Continuation of the Table 1**

	<p>principles and corporate culture.</p> <ul style="list-style-type: none"> <li>● Contributing to the development and maintenance of a positive work atmosphere and corporate spirit.</li> </ul>
1 recruiter	<ul style="list-style-type: none"> <li>● Checking candidates' resumes</li> <li>● Conducting the first stage of the interviews</li> <li>● Sends information to HR director</li> </ul>
<b><i>Accounting Department:</i></b>	
1 chief accountant	<ul style="list-style-type: none"> <li>● Keeping records in accordance with laws and standards</li> <li>● Tax reporting</li> <li>● control of settlements with counterparties</li> <li>● Payment of salaries to employees</li> <li>● Internal and external audit</li> </ul>
1 accountant	<ul style="list-style-type: none"> <li>● Receiving and entering primary documents into the accounting system (An average of 50 per month)</li> <li>● Uploading bank statements to the accounting system, verifying the correctness and correcting payment transactions</li> <li>● Gather the entered primary documentation for payments</li> <li>● Formation of payment orders (On average 10 per day)</li> <li>● Formation and verification of reconciliation reports with suppliers and buyers, tax authorities</li> <li>● Processing customer requests for accounting and calculations</li> <li>● Working with accounts receivable</li> </ul>

**Source: [Compiled by the author of the final qualifying work]**

Goal in the HR department is to find motivated and ambitious managers, who want to grow and develop alongside CDEK franchise division. And to have a clear understanding of whom I want to see in CDEK franchise division, and for newcomers and employees to understand what is expected from them, there is a job description that outlines the principles of a Manager's work, specifically their attitude towards work, colleagues, clients, money, and themselves. The manager manages projects, people, and themselves. Therefore, in CDEK franchise division, there are no

linear employees, everyone from the CEO to the cleaner is a Manager, but at different levels of responsibility.

This instruction is a code of conduct for a competent professional whom colleagues and managers can rely on. Working with them is interesting, comfortable, and profitable. Such a person is destined for success, with doors open to any company. Link to job description: <https://cdek.promo/base/di>

Based on our "Job Description," principles in hiring personnel are:

1. "Can't afford to choose a mediocre candidate," 80% of success depends on the right people; if there is no careful selection of employees, problems will arise in the future.
2. Create a team of motivated, constantly developing employees.

## **2.2 Current situation in recruitment and onboarding in CDEK franchise division**

In CDEK franchise division hiring personnel for the following roles:

- Sales manager
- Sales department coordinator
- Accountant
- Customer support manager (CX manager)

Currently, the recruitment and onboarding of employees occur as follows:

1. Post the job vacancy on the HeadHunter website for the territory of Belarus.
2. Recruiter reviews the resumes of those who responded to the vacancy and conducts initial interviews with all candidates to assess their skills and experience. She writes up the interview outcomes and passes them on to me.
3. With candidates who have successfully passed the first stage of interviews, I conduct the second stage of interviews. I ask questions in a case format to assess how the candidate would act in various situations that arise within our company. I choose one person and hire him/her into our team.
4. With the person who has joined CDEK franchise division, team lead conducts individual calls via Google Meet. Team lead shows the programs that he/she will work with, how communication is structured, and where to find information on work-related problems, such as documents and templates.
5. Within 2 months, new employees should independently understand all the nuances of the work, but they can still ask questions to team leads and managers.
6. After 2 months, the employee may be able to perform most work tasks independently, but they still do not know all the details, so they still ask questions.

### *Why do I post the vacancy on HeadHunter specifying the territory of Belarus:*

To create a personal account within the CDEK internal system, it is necessary to receive an SMS confirmation, which is sent only to phone numbers in the Russian Federation, Kazakhstan, and Belarus. To select one territory from these three, I posted vacancies in all three locations to understand where there would be more responses.

I posted the same vacancy for "Manager for B2B client support at CDEK (remote)" in Moscow, Minsk, and Astana. It turned out that the least number of responses was in Moscow, slightly more in Astana (Fig. 1), and the highest number of responses was in Minsk (Fig. 2). Therefore, posting the vacancy specifically for the territory of Belarus is the best option for attracting managers.

Вакансия	Регион	Менеджер	Отклики	Срок размещения	Дата архивации ↑
<input type="checkbox"/> Открытые вакансии					
<input type="checkbox"/> Менеджер по поддержке b2b клиентов CDEK (удаленно) Стандарт	Москва	Екатерина Воронина	34	30	16.11.23
<input type="checkbox"/> Менеджер по поддержке b2b клиентов CDEK (удаленно) Стандарт	Астана	Екатерина Воронина	90	30	15.11.23

**Fig. 1 Number of responses in Moscow and Astana**

Source: [Compiled by the author of the final qualifying work]

Вакансия	Регион	Менеджер	Отклики	Срок размещения	Дата архивации ↑
<input type="checkbox"/> Открытые вакансии					
<input type="checkbox"/> Координатор отдела продаж Стандарт плюс	Минск	Екатерина Воронина	673 +21	30	27.03.24
<input type="checkbox"/> Координатор отдела продаж Стандарт плюс	Минск	Екатерина Воронина	217 +4	30	15.03.24
<input type="checkbox"/> Менеджер по поддержке b2b клиентов CDEK (удаленно) Стандарт	Минск	Екатерина Воронина	324 +18	30	10.03.24
<input type="checkbox"/> Менеджер по поддержке b2b клиентов CDEK (удаленно) Стандарт	Минск	Екатерина Воронина	1394 +44	30	01.03.24

**Fig. 2 Number of responses in Minsk**

Source: [Compiled by the author of the final qualifying work]

The problems that the CDEK franchise division currently has are:

1. Low Conversion on HeadHunter from Viewing Vacancies to Responses as of October 25, 2023. For example:
  - 202 views, 11 responses, conversion rate is 5.4%
  - 705 views, 56 responses, conversion rate is 7.9%
  - 1269 views, 118 responses, conversion rate is 9.2%

Due to such a small number of responses, it's difficult for us to find candidates who meet our criteria.

The table 2 shows a detailed conversion rate through each stage of the selection process for the sales department coordinator. Despite receiving a substantial number of responses (118), and conducting a significant number of interviews (98 by the recruiter and 75 by the HR director), the process resulted in no hires, as indicated by the total conversion rate of 0% (Table 2).

Table 2

**Conversion as of October 25, 2023**

The selection stage	Sales Department Coordinator	
	quantity	conversion rate %
<i>Goal</i>	<i>1</i>	
Number of responses in HH	118	100%
Number of interviews conducted by recruiter	98	83%
Number of interviews conducted by me (HR director)	75	77%
The number of candidates who have started attending individual calls via Google Meet with team lead	1	1,3%
Number of people who entered our company	0	0%
<b>Total conversion rate %</b>	0%	

Source: [Compiled by the author of the final qualifying work]

2. Spend 94132 rubles per month on employee search if I need to fill one type of vacancy (Table 3).

**How much we spend to find one employee**

The cost of posting a vacancy on the HeadHunter Standard+	41320 for 10 vacancies of Standart+ 41320/10=4132 per one vacancy
Recruiter salary only for recruitment as a part of my salary	20000 rubles per month
My salary only for recruitment as a part of my salary	70000 rubles per month
<b>Total</b>	<b>94132 rubles</b>

Source: [Compiled by the author of the final qualifying work]

3. The process of finding one employee who fits our principles takes 2 months.

4. New employees make a large number of mistakes, and for these mistakes, we incur a penalty of 150000 rubles. The main rule that new employees violate is: Simultaneous work under the CDEK franchise agreement and with any other courier company (including through affiliated entities) based on contracts for remunerated services or the placement of an office of another transportation/logistics/courier company at the same address as the CDEK division office is not allowed. Violation of this rule may be grounds for termination of the franchise agreement and imposition of penalty sanctions in the amount of 150000 rubles in favor of the managing company of CDEK.

5. The onboarding process takes 1 month because each time I need to replace an employee, the department team leads must call the newcomers and explain the information.

In addition to the data I described earlier, to assess the effectiveness of the current onboarding process, gather feedback on existing problems and deficiencies, and ultimately improve the process for future newcomers, I conducted a survey among current employees to obtain feedback about their onboarding experience (Results of a survey are attached in the Appendix, Fig. 18-24, Table 16).

From the survey I conducted, it was found that 62.5% of employees rated the informativeness of presentations/materials they received when they joined us as 2 out of 5. The majority of employees (7 out of 8) noted that they did not receive sufficient support from team leads or managers during the first month. Employees indicated that the best learning approach

would include a specific schedule, pre-prepared materials, and online meetings with team leads. They mentioned that they wanted clear planning and scheduling, active support from team leads, and a more structured and sequential approach to learning information.

Based on the survey, it is evident that the onboarding process needs to be made more structured, with added support from team leads and an increase in practical activities.

### **2.2.1 Thematic Analysis of interview with the owners of the CDEK franchise division in order to review the current situation regarding recruitment and onboarding**

I had an interview with owners of the CDEK franchise division and made a thematic analysis in order to review the current situation regarding recruitment and onboarding.

The thematic analysis process of the interview involved: familiarization, coding, generating themes, defining and naming themes, and writing up.

During step 1, which was familiarization, I transcribed the interview (Interview transcription with CDEK franchise division owners in order to review the current situation regarding recruitment and onboarding is attached in the Appendix) to understand everything. This step involved immersing oneself in the data by repeatedly reading the transcripts to become deeply familiar with the content.

Step 2 was coding. These codes represented key problems and observations raised by the interviewees

Codes that I identified:

- High cost of HR processes
- Inefficiency in recruitment
- Lack of structure in recruitment
- Lack of structure in onboarding
- Costly mistakes by new hires
- Financial penalties from mistakes
- Need for structured onboarding
- Suggestions for improved recruitment
- Suggestions for improved onboarding

Step 3 was generating themes

Collating codes into potential themes:

1. Theme 1: High costs and inefficiency.

Codes:

- High cost of HR processes
- Inefficiency in recruitment

These codes clearly point to financial and operational inefficiencies, justifying their grouping under this theme.

2. Theme 2: Lack of structure

Codes:

- Lack of structure in recruitment
- Lack of structure in onboarding

The lack of formal processes in both recruitment and onboarding consistently indicates an overarching theme of structural deficiencies.

3. Theme 3: Financial impact of mistakes

Codes:

- Costly mistakes by new hires
- Financial penalties from mistakes

Both codes describe the financial repercussions of errors made by poorly trained new hires, supporting their inclusion in this theme.

4. Theme 4: Recommendations for improvement

Codes:

- Need for structured onboarding
- Suggestions for improved recruitment
- Suggestions for improved onboarding

These codes collectively represent the owners' ideas for improvement of the recruitment and onboarding processes.

Step 4 was defining and naming themes

Theme 1: High costs and inefficiency

The owners expressed concern over the high costs associated with their HR processes, highlighting inefficiency in recruitment as a significant problem.

Theme 2: Lack of structure

A major pain point for the owners is the chaotic state of both recruitment and onboarding processes, which lack any formal structure.

Theme 3: Financial impact of mistakes for our CDEK franchise division



The lack of proper onboarding results in new hires making costly mistakes, leading to significant financial penalties for our CDEK franchise division.

#### Theme 4: Recommendations for improvement

The owners suggested specific improvements, including faster and more cost-effective recruitment processes and a structured onboarding program.

#### Step 5: Writing up

##### Final thematic analysis report:

The analysis of the interview data with the owners of the CDEK franchise division identified several key problems and potential solutions in recruitment and onboarding processes.

##### Theme 1: High costs and inefficiency

Both owners expressed frustration over the high costs associated with their current HR processes. Owner 1 noted that despite significant monthly expenditures, the results are subpar, with not enough suitable candidates being found for the amount spent. This inefficiency in recruitment is a major concern for the business.

##### Theme 2: Lack of structure

The lack of structure in both recruitment and onboarding processes was a recurring theme. Owner 2 described the situation as chaotic and painful, especially for someone who values CDEK franchise division. This lack of formal structure leads to operational inefficiency and an unorganized approach to recruitment and onboarding of newcomers.

##### Theme 3: Financial impact of mistakes for our CDEK franchise division

The disorganized onboarding process results in new hires making mistakes, some of which violate company policies. Owner 2 highlighted that these mistakes cost our CDEK franchise division 150000 rubles in penalties each time they occur. This financial cost highlights the need for a more structured and efficient adaptation process.

##### Theme 4: Recommendations for improvement

To address these problems, the owners suggested several improvements. Owner 1 suggested speeding up the hiring process and making it more cost-effective by improving the job placement system, faster selection and more effective interviews. Both owners agreed on the need for a structured onboarding program that includes comprehensive training in company policies and procedures and consistent implementation for all newcomers.

## **CHAPTER 3. PROPOSED INSTRUMENTS FOR RECRUITMENT AND ONBOARDING OF EMPLOYEES FROM BELARUS**

### **3.1 Role profiling as a preparatory stage for instruments for recruitment and onboarding of employees from Belarus**

Before implementing instruments for recruitment and onboarding of employees from Belarus, it is essential to clearly define the expectations and requirements for candidates for all positions I need. This will help clearly define the goals and tasks of the position, as well as the professional and personal qualities required for the role. Role profiling sets the direction for recruitment overall, helping to structure and understand what qualities to look for in candidates and how to evaluate them.

First of all, I describe the goal "Who we are looking for" to describe the candidate in one sentence: who do we want to find? And describe why we are specifically looking for such a person. This will set the direction for the search.

For example, for the CX Manager position, I need to find a "friend" for the team who wants to grow. "Friend" - because they should be a pleasant person. It should be easy to communicate with them for both clients and colleagues. Wants to grow - because CX is not just support, but a separate business vertical that requires immersion. There is a stereotype that support is low-skilled work and easy to get into. I need those employees who are interested in developing in this area and growing with us.

After that, I describe the tasks/responsibilities of the candidate and define their daily tasks, as well as priorities in work (Table 4). This is important both for evaluating suitable candidates and for subsequent successful task execution within the job. It is necessary to describe in my own words the tasks that the employee will perform.

*Table 4*

**Tasks/responsibilities, daily tasks, and priorities in the work of a CX manager**

To address customer issues in the chat	The main daily routine
To advocate for customers before CDEK	YAS1 clients are not the same as CDEK clients, and they are needed only by us.
To create an image of logistics and e-commerce experts	Manager is a "friend in delivery"
To address negativity with empathy and a desire to help	The client knows they can reach out with any request. And even if we cannot assist, we will do everything possible.
To reduce churn metric	goal of departmental

**Source: [Compiled by the author of the final qualifying work]**

Next, I fill in the section "Who I Want to See" (WWS) (Table 5). Based on the goals and tasks, I write down what qualities the employee should possess, what they should be able to do, what they should enjoy about the work, and what positions in other companies such people might work in. I write down 4-5 qualities. These qualities will be assessed at each stage of the funnel. The type of test to give and the questions to ask at the interview will depend on these qualities.

Table 5

**Section "Who I Want to See" (WWS) for the CX manager**

1. he wants to develop in support, and not sit out	CX – this is not technical support
2. Able to study information independently	Principle No. 2. We create a team of motivated, constantly developing employees.
3. Loves helping people	There is no place in support without this
4. Knows the rules of correspondence, is literate	We don't want to blush when reading correspondence with clients
5. Able to work remotely	Principle No. 2. We create a team of motivated, constantly developing employees.

**Source: [Compiled by the author of the final qualifying work]**

In the "CV Review" section (Table 6), criteria are outlined to quickly filter out candidates based on their CVs, which do not meet specific criteria.

In the job description text, I add a task for the candidate to complete when applying. The complexity and type of task depend on the WWS and the demand for the vacancy. For example, for the CX Manager position, I request that candidates include in their cover letter where they found the job posting. If there is no response, the candidate likely thought:

1. "Obviously, if I'm applying on HeadHunter, then I found the job posting on HeadHunter - the employer will figure it out." Or, "If it's obvious to me, then the employer must be stupid to ask for it – it's not necessary to write."

2. "I'll apply first - then read; I'll see it when they respond."

Working with such individuals would be challenging.

This method helps us assess:

- Interest: Can I understand if the candidate applies to everything or if there is specific interest in our vacancy?

- Attention to detail: Did they read the entire job posting?

- Accountability: Did they fulfill the employer's first request?

- Filtering out those who think they're the smartest and disregard employer requests if they find them obvious.

This helps speed up the hiring process and minimize risks associated with unsuitable candidates.

Next, I identify the "stop factors" in the CV that indicate a candidate is not suitable. Each criterion is assigned a score, and the number of points for filtering is determined. The higher the candidate's score, the worse. This is necessary to have clear filtering criteria rather than randomly selecting CVs.

Table 6

**"Stop factors" in the CV of a CX manager**

	<b>why?</b>
Age 40+ and 23- (1)	40+ is likely to be difficult in a team with young and mb PC problems 23- probably won't be reliable
No relevant experience (1)	It's always better with experience than without. Working with clients is not for everyone
No remote experience (1)	Remote work is not for everyone, there is a risk that it will not cope
There are errors in the text (3)	CV is a reflection of a person. If you haven't checked for mistakes, it shows your attitude and level of responsibility.
Changes companies a lot (2)	Those who change jobs more than once a year
Nonsense is written, such as "I am the god of calls and the king of chats" (3)	They are crazy and inadequate
Private practice, freelance, sole proprietor currently (2)	Freelancers live from order to order. It will work until a new client arrives. The sole proprietor goes to the line staff only to sit out until he finds a new niche

**Source: [Compiled by the author of the final qualifying work]**

After that, I outline what will be said and asked during the qualification chat/call (Table 7). If the main tasks of the employee do not involve phone communication, it is better to start the conversation via chat after receiving the application. If I am looking for a talkative person, for example, a sales manager, then I ask questions in a short call (voice bot, which will be described later) for 2-3 minutes. The questions asked in this section depend on the "Who I Want to See" (WWS) section.

For example, for the CX Manager position:

To begin, please tell me a little about yourself:

- Describe your experience working with clients.
- Why are you interested in this vacancy?
- How do you think you can benefit us?

This way, I assess the candidate's interest in the vacancy and accountability. I check one or more qualities from the WWS, filter out inappropriate candidates, and those who cannot articulate their thoughts.

To evaluate the responses, I outlined "stop factors." Just like in the CV stop factors, I determined which answers are definitely not suitable and filter out such candidates.

For example, for the CX Manager position:

Table 7

**Qualification chat/call for CX manager**

	<b>why?</b>
Multiple message response (1)	Can't structure a thought
No understanding of text hygiene (1)	We need to teach the rules of correspondence
No answer to all questions (1)	Inattentive
Asks a question instead of an answer (3)	Arrogant, inadequate
Voice message (3)	Voice messages are written at the first acquaintance by people who don't care if it's convenient for the recipient to listen to it, there will be the same indifferent attitude towards customers

**Source: [Compiled by the author of the final qualifying work]**

For the test assignment, I write a short task (Table 8). I specify for myself which WWS this task verifies. I determine what answers I want to see. The complexity and type of task depend on the WWS and the demand for the vacancy.

For example, for the CX Manager position:

As a short task, record a screencast for a client explaining how to calculate the cost of shipping a package on the CDEK.ru website. Upload the screencast to Google Drive and send the link in your reply message.

If one doesn't know what a screencast and CDEK are, they can Google it in 10 minutes. This quick task will filter out those who are not willing to spend 30 minutes to join our team. I

specifically ask for a screencast because it reflects the task of conveying to clients how to use their personal account.

Goal: To assess interest = willingness to invest time. We filter out lazy individuals and candidates with low motivation.

I outline stop factors and assign points to each criterion. The more points, the worse. Then, I determine the cutoff score.

For CX Manager:

*Table 8*

**Short task for CX manager**

	<b>why?</b>
In the message in the telegram, the candidate does not write who he is, does not give a link to the CV (2)	A person will take care of clients: he must understand that if he just writes to the bos, then I will have to look for him among other responses - so he did not take care of me
The screencast is recorded without a voice explanation (2)	It is not difficult to record and also shows the level of care

**Source: [Compiled by the author of the final qualifying work]**

The final stage is writing the "Who I Want to See" (WWS) questions for the interview (Table 9). There are general questions for everyone, but for each vacancy, a list of questions needs to be compiled to determine if the candidate fits the WWS.

I need to write:

- the question
- which WWS we are verifying
- what we roughly expect to hear

To choose the best candidate, I cannot rely on intuition when selecting candidates and avoid being deceived by candidates.

For CX Manager:

Table 9

**Questions for the interview with CX manager**

What am I asking	What I want to hear
What is an acceptable time to respond to a client?	The time depends on the channel of the appeal
Imagine that you came after a lunch break and saw 100 requests from clients. Apparently, something serious has happened. Your actions?	to prioritize, ask clarifying questions, express thoughts structurally. For example: Is 100 requests a lot or a little? Are they the same type or different? can I influence the cause of their occurrence? and so
What is your favorite app/website? Tell a beginner how to use the X function?	he will explain how to a child.
3.1 Oh, I got distracted. Tell me again.	He will not be angry when he explains 2 times.
What is the difference between working in b2b and b2c support?	There are no differences, there are people everywhere with their own problems

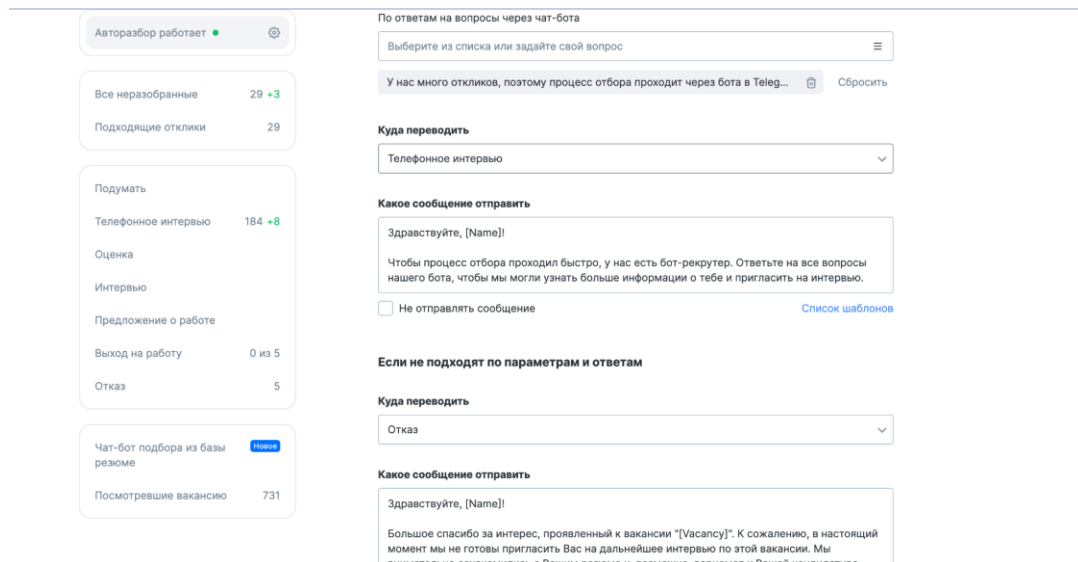
**Source: [Compiled by the author of the final qualifying work]**

The questions formulated for the interview are aimed at assessing the candidate's compliance with the stated requirements and their ability to adapt and solve tasks within the role of a CX Manager. This allows for a deeper understanding of the candidate and their potential for successful work in this position.

**3.2 Auto-analysis of responses on HeadHunter**

In order for candidates to automatically get into the Telegram text bot, which I write about further in section 3.3 Telegram Text Bot, I turn on the auto-analysis of responses function on HeadHunter (Fig. 3). This auto-analysis of responses is aligned with the broader trend of integrating digital instruments and platforms into the recruitment process, as highlighted in overview of existing approaches towards recruitment and onboarding. Dr. B. Bharathi and Mrs. K. Saraswathy's reviewed e-recruitment practices (Krishnamurthy & Bharathi, 2022, pp. 167-169),

their study underscores the transformative impact of such technological integrations, which facilitate a more extensive candidate pool. Moreover, Koivunen et al.'s examination supports the use of automated instruments for fast-tracking applications and enhancing brand image (Koivunen et al., 2022, pp. 503-508). By utilizing the auto-analysis function on HeadHunter, I can ensure that candidates are efficiently funneled into subsequent stages of the hiring process.



**Fig. 3 How does auto-analysis of responses work**

**Source: [Compiled by the author of the final qualifying work]**

1. The candidate responds to our vacancy on the HeadHunter website.

Immediately after the response, the bot on the HeadHunter website writes a message:

*We have a lot of candidates, so the selection process goes through a Telegram bot.*

*Click the "yes" button if you want to continue.*

2. If the candidate clicks the "yes" button, the HeadHunter's bot sends him/her

a message:

*Hello, [Name]!*

*To ensure that the selection process is fast, we have a bot recruiter. Answer all the questions from our bot so that we can find out more information about you and invite you to an interview.*

*Link to our Telegram recruiter bot: [t.me/HRCDEKrecruitment\\_bot](https://t.me/HRCDEKrecruitment_bot).*

*With respect,*

*[HRName]*

So the candidate clicks on the link to the Telegram text bot and goes through the automatic selection process.



3. If the candidate clicks the "no" button, the HeadHunter's bot sends him/her a message:

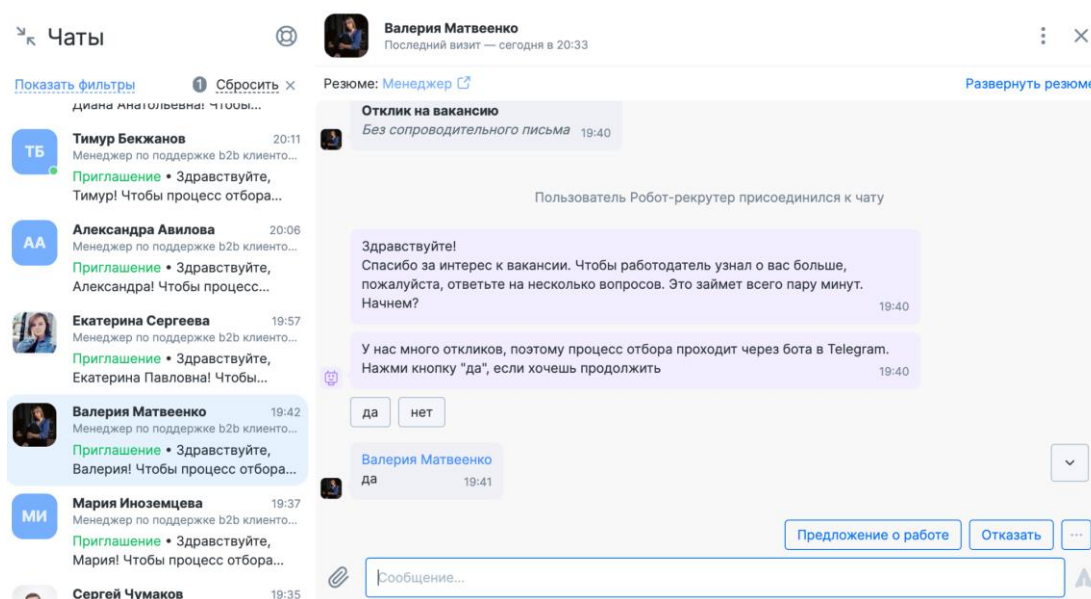
*Hello, [Name]!*

*Thank you so much for your interest in the vacancy. Unfortunately, at the moment we are not ready to invite you for a further interview on this vacancy. We have read your RESUME carefully and may return to your candidacy when we have such a need.*

*With respect,*

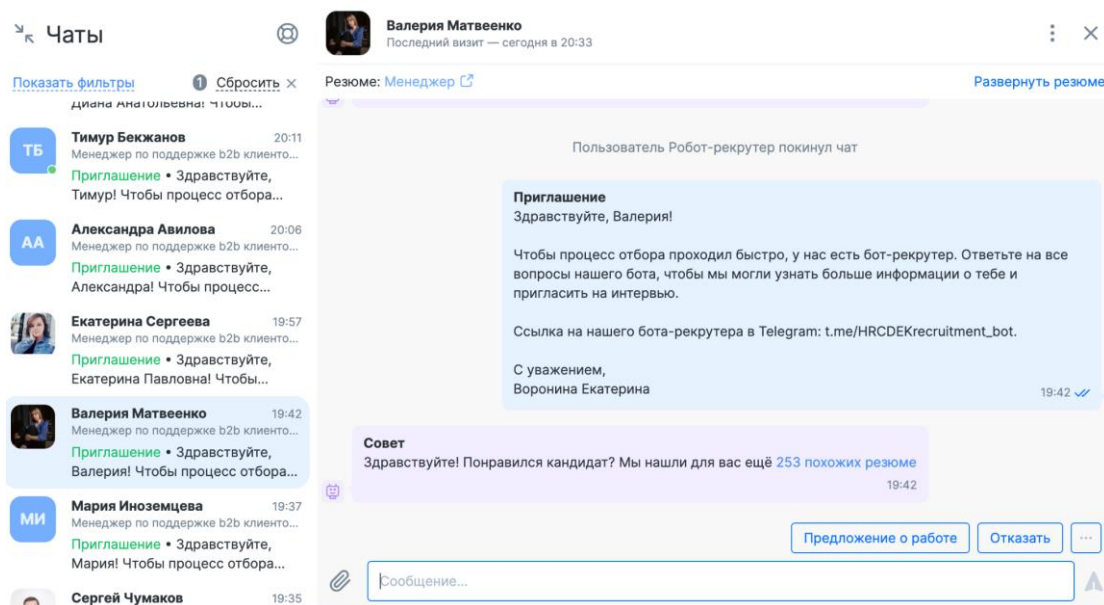
*[HRName]*

The auto-analysis of responses on HeadHunter processes the candidate's responses, providing instant reply and next steps to quickly and automatically transfer candidates to my Telegram text bot (Fig. 4 and Fig.5).



**Fig. 4 How does auto-analysis of responses look like in a chat with candidates on the HeadHunter. Part 1**

Source: [Compiled by the author of the final qualifying work]



**Fig. 5 How does auto-analysis of responses look like in a chat with candidates on the HeadHunter. Part 2**

**Source: [Compiled by the author of the final qualifying work]**

### 3.3 Telegram Text Bot

Based on insights from interviews with CDEK franchise division owners, survey feedback from current employees, and overview of existing approaches towards recruitment and onboarding, I am creating a Telegram text bot for conducting initial candidate assessments using Role Profiling before interviews. This automated bot evaluates potential candidates, reducing the time and resources spent on the recruitment process. I develop the bot on the Twin platform <https://twin24.ai/>. The choice of this platform is due to the fact that the owner of our CDEK franchise division has purchased a Twin company franchise, so we have special cooperation conditions and reduced usage costs.

The usage cost of the Twin service for us is:

- Cost of a text bot message: 0.15 rubles
- Cost of a voice bot message: 0.15 rubles

The Twin service allows creating both text and voice bots. They can recognize intentions, intonations, and analyze responses using ChatGPT.

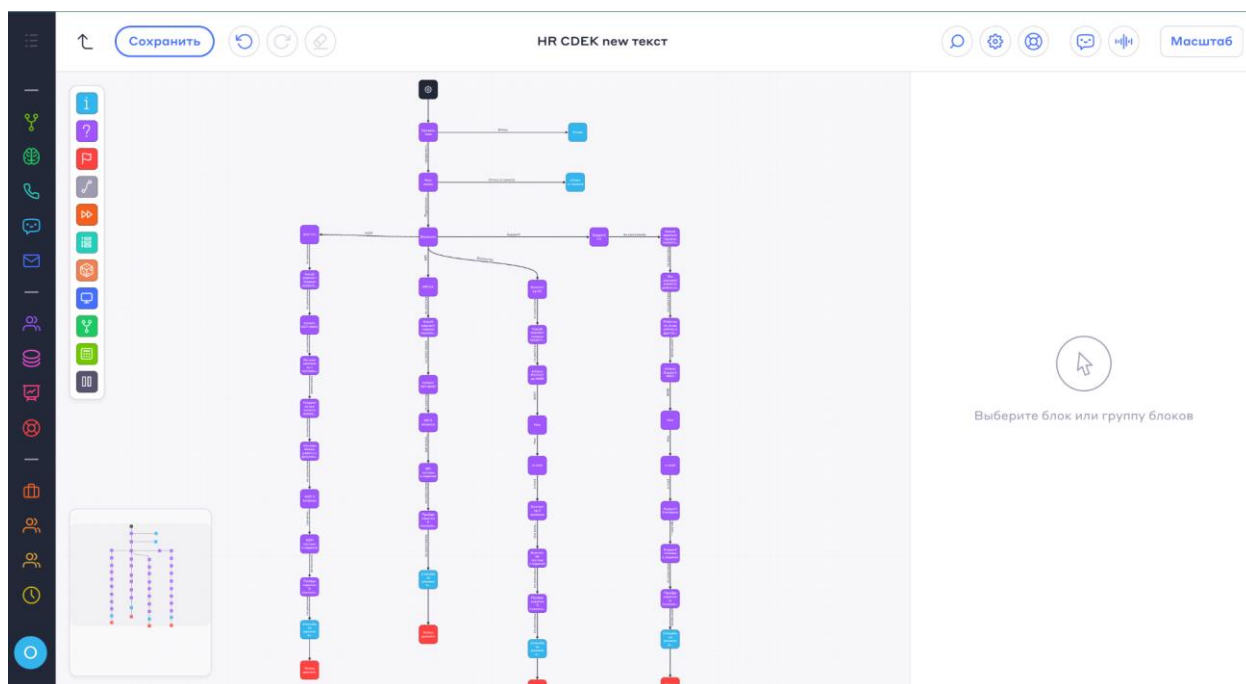
The interview with CDEK franchise division owners highlighted problems in the recruitment process, such as high costs and inefficiency. Telegram text bot will streamline the initial assessment phase. It can recognize intentions, intonations, and analyze responses using

ChatGPT, ensuring only qualified candidates proceed to further stages, while cost of a text bot message is 0.15 rubles, thus reducing the inefficiencies and high costs mentioned by the owners.

The overview of existing approaches towards recruitment and onboarding supports the implementation of technological advancements in recruitment. Krishnamurthy & Bharathi (2022) and Rao (2023) highlight the benefits of e-recruitment, such as reduced time and costs, and the importance of using digital platforms and instruments like chatbots. The bot leverages these insights by integrating digital assessments and automating candidate evaluations to enhance efficiency. Koivunen et al. (2022) and Umbreit (2021) emphasize the effectiveness of chatbots in recruitment, enhancing applicant quality and brand image, and streamlining recruitment processes. These findings reinforce the decision to use a telegram text bot for initial candidate assessments.

I developed a bot on Twin myself, and it took 2 working days to create it, because I had experience creating bots, and I knew how my bot should work and look like.

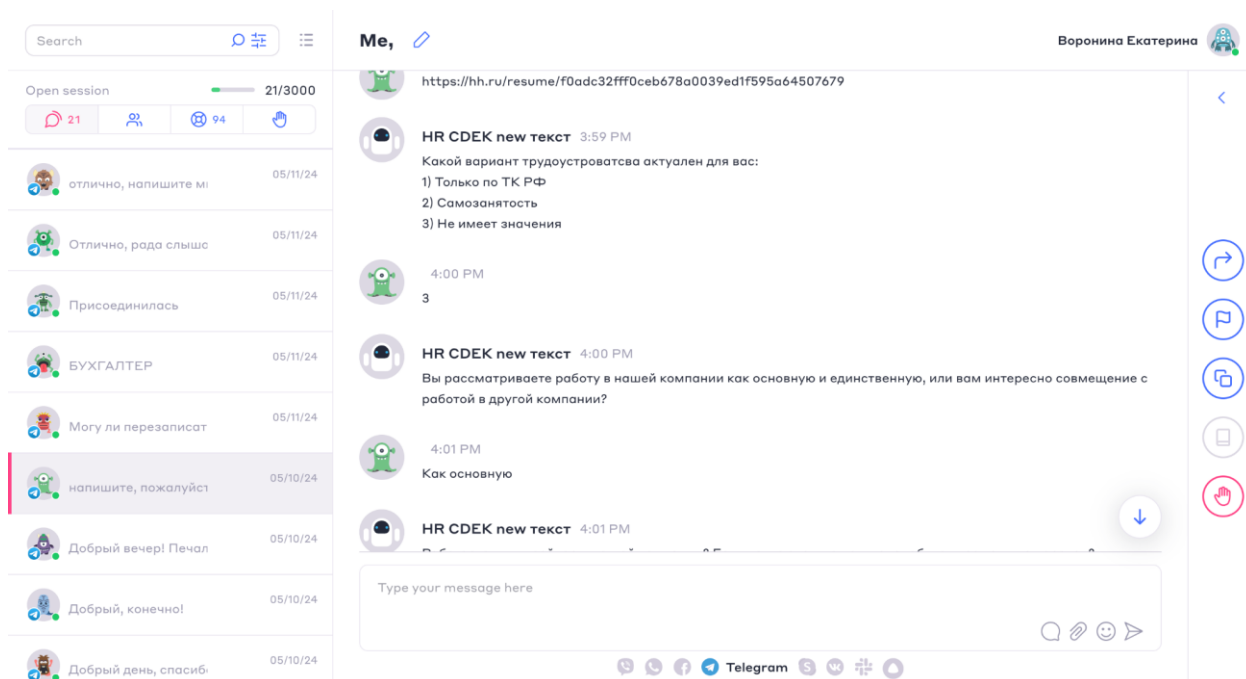
The visual representation includes various roles and connections, illustrating the workflow and logic implemented in the bot (Fig. 6). This panel allow me as a developer to design, edit, and manage the bot's functionalities. I made a bot that asks open-ended questions and multiple-choice questions and it can analyze responses of candidates.



**Fig. 6 How the developed bot looks like on Twin in development panel**

**Source: [Compiled by the author of the final qualifying work]**

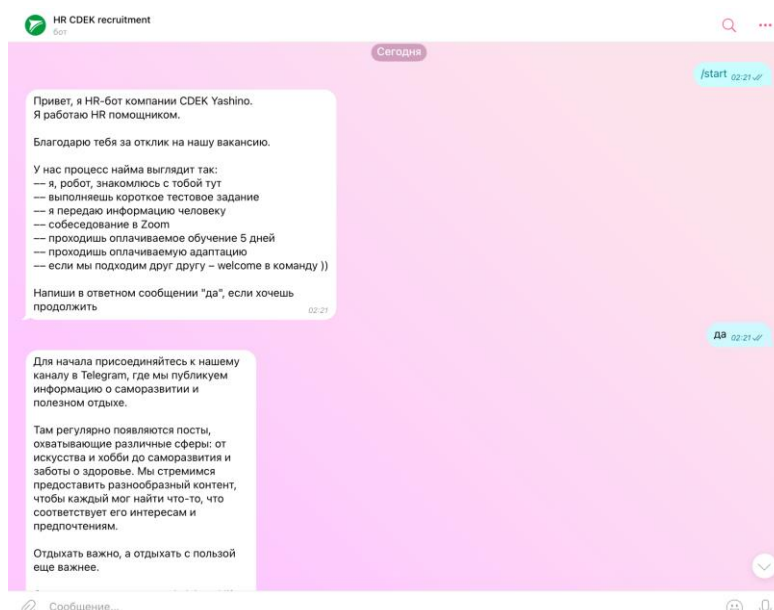
In my account I can see the list of candidates who have successfully passed all stages of the recruitment process (Fig. 7). The interface includes detailed conversations with each candidate, highlighting the completion of various stages and providing a streamlined view of the candidate's progress.



**Fig. 7 How the list of can candidates who have successfully passed all stages of Telegram text bot looks like**

**Source: [Compiled by the author of the final qualifying work]**

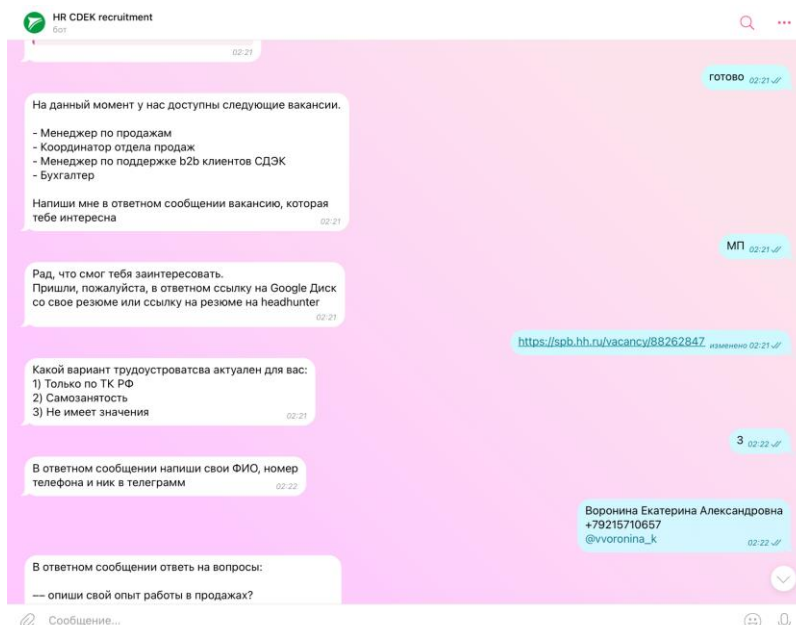
The bot gives important information regarding the recruitment process, providing instructions (Fig. 8). Candidates receive clear and structured messages, which guide them through each stage of the application and selection process. By providing clear and structured messages, the bot ensures that candidates understand what is expected of them.



**Fig. 8 Instructions for candidates in Telegram text bot**

**Source: [Compiled by the author of the final qualifying work]**

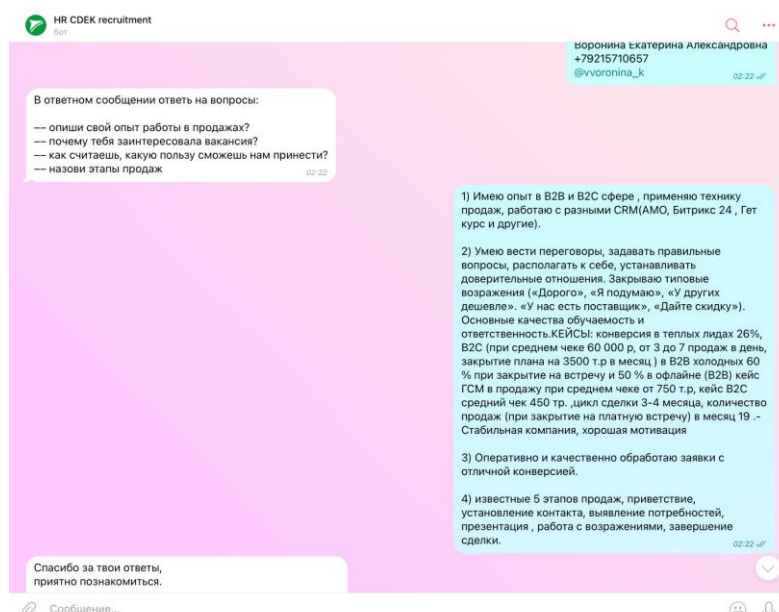
The bot lists the available vacancies and provides clear instructions for the candidates to follow (Fig. 9). By requesting specific information and offering easy-to-follow prompts. So candidates are well-informed and can proceed through the necessary steps efficiently, improving the overall experience and effectiveness of the recruitment process.



**Fig. 9 How do candidates see available vacancies and questions in Telegram text bot**

Source: [Compiled by the author of the final qualifying work]

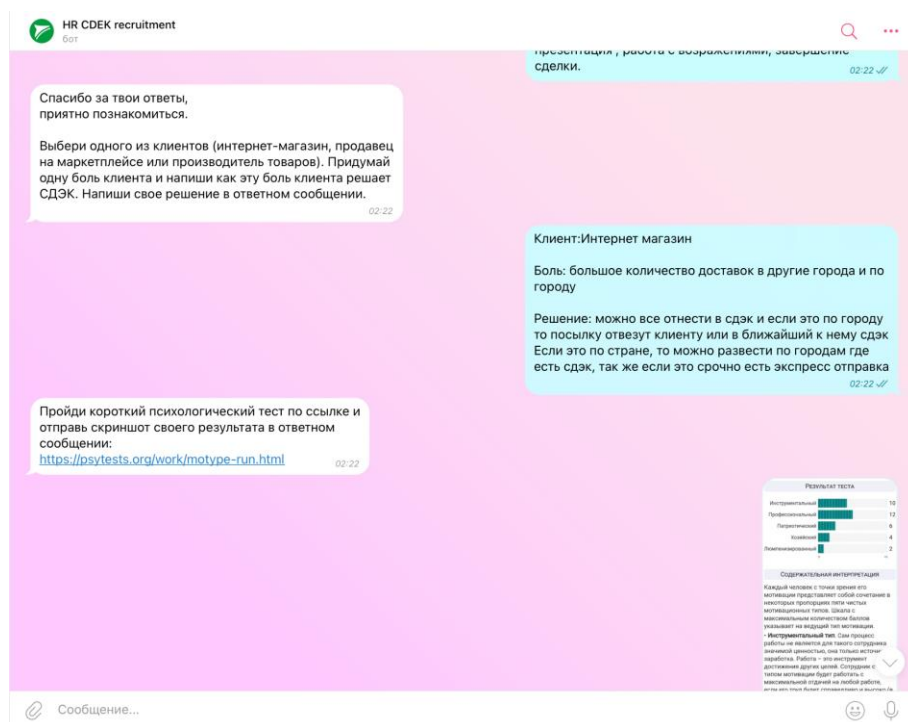
The bot conducts a qualification chat to assess candidates based on their responses (Fig. 10).



**Fig. 10 How do candidates see Telegram text bot**

Source: [Compiled by the author of the final qualifying work]

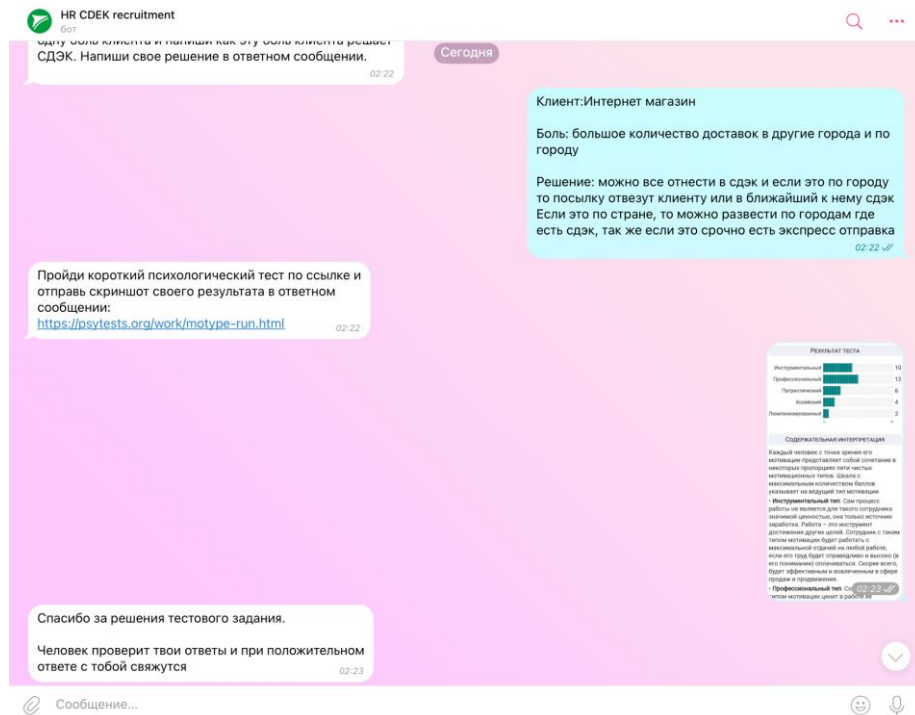
The bot presents candidates with specific tasks or questions to assess their problem-solving abilities and understanding of the job requirements (Fig. 11). By providing clear instructions and relevant tasks, the bot ensures a structured qualification process. The responses from candidates are then used to determine their fit for the role based on predefined criteria.



**Fig. 11 How do candidates see Telegram text bot**

**Source: [Compiled by the author of the final qualifying work]**

The bot gives short tasks to candidates to assess their problem-solving skills and understanding of job-related challenges. For example, candidates might be asked to analyze a specific client problem and suggest a solution. After that, the candidate is given a link to complete a psychological test, further assessing their suitability for the role based on their results.



**Fig. 12 How do candidates see Telegram text bot**

**Source: [Compiled by the author of the final qualifying work]**

1. The bot requests basic personal information from the candidate, such as name, contact details, and a link to their resume.
2. The bot asks the candidate questions from the "Qualification Chat" section aimed at assessing their qualifications, skills, work experience, and intentions. This allows for a more comprehensive understanding of the candidate before conducting interviews and eliminates those candidates who are not suitable for us.
3. The bot sends the candidate a test assignment.
4. After completing the test assignment, the bot evaluates the candidate's results using ChatGPT based on pre-established criteria. This automates the process of assessing the candidate's work quality and reduces the time spent on deciding on their further participation in the hiring process.
5. In the operator panel, I have a list of candidates who have successfully passed all stages of Telegram text bot. I can read all the messages in the chats and write messages on behalf of the bot if I need to. All candidates who successfully passed all stages of Telegram text bot are automatically proceeded to the first stage of the interview with Voice bot.

### **3.4 Voice bot for the first stage of the interview**

To candidates who have successfully passed all stages of the Telegram text bot, a voice bot calls using the candidate's contact information provided in the text bot. This way, the process of initial assessment and preliminary interviews happens automatically and without pauses.

From the interviews with CDEK franchise division owners, they identified the high cost of HR processes and the inefficiency in finding good candidates. The voice bot aims to reduce costs because we don't need to pay the recruiter 20000 rubles per month and the cost of a voice bot message is 0.15 rubles, by automating the initial interview stage, ensuring that only qualified candidates proceed further. I developed a voice bot on Twin myself, and it took 2 working days to create it, because I had experience creating bots, and I knew how my bot should work and look like.

Based on an overview of existing approaches towards recruitment and onboarding, several key insights have informed the idea of voice bot for the first stage of the interview. Studies emphasize the efficiency gains from automated systems, reducing manual tasks, and allowing a focus on strategic operations (Koivunen et al., 2022, pp. 503-508). Moreover, the importance of clear communication and comprehensive candidate information is underscored as crucial for effective recruitment (Islam & Ayan, 2021b, pp. 57-58). Additionally, Alainati's (2022b, p. 30) study on unconventional recruitment platforms in Kuwait reveals the flexibility, speed, and wide reach of online recruitment methods. This aligns with using a voice bot for the first stage of the interview in the recruitment process, making it more accessible and efficient.

How does this process work:

1. The voice bot asks questions to assess the candidate's motivation, experience, and knowledge.
2. Bot asks questions in the format of solving cases.
3. After asking questions bot provides all details about vacancy, about our CDEK franchise division and about our onboarding process.
4. After the interview, the bot provides information about those candidates who are suitable for the second stage of the interview. I can read the transcription of the interview and listen to the audio in order to evaluate the bot's performance, verify the accuracy of the responses, and ensure the quality of the candidate's answers.

As a result, I have a list of candidates who have successfully passed the initial assessment and the first stage of the interview with the bot and are suitable for the second stage of the interview with me. If I need to hire 2 managers for our team, during the second stage of the interview, I select



5 candidates who will undergo training. I choose more candidates for training than needed for hiring because based on my experience, when I selected exactly 2 people, after training, we ended up with 0 because CDEK has its own internal systems, programs, and documents that are quite complex and not suitable for everyone. Considering the complexity of internal systems, programs, and documents of CDEK, it is preferable to train additional candidates to minimize the risk of temporary and personnel losses.

### **3.5 The onboarding process**

The onboarding process is based on insights from interview with CDEK franchise division owners and overview of existing approaches towards recruitment and onboarding. Based on insights gathered from the interview with the CDEK franchise division owners, it became clear that the current recruitment and onboarding processes are fraught with high costs, lack of structure, and inefficiencies leading to costly mistakes. Owner 1 highlighted the excessive spending on HR processes without yielding satisfactory results, while Owner 2 emphasized the chaos and lack of structure in onboarding, resulting in bad trained employees who make expensive mistakes. These observations have directly informed the development of the following structured and efficient onboarding process, aiming to address these problems. I developed the onboarding process myself and it took 20 working days to create schedule for sales manager, sales department coordinator, accountant and customer support manager (CX manager), each of them have their own schedule depending on what is important for that position in our CDEK franchise division.

Overview of existing approaches towards recruitment and onboarding emphasize the importance of structured onboarding programs that include personalized training, continuous mentorship, and early evaluations (Rickardo & Daniele, 2023; Godinho et al., 2023b). Additionally, the integration of digital instruments and face-to-face interactions has been identified as essential for effective onboarding (Haave et al., 2023b; Petrilli et al., 2022). Lanipekun et al. (2023b) highlighted the importance of training and development programs in enhancing employee engagement and performance. With these insights, the following onboarding process has been developed to make integration of new employees.

The onboarding process consists of:

#### **1) Training, which lasts for 5 working days.**

The training period lasts for 5 working days. During this time, newcomers study information according to a pre-established schedule using provided materials, such as videos, presentations, documents and assessments (Table 10). Newcomers have daily calls with the team

lead to discuss questions and apply the acquired knowledge in practice. This period is compensated at 1000 rubles per day, regardless of the position.

Table 10

### Training for the position of sales department coordinator

day 1		day 2		day 3		day 4		day 5	
<b>goal</b>	Getting to know CRM. Column analysis.	<b>goal</b>	Familiarization with the "Counterparty" sections in ЭК5. Verification of the counterparty. Introduction of OMI.	<b>goal</b>	Familiarization with the "Contract" section. Creating a contract. Document automation.	<b>goal</b>	Working with the lead. Blocking the contract. Making changes. Marketplace and payment.	<b>goal</b>	Practice in CRM/EK5
9:00 - 10:30	CDEK - how it works <a href="#">COURSE</a>	9:00 - 13:00	Get acquainted with the resources for checking clients by <a href="#">LINK</a>	9:00 - 10:00	The benefits of concluding a contract <a href="#">COURSE</a>	9:00 - 10:00	Payment <a href="#">COURSE</a>	Open crm. We are working on new lines.	
	The way of the parcel <a href="#">COURSE</a>		Checking the counterparty <a href="#">PRESENTATION</a>	10:00 - 11:30	Getting to know the types of contracts. <a href="#">COURSE</a>	10:00 - 11:30	Delivery to the marketplace <a href="#">COURSE</a>		
	<a href="#">WHAT IS ПУСК?</a> ( <a href="#">LINK</a> + файл в тт)		Getting to know the counterparty section + filling out cards <a href="#">VIDEO</a>	11:30 - 13:00	Stages of the agreement. <a href="#">PRESENTATION</a>		<a href="#">Fulfillment COURSE</a>	10:00 - 11:30	Intern 1+2
10:30 - 12:00	<a href="#">Basic rules of work in CRM VIDEO</a>		Getting to know OMI. <a href="#">PRESENTATION</a>	13:00 - 13:30	Creating a contract for the self-employed. <a href="#">COURSE</a>	11:30 - 13:30	Meeting with the team leader. Let's go into CRM self-lead processing + debriefing	11:30 - 12:30	Intern 3+4
		13:00 - 14:00	Task: It is necessary to check the client, is it possible to hire him? If not, why not? Specify the client's LC. INN: 623401127866 and 1832116802. Send the answer to the curator's personal account	13:30 - 14:00	The creation of the contract <a href="#">COURSE</a>	13:30 - 15:00	Break		
	The "Manager is appointed" stage <a href="#">VIDEO</a>	14:00 - 15:00	Break		Break	15:00 - 18:00	Repetition of the previous material, preparation of the workplace (links, sites, templates), repetition of the ПУСК		
	<a href="#">The "You can't write a WMD" stage of the Video</a>	15:00 - 16:00	The Employee section <a href="#">COURSE</a>		<a href="#">The creation of the contract. COURSE</a>				
12:00 - 13:00	The "Release by ПУСК" <a href="#">VIDEO</a>	16:00 - 17:30	Get acquainted with a videos <a href="#">LINK</a>	14:30 - 15:00	Making contracts with foreign clients. <a href="#">COURSE</a>				

**Continuation of the Table 10**

	How do I make the first contact? Types of communication via Bitrix24. <a href="#">PRESENTATION</a>	17:30 - 18:00	Take the test (send a screenshot with the results in private messages to the curator) <a href="#">TEST</a>	15:00- 15:30	<a href="#">Self-employed in the Republic of Kazakhstan and the Republic of Belarus.COURSE</a>				After the exam, the final test will be waiting for you :)
13:00 - 14:00	Break				What is Document automation and how to work with it? <a href="#">COURSE</a>				
14:00 - 15:00	The " OMI is written"" <a href="#">VIDEO</a>			15:30- 17:00	What is an audit and how to avoid it? <a href="#">LINK</a>				
	The "Full questionnaire received" stage <a href="#">VIDEO</a>				<a href="#">Making changes to the counterparty. Help</a> <a href="#">Blocking the contract. Reference</a>			Пройти тест	<a href="#">TEST</a>
	The stage "The contract is not ready" <a href="#">VIDEO</a>			17:00 - 18:00	Meeting with the team leader, answers to questions				
15:00 - 18:00	17:00 Meeting with the team leader and getting to know each other. <a href="#">LINK</a>								
									<a href="https://docs.google.com/document/d/1ZE5nDC02RuPoac453Ej0H7dw_5cLj5WuRbuV2MuQ35M/edit">https://docs.google.com/document/d/1ZE5nDC02RuPoac453Ej0H7dw_5cLj5WuRbuV2MuQ35M/edit</a>

**Source: [Compiled by the author of the final qualifying work]**

**How I select 2 people out of 5 to join our team after training:**

I assess engagement in the training, ability for self-study, absence of careless errors, and also test knowledge through two assessments. If I observe interest, attention, and good results in training, even with limited positions available for the given role, I may offer alternative development opportunities within our CDEK franchise division for other positions that would be

interesting for both newcomers and us. I value collaboration with proactive, goal-oriented individuals and are interested in their contribution to our CDEK franchise division.

**Conditions under which training is not compensated:**

1. If the individual scores less than 80% during assessments.
2. If the individual completes the training before the scheduled date.
3. If the individual fails to complete the tasks provided during training.
4. If the individual is more than 5 minutes late for meetings with the team lead.

**2) Adaptation period, which lasts for 10 working days (2 weeks).**

During the adaptation period, newcomers begin to independently perform the majority of their work tasks but can still ask questions to the team lead.

The adaptation period is compensated as follows:

- 1000 rubles for support managers and accountants
- 1500 rubles for sales managers and sales department coordinators
- 2500 rubles for managers and team leads

After the adaptation period, I identify 2 individuals who we enter into a contract with, and they fully handle all work tasks independently.

**3.6 Resources required for implementation**

Table 11 details the initial investments required to set up various components of the recruitment and onboarding processes for our CDEK franchise division. These expenses are essential for creating role profiles, developing instruments, and establishing onboarding schedules. Each task's financial cost and the time required are carefully calculated to ensure a smooth and efficient implementation (Table 11).

*Table 11*

**One-time expenses for implementation**

	<b>Money spent</b>	<b>Time needed</b>
In order to make Role profiling of: 1. Sales manager	30000 rubles	17 working days

**Continuation of the Table 11**

2. Sales department coordinator 3. Accountant 4. Customer support manager (CX manager)		
In order to make Telegram text bot	10000 rubles	2 working days
In order to make Voice bot	10000 rubles	2 working days
In order to make onboarding schedule for: 1. Sales manager 2. Sales department coordinator 3. Accountant 4. Customer support manager (CX manager)	25000 rubles	20 working days
<b><i>In total</i></b>	<b>75000 rubles</b>	<b>41 working days</b>

Source: [Compiled by the author of the final qualifying work]

Table 12 presents the recurring costs associated with maintaining the recruitment process. These fixed costs include expenses for posting vacancies, utilizing instruments, and the recruitment-related portion of the HR director's salary (Table 12).

*Table 12*

**Fixed costs for implementation**

	<b>Money spent</b>	<b>Time needed</b>
Post a vacancy on the HeadHunter	41320 for 10 vacancies of Standard+ 41320/10=4132 per one vacancy	1 minute
For using Telegram text bot on Twin during recruitment process	1000 rubles on average per month	It doesn't take human time

**Continuation of the Table 12**

For using Voice bot on Twin during recruitment process	500 rubles on average per month	It doesn't take human time
My salary only for recruitment as a part of my salary	15000 rubles per month	5 hours
<b><i>In total</i></b>	<b>7132 rubles</b>	<b>5 hours</b>

Source: [Compiled by the author of the final qualifying work]

### **3.7 Implementation implications for conversion, timing, financial outcomes, cohesiveness of working processes**

Section 3.7 provides evaluation implementation implications for conversion, timing, financial outcomes, cohesiveness of working processes.

#### **3.7.1 Survey newcomers for application feedback**

To evaluate the user experience of the applied instruments a survey was conducted among newcomers (Results of a survey are attached in the Appendix, Fig. fig 25-36, Table 17). The survey shows that the ease of use of the Telegram text bot received an average rating of 4.86 out of 5, where 42 people put 5 out of 5 points, 6 people put 4 out of 5 points and 1 person put 3 out of 5 points. Positive feedback highlighted quick responses (mentioned 14 times), convenience and availability (mentioned 6 times), a modern technology impression (mentioned 3 times), and no long waiting times (mentioned 5 times). Negative feedback was minimal, with a few mentions of long response times and a preference for human interaction.

Communication with the voice bot also got high points, with an even higher average rating of 4.96 out of 5, because 44 people put 5 out of 5 points, 4 people put 4 out of 5 points and 1 person put 3 out of 5 points. Positive feedback emphasized a quick and efficient process (mentioned 8 times), clear and structured communication (mentioned 4 times), and no need for human interaction (mentioned 5 times). There were no significant complaints overall. The key takeaways from these findings indicate very high overall satisfaction with minimal problems reported. Both bots were appreciated for their speed and convenience, though there are minor concerns about occasional slow responses and a desire for human interaction options.

Additional analysis of the voice bot showed positive feedback for natural and human-like communication (mentioned 12 times), a quick and efficient process (mentioned 9 times), flexibility in scheduling (mentioned 4 times), and friendly and clear communication (mentioned 5 times).

Negative feedback was minimal, with few mentions of the bot not answering all questions and a preference for human interaction.

The informative materials received an average rating of 4.98 out of 5, where 46 people put 5 out of 5 points, 3 people put 4 out of 5 points. Support from team leads and managers was reported as sufficient by 96% of respondents (47 people), with only 4% (2 people) reporting insufficient support. It shows very high satisfaction with both bots and onboarding materials, noting the major advantages of efficiency and convenience. Minor improvements could include addressing bot response concerns and incorporating more human interaction options. During onboarding, the majority of participants felt they received sufficient information. Examples of feedback included phrases like "всего хватило" (everything was enough), "было хорошее обучение" (it was good training), "всю нужную информацию мне дали" (I was given all the necessary information), and "информация была достаточна" (the information was sufficient). Most participants did not suggest any changes to the onboarding process, indicating high satisfaction. Feedback included phrases like "все было хорошо, нечего добавить" (everything was fine, nothing to add), "не знаю" (I don't know), "затрудняюсь ответить" (I find it difficult to answer), and "не нужны изменения" (no changes needed). These key takeaways highlight a well-structured and effective onboarding process, with minimal suggestions for improvement, though there is a minor suggestion for more individual support calls.

The first month posed some challenges, with PUSK (ПУСК) being mentioned as challenging initially, though training helped, and the new program (ЭК5) being mentioned for complexity, but quickly resolved. Most participants found the information clear and accessible. Emotions during the first month were predominantly positive, with feelings of joy, motivation, satisfaction, and pride being common. Specific emotions included trust, optimism, enthusiasm, inspiration, and a sense of belonging.

The survey results show a high level of satisfaction with the onboarding process, communication with bots, and the work environment. While there were minor concerns such as occasional slow bot responses and a preference for human interaction, these were outweighed by the overwhelmingly positive feedback. The findings demonstrate the effectiveness and positive impact of the telegram text bot, voice bot for the first stage of interview and the onboarding process.

### **3.7.2 Thematic analysis of interview with CDEK franchise division owners for application feedback**

I conducted an interview with CDEK franchise division owners and did thematic analysis in order to gain information about efficiency, costs and their feedback. This thematic analysis

process of the interview involved: familiarization, coding, generating themes, defining and naming themes, and writing up.

Step 1 was familiarization

I transcribed the interview (Interview transcription with CDEK franchise division owners for application feedback is attached in the Appendix) to ensure a thorough understanding of the content. This step involved immersing oneself in the data by repeatedly reading the transcripts to become deeply familiar with the content.

Then step 2 was coding, these codes represented key problems and observations raised by the interviewees.

Codes that I identified:

- Positive impact of new systems
- Cost reduction
- Efficient onboarding process
- Elimination of expensive mistakes
- Improved employee satisfaction
- No need for further changes

Step 3 was generating themes

Theme 1: Positive impact and efficiency

Codes:

- Positive impact of new systems
- Efficient onboarding process

These codes clearly indicate the overall positive effect and increased efficiency brought by the new systems.

Theme 2: Cost reduction

Codes:

- Cost reduction
- Elimination of expensive mistakes

These codes reflect the significant reduction in costs and the financial benefits of avoiding mistakes.

Theme 3: Improved employee experience

Codes:

- Improved employee satisfaction



This code represents the positive feedback and increased engagement from new hires.

Theme 4: Stability and satisfaction with current systems

Codes:

- No need for further changes

This code suggests that the current systems are meeting the owners' expectations without requiring further adjustments.

Step 4 was defining and naming themes

Theme 1: Positive impact and efficiency

- The new recruitment and onboarding systems have significantly streamlined processes, resulting in increased efficiency and positive overall impact.

Theme 2: Cost reduction

- The implementation of new systems has led to a substantial reduction in costs and elimination of expensive mistakes.

Theme 3: Improved employee experience

- The structured onboarding process and the use of technology have led to increased satisfaction and engagement of newcomers.

Theme 4: Stability and satisfaction with current systems

- The current systems are performing well, with no need for further changes as they meet the company's requirements effectively.

Step 5: Writing Up

Final thematic analysis report

The analysis of the interview data from the owners of the CDEK franchise division identified several key benefits and stability in the newly implemented recruitment and onboarding processes.

Theme 1: Positive impact and efficiency

Both owners highlighted the positive impact of the new systems, particularly the use of the Telegram text bot and the voice bot, which have streamlined the processes. This has led to increased efficiency in both recruitment and onboarding.

Theme 2: Cost reduction

The implementation of new instruments has reduced monthly expenses from about 100000 rubles to 7000 rubles, and the structured onboarding eliminated costly mistakes of newcomers, which reduced penalties to zero and had a positive impact on our finances.

### Theme 3: Improved employee experience

Feedback from newcomers indicates a positive reception to the structured onboarding. The use of technology in the initial recruitment stages has made the process smooth for new employees.

### Theme 4: Stability and satisfaction with current systems

Both owners are satisfied with the new recruitment and onboarding instruments, they do not see a need for further changes. The systems are performing well, meeting the company's needs effectively.

### Conclusion

This thematic analysis highlights the significant improvements and benefits brought about by the new recruitment and onboarding processes at CDEK, emphasizing the positive impact on cost efficiency, operational effectiveness, and employee satisfaction. The current systems are stable and satisfactory, with no immediate need for further changes.

### 2.7.3 Implementation implications:

The table 13 shows evaluation implementation implications for conversion, timing, financial outcomes, cohesiveness of working processes. The data is segmented into "Before" and "After" to highlight the changes through the implementation (Table 13).

Table 13

#### Evaluation implementation implications for conversion, timing, financial outcomes, cohesiveness of working processes

	Before	After
Conversion on the HeadHunter from viewing the vacancy to responding	5-9%	18-26%
How much money we spend per month on employee search if I need to fill one type of vacancy	94132 rubles that we need to pay every month	75000 rubles that we need to pay once 7132 rubles that we need to pay every month
How much money we spend per year on employee search if I need to fill one type of vacancy every month	$94132 * 12 = 1129584$ rubles	$75000 + (7132 * 12) = 160584$ rubles

**Continuation of the Table 13**

The process of finding one employee who fits our principles takes	2 months	1 week
The onboarding process takes	1 month (22 working days)	5 working days Training part + 2 weeks (10 days) adaptation part = 15 working days in total
Money that we pay for mistakes as penalty sanctions in favor of the managing company of CDEK	300000 rubles per month	0 rubles

**Source: [Compiled by the author of the final qualifying work]**

The following data presents detailed statistics on the conversion rates from viewing vacancies to responses on HeadHunter, a leading online recruitment platform, as of December 25, 2023 (Screenshots are attached in the Appendix, Fig. 37-41). For example:

- 951 views, 122 responses, conversion rate is 12,8%
- 5166 views, 1187 responses, conversion rate is 23,0%
- 1440 views, 223 responses, conversion rate is 15,4%
- 334 views, 62 responses, conversion rate is 18,5%

Tables 14 and 15 present an analysis of conversion at various stages of the candidate selection process, starting from the initial response to the qualification chat in Telegram to the successful completion of the adaptation period. The data is collected as of January 15, 2024 and March 20, 2024 and demonstrates the effectiveness of each stage of the recruitment process, including the number of responses received, test assignments conducted, interviews conducted and the final number of candidates who have started training and successfully completed adaptation (Table 14 and Table 15).

*Table 14***Conversion as of January 15, 2024**

<b>The selection stage</b>	<b>Sales Department Coordinator</b>	
	<b>quantity</b>	<b>conversion rate %</b>
<i>Goal</i>	2	
Number of responses in HH	641	100%

**Continuation of the Table 14**

The number of respondents to the qualification chat in Telegram text bot	31	5%
The number of test assignment received in Telegram text bot	10	32%
Number of interviews conducted by voice bot	9	90%
The number of candidates who have entered the training	4	44%
<b>Total conversion rate %</b>	0,62%	
Number of people on adaptation	2	
Number of people who successfully passed adaptation period	2	

**Source: [Compiled by the author of the final qualifying work]**

*Table 15*

**Conversion as of March 20, 2024**

	<b>quantity</b>	<b>conversion rate %</b>
<i>Goal</i>	2	
Number of responses in HH	465	100%
The number of respondents to the qualification chat in Telegram text bot	219	47%
The number of test assignments received in Telegram text bot	127	58%
Number of interviews conducted by voice bot	23	18%
The number of candidates who have entered the training	6	26%
<b>Total conversion rate %</b>	1,30%	

**Continuation of the Table 15**

Number of people on adaptation	4
Number of people who successfully passed adaptation period	2

**Source: [Compiled by the author of the final qualifying work]**

The implementation of recruitment and onboarding instruments has positive outcomes for the CDEK franchise division. The transformation is evident in several key areas, including conversion rates, financial savings, time efficiency, error reduction, and the overall effectiveness of the onboarding process.

Before the implementation, the conversion rate from viewing the vacancy to responding was between 5-9%, now conversion rate improved to 18-26%. Financial savings have also changed. Previously, the monthly expense for finding a one type of vacancy was 94132 rubles, with new instruments, this cost has been reduced to 7132 rubles. This significant reduction in recruitment expenses demonstrates the financial efficiency gained through the use of automated and structured processes. Time efficiency has improved as well, because the duration of finding a suitable candidate has been shortened from 2 months to 1 week.

Moreover, the onboarding process was 1 month (22 working days), while now its a 5 working days training part followed by a 2-week (10 days) adaptation period, totaling 15 working days. In addition to the reduction in the number of days of onboarding, now I solve one of the critical problems that we had was the frequency of mistakes made by newcomers, which often led to financial penalties. Previously, we paid 300000 rubles per month in penalty sanctions paid to the managing company of CDEK due to these mistakes based on information gained from interview with CDEK franchise division owners. During the interview I asked them to look at these financial expenses. New onboarding process has successfully eliminated these errors, reducing the penalty costs to 0 rubles per month. In conclusion, the integration of these new instruments has positive results.

## **CONCLUSION**

The goal of this consulting project was to develop and implement instruments for recruitment and onboarding of employees from Belarus in the CDEK franchise division as well as to evaluate the outcomes of implementation.

This goal was achieved through reviewing CDEK franchise division activities, reviewing the current situation regarding recruitment and onboarding in the CDEK franchise division, including interviews with the owners of this franchise division and surveys of current employees for feedback about the onboarding process they had, overviewing existing approaches towards recruitment and onboarding, developing and applying new instruments for recruitment and onboarding, surveying newcomers for application feedback, interviewing CDEK franchise division owners for application feedback, and evaluating implementation implications for conversion, timing, financial outcomes, and cohesiveness of working processes.

A review of CDEK franchise division activities and current recruitment and onboarding practices was conducted. This involved interviews with the owners of the CDEK franchise division and surveys of current employees to gather feedback about their onboarding experiences. This initial review highlighted problems such as high costs, inefficiency, and lack of structure in the recruitment and onboarding processes. To solve these problems, existing approaches were overviewed towards recruitment and onboarding. The insights gained from this overview informed the development and implementation of new instruments, including a Telegram text bot, voice bot for the first stage of interviews and onboarding process.

The new instruments were then developed and applied to the recruitment and onboarding processes. The Telegram text bot is used to conduct initial candidate assessments, the voice bot is the first stage of interviews, and onboarding process was made with training, which lasts for 5 working days and adaptation period, which lasts for 10 working days (2 weeks).

The evaluation of these new instruments showed improvements in several key areas. Conversion rates from vacancy views to candidate responses increased from 5-9% to 18-26%. The cost of recruiting one employee was reduced from 94132 rubles per month to one-time expenses for implementation of 75000 rubles and fixed costs for implementation of 7132 rubles, demonstrating decrease in costs. The time taken to hire suitable candidates decreased from 2 months to 1 week, allowing to adapt more swiftly to staffing needs. The onboarding process was also streamlined from 1 month (22 working days) to 15 working days, comprising a 5-day training period and a 10-day adaptation period. This new process not only reduced the onboarding time but also improved, as evidenced by the elimination of costly mistakes previously made by newcomers. The penalty costs, which amounted to 300000 rubles per month due to these mistakes, now penalty costs are 0 rubles.

Feedback from newcomers indicated high satisfaction with the new processes. The ease of using the Telegram text bot received an average rating of 4.86 out of 5, and the voice bot received an average rating of 4.96 out of 5. Additionally, 96% of new employees reported receiving sufficient support from team leads and managers during their first month.

Interviews with the owners of the CDEK franchise division confirmed the positive impact of the new instruments. They noted improvements in cost and time of the recruitment and onboarding processes.

The implementation of the new recruitment and onboarding instruments resulted in improvements in efficiency and cost reduction. These changes optimized the HR functions within the CDEK franchise division, enhanced employee satisfaction and reduced operational risks associated with onboarding mistakes from newcomers.

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## APPENDIX

A document stating that I work in CDEK franchise division signed by the owner of the CDEK franchise division



СДЭК RU, Яшино, Бэк,  
посёлок Яшино, 1, YAS1  
Тел: +79626850795

10 марта 2024


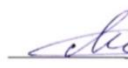
**СПРАВКА**

Настоящим подтверждаем, что Воронина Екатерина Александровна «19» апреля 2023 года была принята на работу в ИП Языков Олег Николаевич, офис компании СДЭК RU, Яшино, Бэк, посёлок Яшино, 1, YAS1, в настоящее время занимает должность «HR директор».

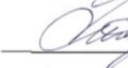
ИП Языков Олег Николаевич, офис компании СДЭК RU, Яшино, Бэк, посёлок Яшино, 1, YAS1 это франчайзинговое подразделение компании СДЭК.


Справка дана для предоставления по месту требования.

Языков Олег Николаевич



Уткин Станислав Алексеевич





CDEK RU, Yashino, Back,  
Yashino settlement, 1, YAS1  
Phone number: +79626850795

March 10, 2024



**CERTIFICATE**

This is to certify that Ms. Voronina Ekaterina has been actually working for Sole Proprietor Yazykov Oleg Nikolaevich, office of CDEK RU, Yashino, Back, Yashino settlement, 1, YAS1 is a franchise division of CDEK as of April 19, 2023. Currently, her job title is “HR director”.


IP Yazykov Oleg Nikolaevich, office of CDEK RU, Yashino, Back, Yashino settlement, 1, YAS1 is a franchise division of CDEK.

This certificate is issued for submission upon request.

Языков Олег Николаевич



Уткин Станислав Алексеевич



**Fig. 14 document stating that I work in CDEK franchise division signed by the owner of the CDEK franchise division**

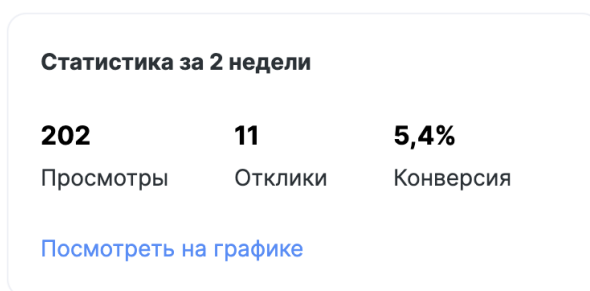
Source: [Compiled by the author of the final qualifying work]

Conversion on the HeadHunter from viewing vacancies to responses as of October 25, 2023.



**Fig. 15 Conversion on the HeadHunter from viewing vacancies to responses as of October 25, 2023. Part 1**

Source: [Compiled by the author of the final qualifying work]



**Fig. 16 Conversion on the HeadHunter from viewing vacancies to responses as of October 25, 2023. Part 2**

Source: [Compiled by the author of the final qualifying work]



**Fig. 17 Conversion on the HeadHunter from viewing vacancies to responses as of October 25, 2023. Part 3**

Source: [Compiled by the author of the final qualifying work]

### **Interview transcription with CDEK franchise division owners in order to review the current situation regarding recruitment and onboarding**

Me: Thanks for sitting down with me today. Can you share your thoughts on which problems do we have now in recruitment and onboarding?

Owner 1: You know, one of the biggest headaches for me is the high cost of our HR processes. We're spending a lot every month, but the results aren't great. I don't like spending so

much on a not so efficient process, because we don't get enough good candidates for what we're spending.

Owner 2: I agree with that, we need to reduce costs on that. Well, I can also add that we don't have any structure to our recruitment or onboarding processes, now its a chaos. For me as a person who likes structure in everything, its very painful to see this chaos.

Me: How does this lack of structure affect our operations?

Owner 2: When we finally do hire someone, onboarding is a mess. New employees don't get the training they need, so they make mistakes. These mistakes can be really costly, especially when they violate our policy about not working with other courier companies.

Me: Can you talk more about the financial impact of these mistakes?

Owner 2: Sure, these mistakes cost 150000 rubles in penalties, and we have a new rule that for each mistake we need to pay such a penalty, so we need to fix it somehow.

Me: Can you please now check how much concretely we spend every month on this penalty.

Owner 2: Sure, wait. Now we spend 300000 rubles per month for these penalties. So we need a more structured onboarding process to make sure new hires understand our rules from day one.

Me: What can we change to solve these problems?

Owner 1: We need to make the recruitment faster and spend less. Better job postings, quicker screening, and interview processes would help a lot. We need to cut down on the time and money it takes to find the right candidates.

Me: What about the onboarding process? What changes would make the most impact there?

Owner 1: We definitely need a more structured onboarding program. Maybe comprehensive training on our policies and procedures, maybe more meetings with Ksenia.

Owner 2: Yes, we need to do something that we will use for all new employees and we will not change it everytime we need to do onboarding for new employees.

Me: Thanks for your insights.

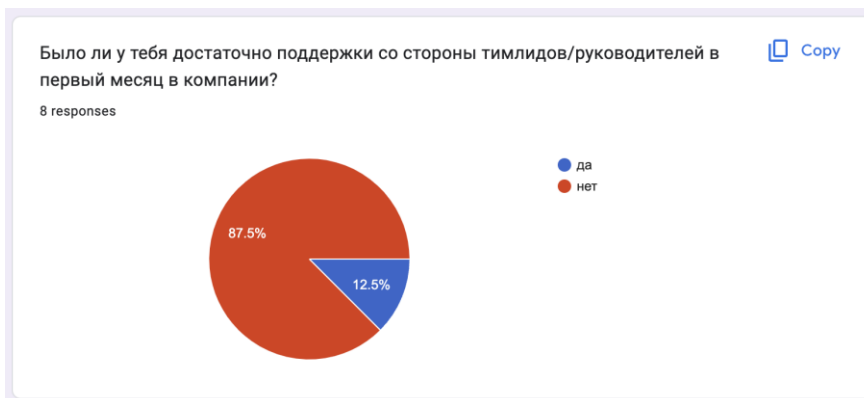
Owner 1 & Owner 2: Thank you, Katya. We're looking forward to seeing the improvements.

**Survey of the current employees for feedback about the onboarding process they had:**



**Fig. 18 Question 1 of the survey of the current employees for feedback about the onboarding process they had**

**Source: [Compiled by the author of the final qualifying work]**



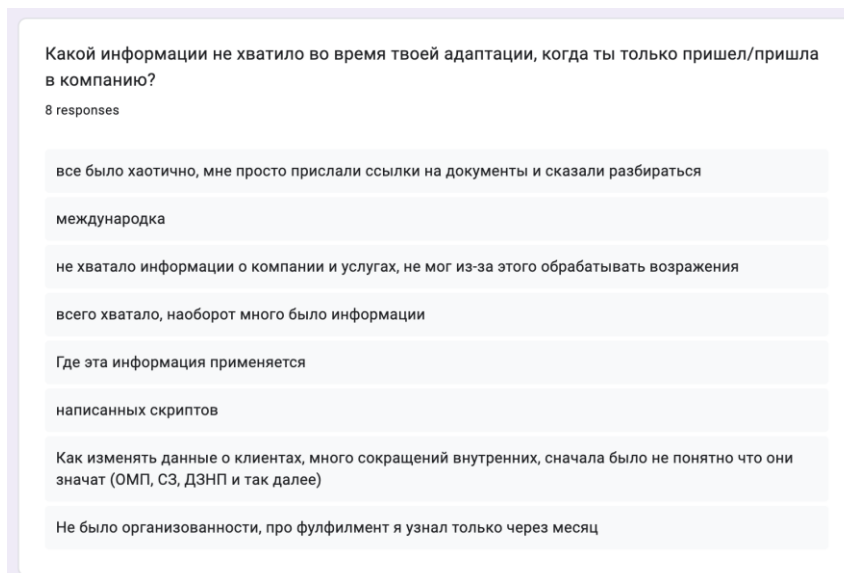
**Fig. 19 Question 2 of the survey of the current employees for feedback about the onboarding process they had**

**Source: [Compiled by the author of the final qualifying work]**



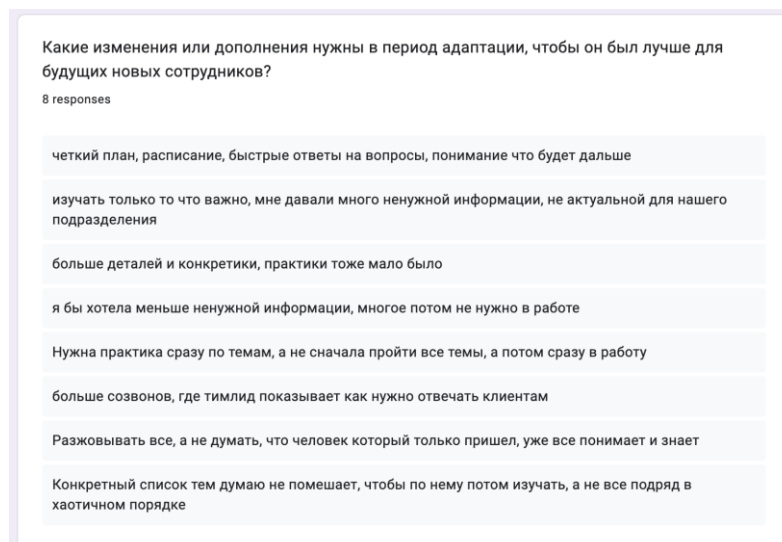
**Fig. 20 Question 3 of the survey of the current employees for feedback about the onboarding process they had**

**Source: [Compiled by the author of the final qualifying work]**



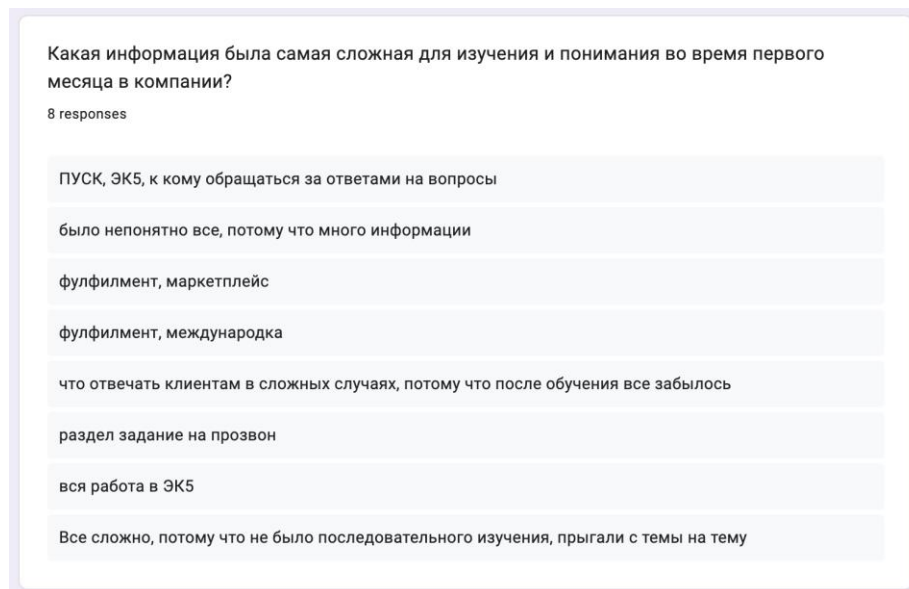
**Fig. 21 Question 4 of the survey of the current employees for feedback about the onboarding process they had**

Source: [Compiled by the author of the final qualifying work]



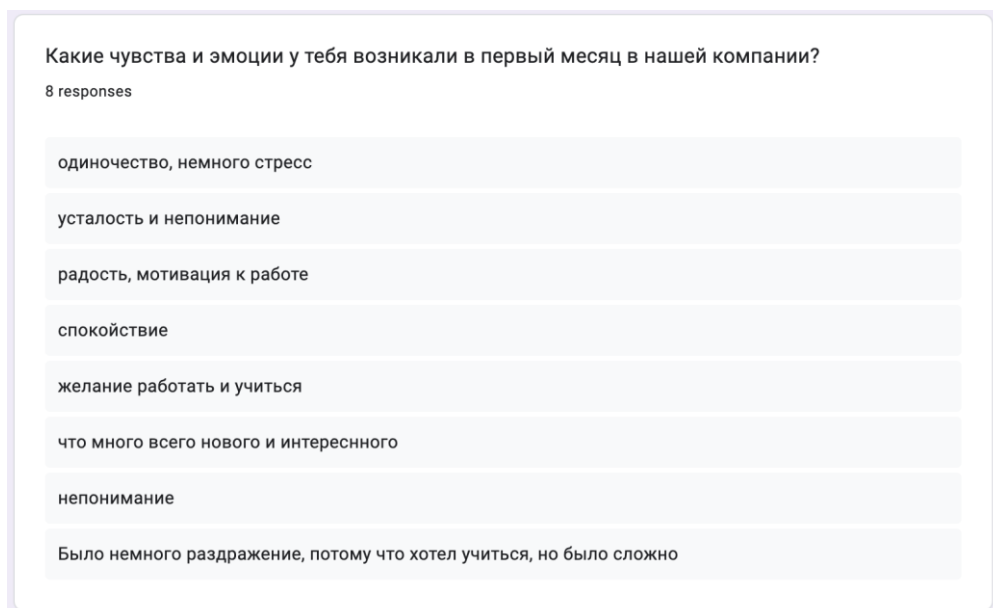
**Fig. 22 Question 5 of the survey of the current employees for feedback about the onboarding process they had**

Source: [Compiled by the author of the final qualifying work]



**Fig. 23 Question 6 of the survey of the current employees for feedback about the onboarding process they had**

Source: [Compiled by the author of the final qualifying work]



**Fig. 24 Question 7 of the survey of the current employees for feedback about the onboarding process they had**

Source: [Compiled by the author of the final qualifying work]



**Table with all translated into English answers from survey of the current employees for feedback about the onboarding process they had:**

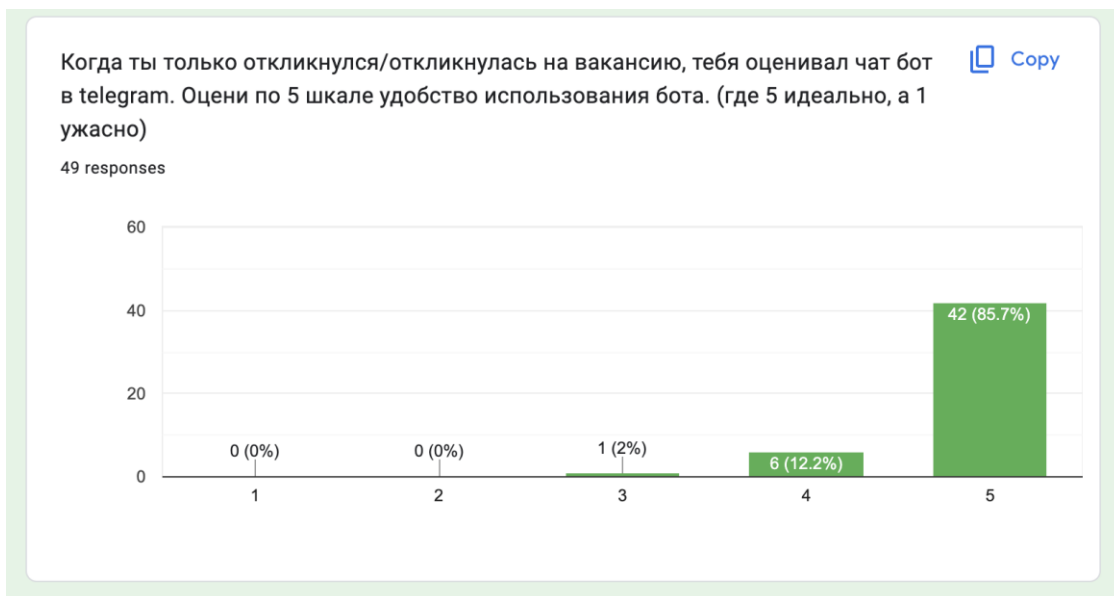
*Table 16*

**Translated into English answers from survey of the current employees for feedback about the onboarding process they had**

How much do you rate the informative value of the presentations/materials that you were given when you first joined the company? (where 5 is perfect and 1 is terrible)	Did you have enough support from team leaders/managers in your first month in the company?	What kind of training format do you consider the best during adaptation?	What information was missing during your adaptation, when you first joined the company?	What changes or additions are needed during the adaptation period to make it better for future new employees?	What was the most difficult information to study and understand during the first month in the company?	What feelings and emotions did you have during your first month in our company?
3	No	With a specific schedule, prepared materials in advance + calls with the team lead	Everything was chaotic, they just sent me links to documents and told me to figure it out	A clear plan, schedule, quick answers to questions, understanding what's next	ПИСЬМ, ЭК5, who to contact for answers to questions	Loneliness, a bit of stress
2	No	With a specific schedule, prepared materials in advance + calls with the team lead	International	Study only what is important, I was given a lot of unnecessary information that wasn't relevant to our department	Everything was unclear because there was too much information	Fatigue and confusion
1	No	With a specific schedule, prepared materials in advance + calls with the team lead	There wasn't enough information about the company and its services, so I couldn't handle objections	More details and specifics, there was also little practice	Fulfillment, marketplace	Joy, motivation to work
4	Yes	Completely self-directed learning without calls with the team lead	There was enough information, in fact, there was a lot of it	I would like less unnecessary information, much of it is not needed for the job later	Fulfillment, international	Calmness
2	No	With a specific schedule, prepared materials in advance + calls with the team lead	Where this information is applied	Practice is needed immediately on the topics, not to go through all the topics first and then start working	What to answer clients in complex cases, because everything was forgotten after training	Desire to work and learn
2	No	Online calls with the team lead	Written scripts	More calls where the team lead shows how to respond to clients	Section on call assignments	That there was a lot of new and interesting things
2	No	With a specific schedule, prepared materials in advance + calls with the team lead	How to change client data, many internal abbreviations, at first it wasn't clear what they meant (ОМП, СЗ, ДЗНП, etc.)	Explain everything thoroughly, not assuming that a newcomer already understands and knows everything	All work in ЭК5	Confusion
2	No	With a specific schedule, prepared materials in advance + calls with the team lead	There was no organization, I learned about fulfillment only after a month	A specific list of topics would be helpful to study systematically, rather than everything in a chaotic order	Everything was complicated because there was no sequential learning, we jumped from topic to topic	There was some irritation because I wanted to learn, but it was difficult

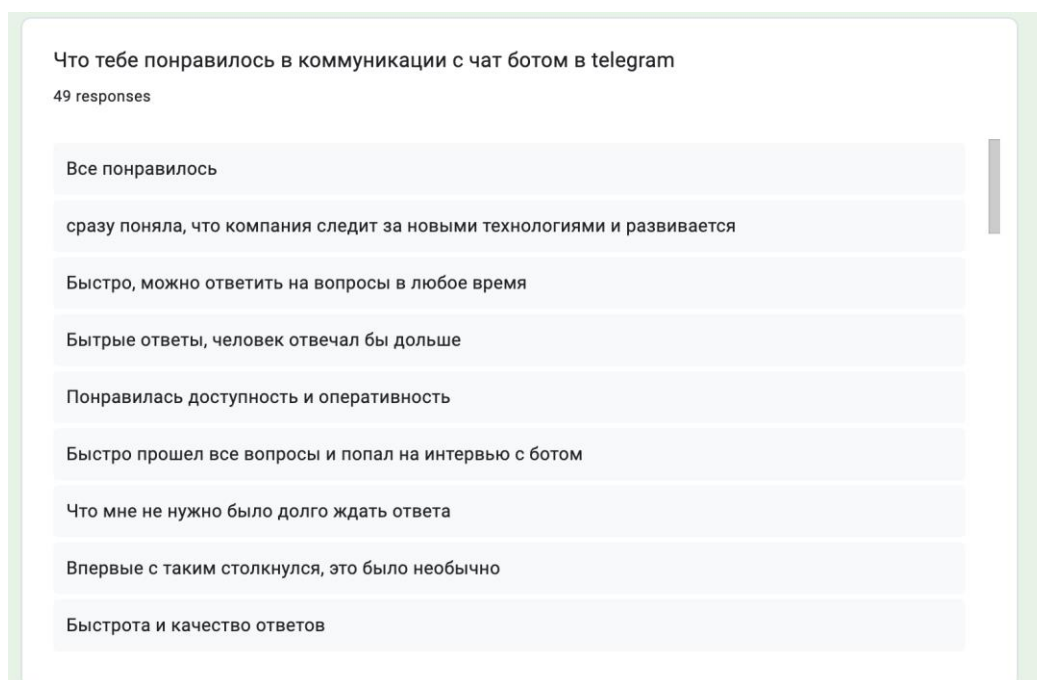
**Source: [Compiled by the author of the final qualifying work]**

## Survey of newcomers for application feedback:



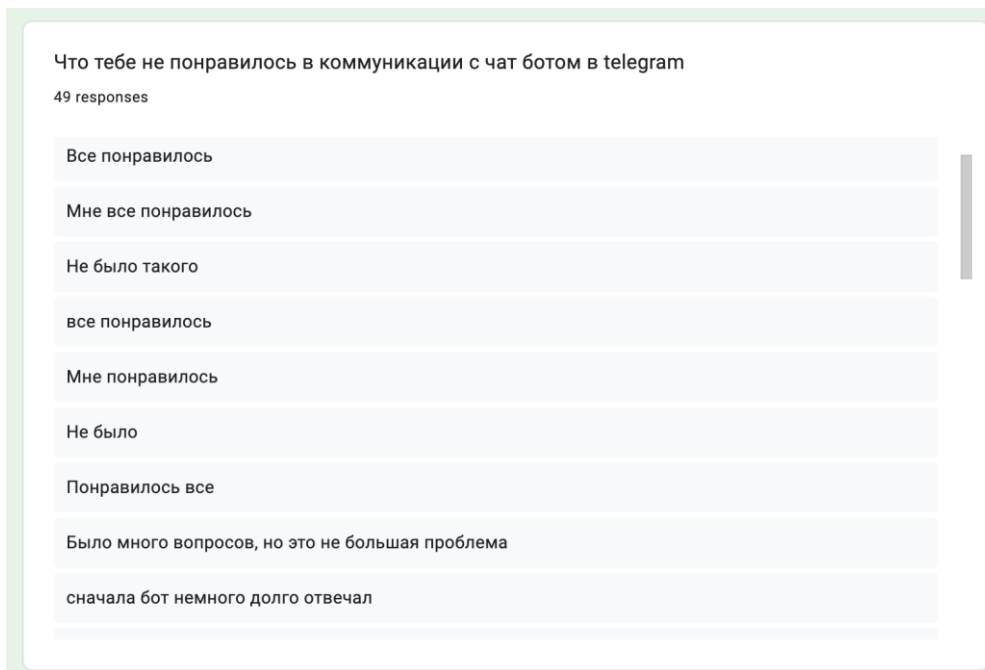
**Fig. 25 Question 1 of the survey newcomers for application feedback**

Source: [Compiled by the author of the final qualifying work]



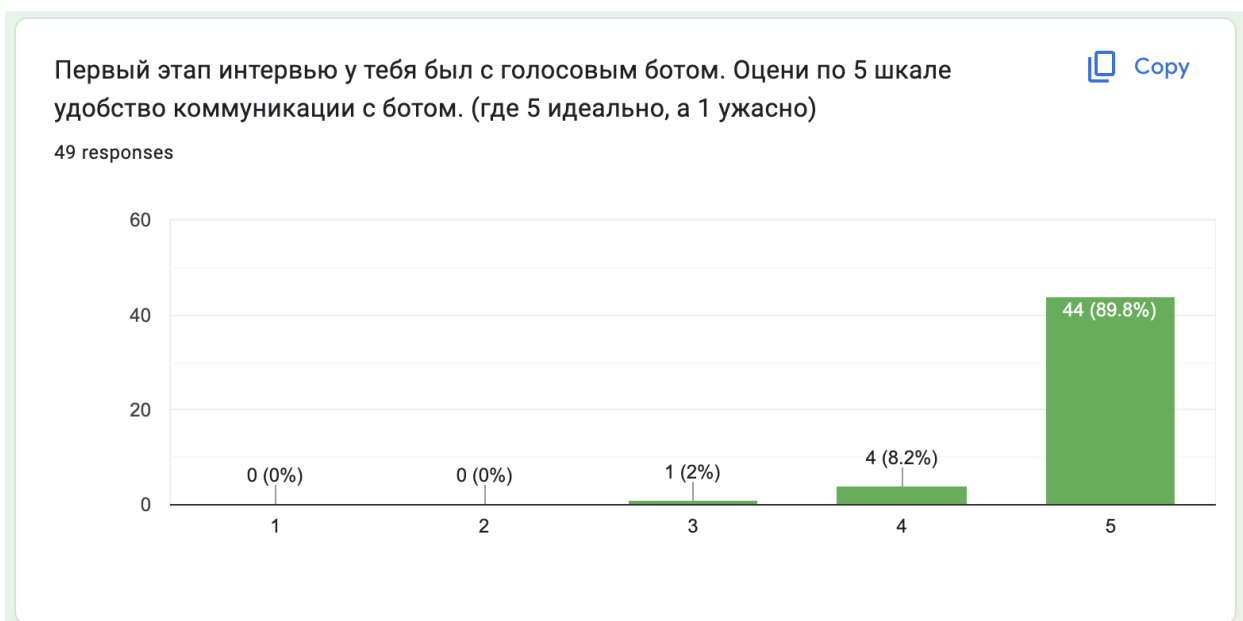
**Fig. 26 Question 2 of the survey newcomers for application feedback**

Source: [Compiled by the author of the final qualifying work]



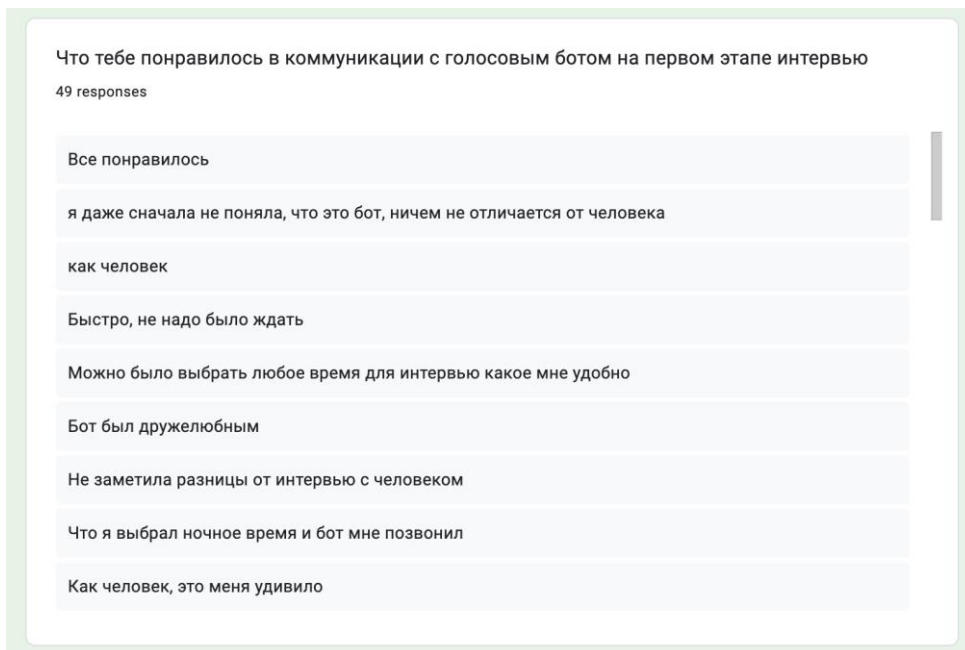
**Fig. 27 Question 3 of the survey newcomers for application feedback**

Source: [Compiled by the author of the final qualifying work]



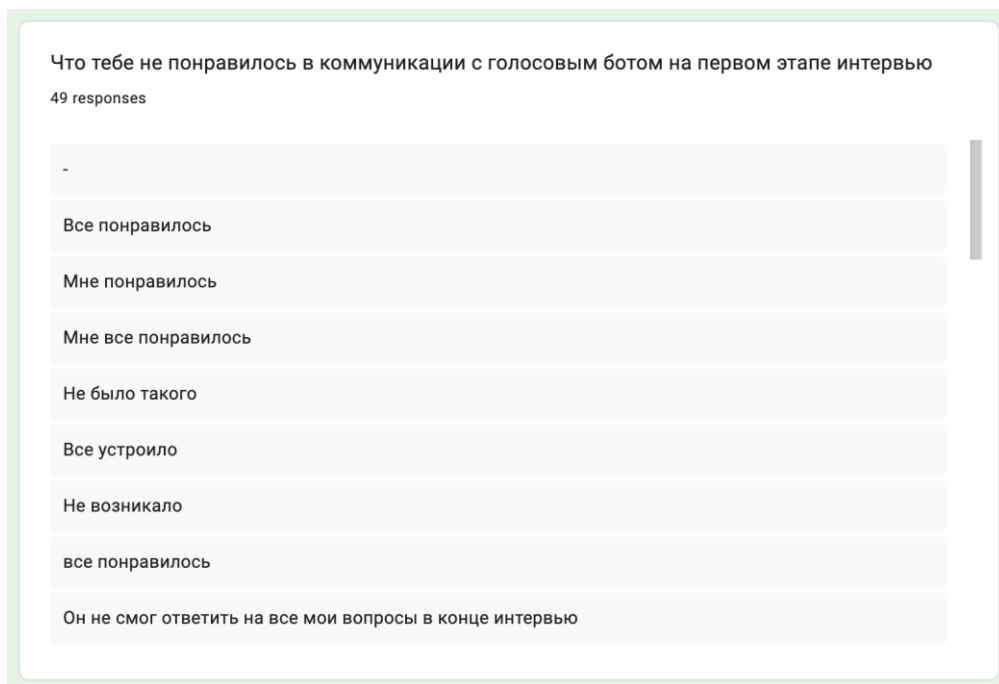
**Fig. 28 Question 4 of the survey newcomers for application feedback**

Source: [Compiled by the author of the final qualifying work]



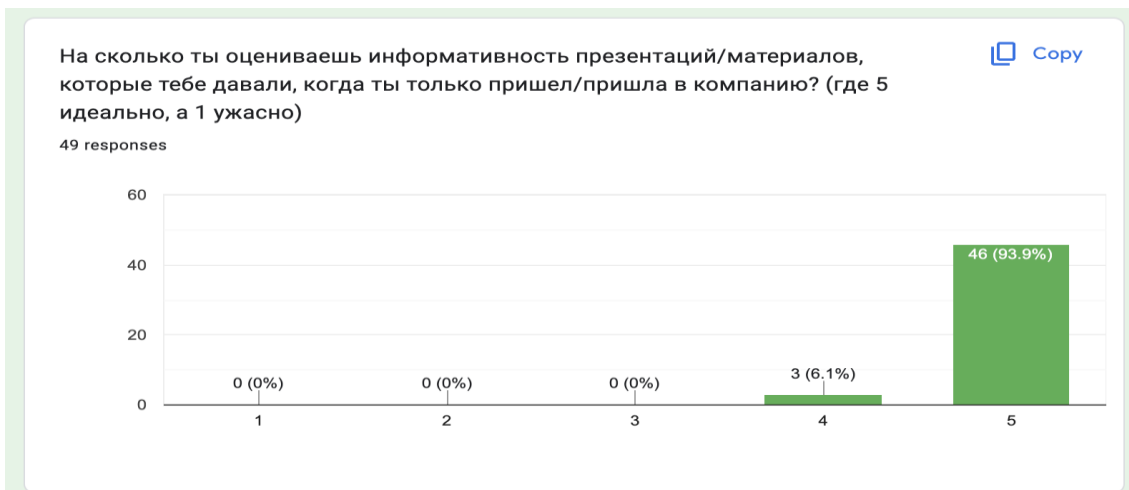
**Fig. 29 Question 5 of the survey newcomers for application feedback**

Source: [Compiled by the author of the final qualifying work]



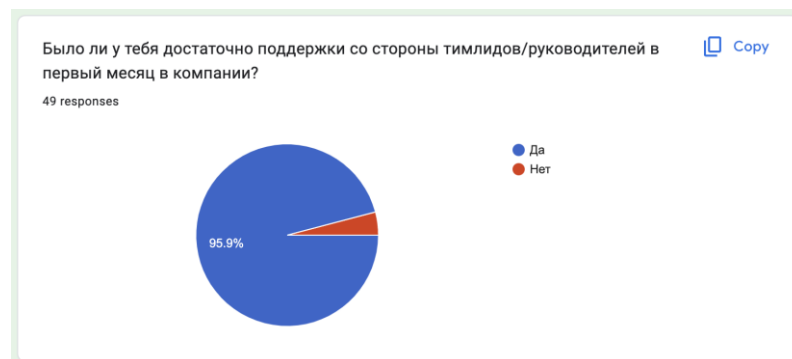
**Fig. 30 Question 6 of the survey newcomers for application feedback**

Source: [Compiled by the author of the final qualifying work]



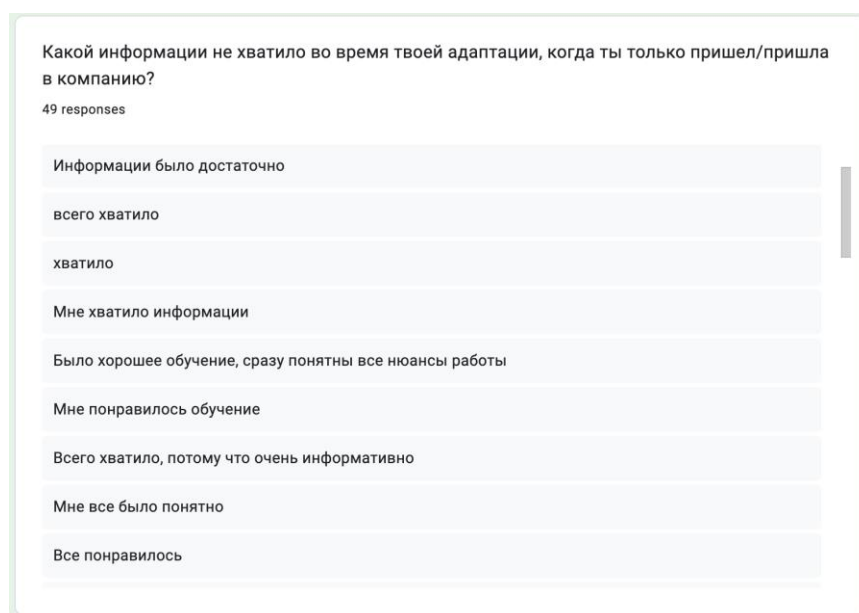
**Fig. 31 Question 7 of the survey newcomers for application feedback**

Source: [Compiled by the author of the final qualifying work]



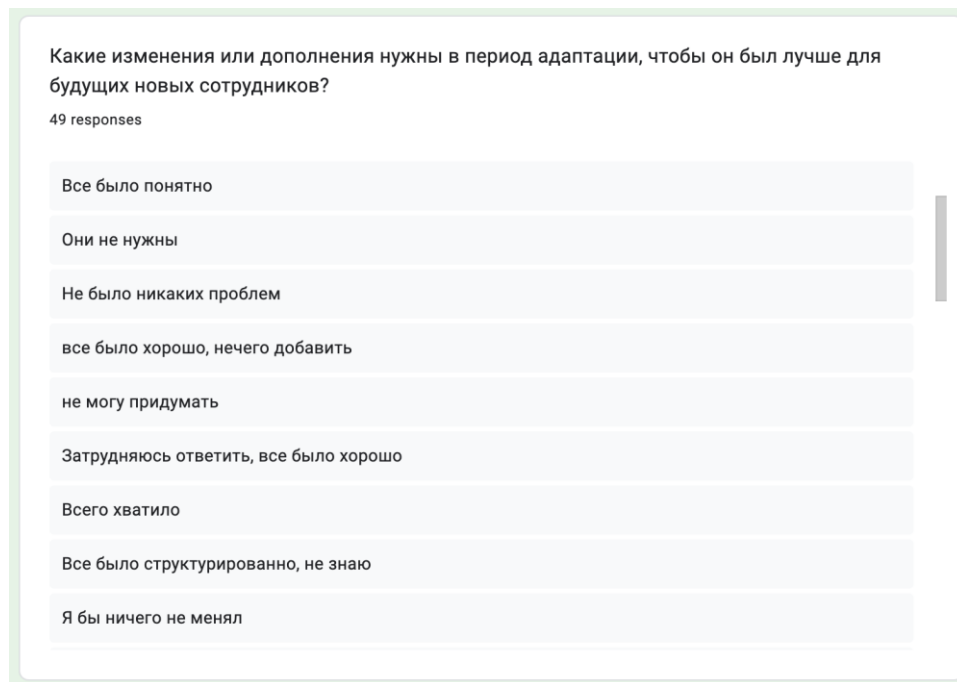
**Fig. 32 Question 8 of the survey newcomers for application feedback**

Source: [Compiled by the author of the final qualifying work]



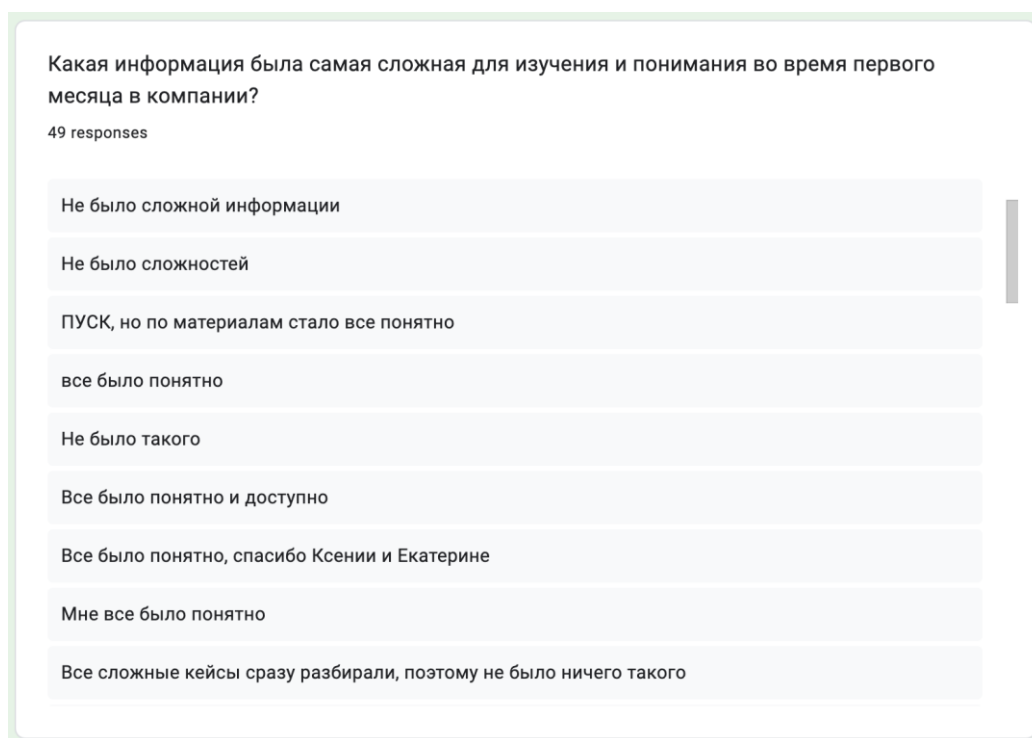
**Fig. 33 Question 9 of the survey newcomers for application feedback**

Source: [Compiled by the author of the final qualifying work]



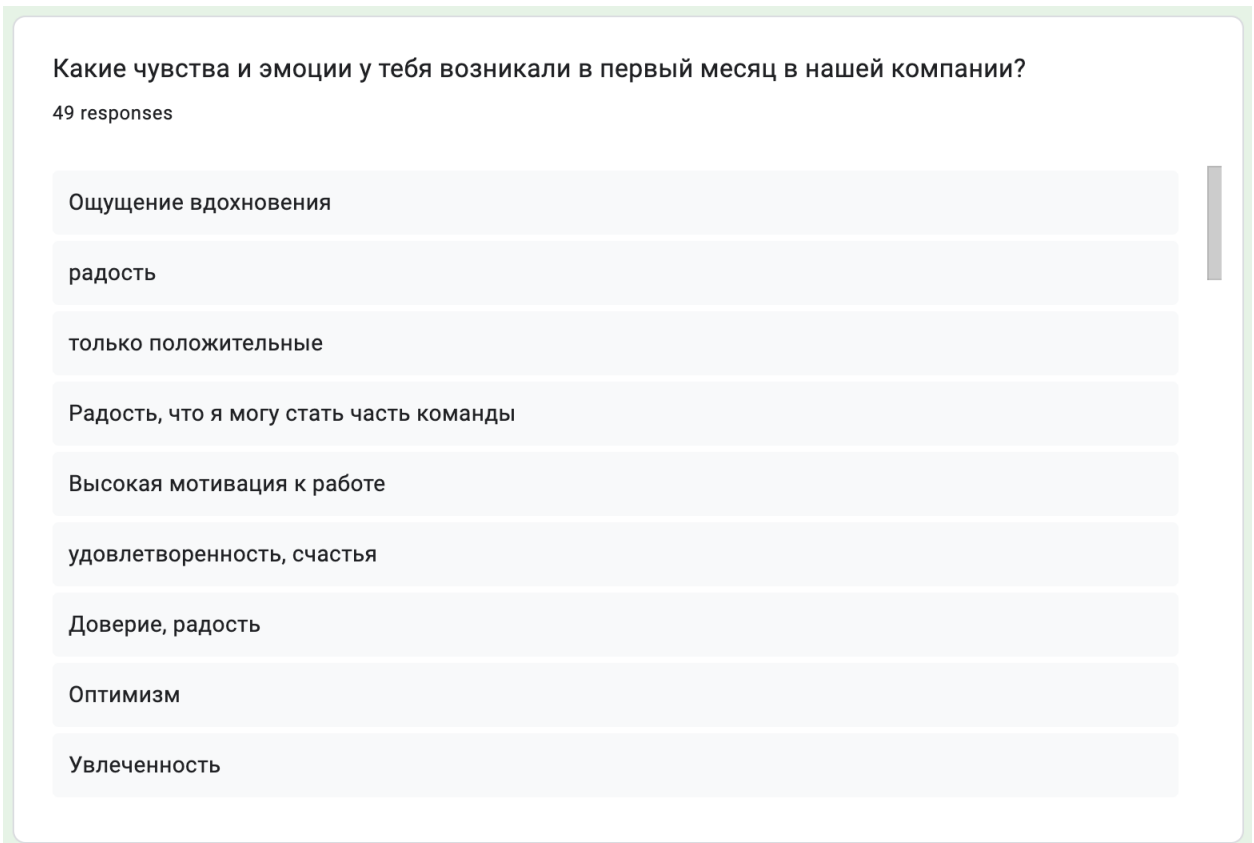
**Fig. 34 Question 10 of the survey newcomers for application feedback**

Source: [Compiled by the author of the final qualifying work]



**Fig. 35 Question 11 of the survey newcomers for application feedback**

Source: [Compiled by the author of the final qualifying work]



**Fig. 36 Question 12 of the survey newcomers for application feedback**

Source: [Compiled by the author of the final qualifying work]

**Table with all translated into English answers from survey newcomers for application feedback:**

*Table 17*

**Translated into English answers from survey newcomers for application feedback**

When you first responded to the vacancy, you were evaluated by a telegram text bot. Rate the convenience of using the bot on a scale of 5. (where 5 is perfect and 1 is terrible)	What did you like about communicating with a telegram text bot?	What did you dislike about communicating with a telegram text bot?	The first stage of the interview was with a voice bot. Rate the convenience of communicating with the bot on a scale of 5. (where 5 is perfect and 1 is terrible)	What did you like about communicating with the voice bot at the first stage of the interview?	What didn't you like about communicating with a voice bot at the first stage of the interview?	How much do you rate the informative value of the presentations/materials that you were given when you first joined the company? (where 5 is perfect and 1 is terrible)	Did you have enough support from team leaders/managers in your first month in the company?	What information was missing during your adaptation, when you first joined the company?	What changes or additions are needed during the adaptation period to make it better for future new employees?	What was the most difficult information to study and understand during the first month in the company?	What feelings and emotions did you have during your first month in our company?
5	I immediately understood that the company keeps up with new technologies and develops.	I liked	5	I didn't even realize at first that it was a bot, it didn't differ from a human.	I liked everything	5	Yes	There was enough of everything	Everything was good, nothing to add	Ничего, but the materials made everything clear	Joy
5	Quick, you can answer questions at any time.	-	5	Like a human.	-	5	Yes	I had enough of that	I can't think of anything	Everything was clear	Only positive
5	Quick responses, a person would take longer.	Nothing	5	Quick, no need to wait.	I liked everything	5	Yes	Enough	I find it difficult to answer, everything was good	Nothing of that sort	Joy that I can become part of the team

Continuation of the Table 17

4	I liked the availability and promptness.	I liked it	4	You could choose any convenient time for the interview.	It couldn't answer all my questions at the end of the interview	5	Yes	It was good	I don't know	Everything was clear and accessible	High motivation to work
5	Quickly went through all the questions and got an interview with the bot.	It was perfect	5	The bot was friendly.	Nothing negative	5	Yes	I cant say that I needed more	There was enough of everything	Everything was clear, thanks to Ksenia and Ekaterina	Satisfaction, happiness
5	I didn't have to wait long for a response.	I liked everything	5	Didn't notice any difference from an interview with a human.	I liked everything	5	Yes	-	Everything was structured, I don't know	Everything was clear to me	Trust, joy
5	It was my first time encountering this, it was unusual.	Cant say anything bad	5	I chose a night time, and the bot called me.	Everything was satisfactory	5	Yes	I had enough information	I wouldn't change anything	All complex cases were immediately discussed, so there was nothing unclear	Optimism
5	The speed and quality of responses.	Nothing negative	5	Like a human, it surprised me.	I liked it	5	Yes	The training was good, immediately understood all the nuances of the job	I find it difficult to answer	At first, there were problems with ИYCK, but everything was covered in the training	Engagement
5	Usually, HRs take a long time to respond, but the bot asked questions quickly and I answered immediately.	I liked everything	5	I liked everything.	I liked everything	5	Yes	I liked the training	No	Everything was clear	Only motivation to work
4	There were no pauses, I went through all the questions in 10 minutes.	There were many questions, but it wasn't a big problem	5	I liked that the bot talked like a human.	I liked it	5	Yes	There was enough of everything, because it was very informative	I wouldn't change anything	Everything was clear to me, everything was logical	Joy, desire to work
5	Quick responses and an immediate interview.	I liked everything	5	I went through the chat bot quickly.	Everything was excellent	5	Yes	Everything was clear to me	I don't think any changes are needed	We immediately discussed all the complex points, so I can't say there were problems	Inspiration, pride, enthusiasm
5	I liked everything.	I liked everything	5	I liked everything.	I liked everything	5	Yes	I liked everything	I don't know	Everything was clear	Joy
3	That the company keeps up with the times.	At first, the bot responded a bit slowly	3	It was my first experience with an interview in this format.	There was nothing I didn't like	5	Yes	There was enough information	I wouldn't change anything	ИYCK	Excitement, joy
5	Quick feedback from the bot about the status of my application.	Nothing negative	5	Convenience and simplicity.	Everything was simple and clear, like talking to a human	4	Yes	I don't even know what else could be added, everything was clear and accessible	Everything was clear	Overall, everything was clear. Special thanks for recording the lectures and the opportunity to listen to them again and take notes on the main points	Great desire to work
5	Instant responses.	Nothing to note	5	I was surprised at how it recognized my answers and conducted the dialogue like a human.	Everything was good, productive dialogue	5	Yes	I was given all the necessary information, there was enough of everything	-	Thanks to the team lead's support, everything was clear	Sense of belonging to a growing company
5	An interesting experience with a technology I had heard about	Everything went perfectly, no complaints	5	Pleasant and friendly tone of the voice bot, easy communication.	No problems	5	Yes	The company structure was clearly presented, which	Everything went so smoothly that I can't even think of any changes	All information was clear	Excitement



Continuation of the Table 17

	but never practiced.							helped me easily adapt and understand my responsibilities	that could be made		
5	The bot quickly sent information. Better than a regular website or app.	There were no problems	5	Flexibility in choosing the interview time.	Nothing happened	5	Yes	I had enough, there was good support from experienced colleagues	I didn't encounter any problems	Everything was clear and accessible thanks to interactive training and educational videos	Inspiration
5	Time-saving, no need to wait for an HR response.	The experience of using the bot was flawless	5	The bot was clear and easily understood my answers.	Nothing negative	5	Yes	The information was sufficient	I don't see the need for any changes or additions	I easily absorbed the new information	Enthusiasm
5	That the bot can maintain a long-term dialogue and remember previous discussions.	There were no difficulties	5	The bot was attentive to my answers and asked clarifying questions to better understand my experience and skills.	Nothing of that sort happened	5	Yes	Enough	I had enough information	Everything was well organized, there were no difficulties	Interest
5	That the bot easily understood me and conducted the dialogue.	There were no reasons for dissatisfaction	5	Quick recognition of my words.	No negative experiences	5	Yes	I had enough of everything, the training was productive	Everything was very efficient, so it's hard for me to suggest any changes or additions	Everything was clear	Pride in being part of the team
5	The ability to focus on my answers without time pressure.	There was nothing bad	5	The bot sounded natural, like a human.	No complaints	5	Yes	I don't know, I had enough	The entire adaptation process was organized at a high level	There were no difficulties	Desire to achieve success
5	Quickly responded to me.	There were no difficulties or delays	5	The interview was comfortable.	I can't name a single negative aspect	5	Yes	When I arrived, I had good support and a lot of information	I can't think of anything	I easily absorbed the new information, I don't know what to say	Pride that I am now in such a team
5	The bot was friendly.	-	5	No need to adjust my schedule, as I chose the time myself.	-	5	Yes	-	-	-	Interest, passion
4	I liked everything.	Nothing negative	5	I liked everything.	Nothing negative	5	Yes	The training was informative and understandable, I don't know what else to add	I wouldn't change anything	Nothing was particularly difficult, a new program ЭК5, but I quickly figured it out	Admiration for the professionalism of colleagues
5	It was interesting to try new features or capabilities.	There were no problems, the bot responded immediately and didn't glitch	5	It spoke like a human.	There were no drawbacks, it was a smooth and productive dialogue	5	No	There was enough information	I would like more individual calls	Everything was clear	Energy and joy
5	Adequately and quickly responded to my answers and questions.	I liked everything	5	Easy communication, convenient that it was on Telegram.	Didn't notice anything	5	Yes	I didn't have that problem	I didn't have any problems, so I don't know what could be added	ЭК5, ИУСК	Joyful, positive
5	The bot was clear and understandable in its messages.	I liked how the bot works	5	The convenience of having the interview at any time suitable for me, which is especially important given my busy schedule.	It was well-configured, communicated like a human, so there were no problems	5	Yes	There were no problems with information	No changes needed	There was no complex information	Joy from work
5	I liked that the bot was very friendly and understandable.	I liked it	5	The bot quickly responded and moved to the next stage.	I felt comfortable	5	Yes	The information was sufficient	My adaptation period exceeded my expectations	Everything was clear and accessible thanks to the clear	Excitement, joyful feelings, enthusiasm

Continuation of the Table 17

										structure of the training programs and modules	
5	Quick, quality responses.	I liked everything	5	The bot understood my answers and conducted the dialogue.	There were no bad moments	5	Yes	I had enough	I find it difficult to answer, everything was well organized	All complex points were immediately discussed, so it was clear	Only positive expectations from work
5	It took little time, unlike the usual several weeks.	I really enjoyed the communication	5	It was convenient that the interview took place over the phone, no need to travel.	I actually really liked the communication	5	Yes	We had informative training and adaptation, there was a lot of useful information, it was enough	No need to change anything, because everything was clear and accessible	I had no difficulties, all lessons were clear	Gratitude for the opportunities
5	That it responded quickly and the dialogue was logical.	There were no problems	5	First time in this interview format, interesting experience, I liked everything.	There were no drawbacks	5	Yes	There was a lot of information, everything was enough, everything was clear	I don't know what could be changed	There were no difficulties	Joy from learning new skills and from the team
5	Smooth dialogue, other bots sometimes glitch, but this one didn't.	I can't name any negatives	5	The bot understood me like a human.	I can't name any negatives	5	Yes	The adaptation was quick, but there was enough information, I have no complaints	I wouldn't change anything because everything was good in my experience	There was no complex information	Desire to contribute to the common cause and achieve company goals
5	How it understood my answers and questions.	Everything was convenient for me	5	How it understood what I was saying.	I can't name anything negative	5	Yes	For me, everything was enough, the schedule was organized organically, without anything unnecessary	No changes needed	It was easy for me	Satisfaction from successfully completing tasks
5	Everything was clear from the start due to friendly and open communication.	-	5	I liked that the bot provided additional information about the company at the end of the interview and answered all my questions.	-	5	Yes	-	-	I had no difficulties, the information was presented clearly	Only positive emotions
5	No need to wait long for answers to my messages.	Nothing	5	No difference from a human.	I liked everything	5	Yes	The adaptation was good	I don't know	None	Inspiration from the opportunity to work with interesting people
5	Response speed.	Didn't notice anything	5	Speech recognition.	I liked how the bot worked, it communicated adequately	5	Yes	I had no difficulty assimilating the information thanks to the structured training system and feedback	I can't name anything	I easily mastered all the information	Feeling of joy from the prospects of growth, development, and high salary
4	It responded quickly and adequately.	I wanted to talk to a human	4	It understood what I was saying and conducted the dialogue like a human.	I wanted to talk to a human	4	Yes	There was nothing lacking	I don't know	Everything was clear from the beginning	Feeling of inspiration
5	Went through all the questions in 30 minutes.	Nothing	5	The bot was very easy to communicate with, making the interview pleasant.	I had no problems	5	Yes	Everything was clear and accessible	I liked the adaptation	There were no difficulties for me	Feeling of gratitude for the opportunity to develop

Continuation of the Table 17

5	Comfortable and quick communication.	Didn't notice	5	The bot was responsive and made me feel	Liked everything	5	Yes	The information was sufficient	No changes needed	There were no difficulties in absorbing the information	Satisfaction, joy, motivation
				that my answers were important.						thanks to the step-by-step and sequential learning approach	
5	No need to wait.	Everything was perfect	5	Conversation like with a human.	I liked it	5	No	I had enough	Everything was clear	All aspects of the work were clear and accessible	Desire to start working
5	The bot quickly answered my questions, saving my time and speeding up the job search process.	I liked it	5	The bot was well-organized and clear in its responses.	Everything was satisfactory	5	Yes	There were no problems	You already provided the resources for a quick adaptation	There were no difficulties	Excitement from the opportunity to learn and grow in a dynamic and innovative environment
5	Intuitive and easy to use and communicate with.	-	5	Personalized dialogue.	-	5	Yes	-	They are not needed. The performance evaluation process was transparent and objective, which helped in understanding expectations and goals	-	Energy and inspiration from the positive atmosphere and team enthusiasm
5	Clear and structured questions.	Nothing	5	It immediately gave feedback on the interview.	I can't point out any negatives, only positive	5	Yes	The information was quite sufficient	It was well organized, don't change anything	Nothing super difficult	Feeling of inspiration and gratitude for being accepted into the team
5	That the bot doesn't ignore my questions and always provides information quickly.	There were no problems	5	Didn't make me wait, saved time.	Didn't observe any problems	5	Yes	There was a lot of information, I had enough	They are not needed	Thanks to the training, there were no difficulties	Interest, desire to learn something new
5	That the company generally uses new technologies is a big plus.	No, it was reliable and stable throughout the communication	5	The bot was responsive.	No problems arose	5	Yes	I had enough, there was even information available about the company's key clients and partners, which helped to better understand the business model and strategy	There were no problems	There were no difficulties	Feeling of inspiration
5	Doesn't ignore.	There were no problems in communication	5	It perfectly understood my answers and questions, conducted the dialogue like a human.	There were no problems in communication	5	Yes	Ksenia provided all additional information	I find it difficult to answer, I was satisfied with everything in the adaptation process	Internal programs specific to SDEK	Inspiration from the examples of others' work
4	Pleasant that the bot could provide answers to my questions instantly, without needing to wait for a response or try to contact an operator.	No	4	It was one of the friendliest interviews.	No	5	Yes	On the contrary, special groups were created in Telegram for support from employees	No	No	Motivation
4	Quick completion of all questions.	There were no problems	4	I had the interview at a convenient time, the bot was	There were no problems	4	Yes	All necessary resources were provided	There were no problems	There were no problems	Uplifted from support and understanding

				polite, so there was no stress.							
5	No need for additional authorization when using the bot.	I liked it	5	Pleasant atmosphere during the interview.	I liked it	5	Yes	There was enough information to understand everything	No changes needed	There were no difficulties	Excitement, motivation from new opportunities

Source: [Compiled by the author of the final qualifying work]

**Interview transcription with CDEK franchise division owners for application feedback**

Me: Thank you both for taking the time to discuss the recent changes we've implemented in our recruitment and onboarding processes. Could you start by sharing your overall impressions of the new systems?

Owner 1: Sure, Katya. Overall, I think the new systems have made a significant positive impact. The use of the Telegram text bot and the voice bot has streamlined our processes, and we're definitely seeing the benefits in terms of cost and efficiency.

Me: That's great to hear. Could you elaborate on how these changes have impacted our costs?

Owner 1: Absolutely. Previously, we were spending around 100000 rubles per month just to fill a single vacancy. I don't remember the exact number, but it's around 100. Now, with the new system, our monthly expenses have dropped to approximately 7000 rubles. This is a substantial reduction, and it frees up resources that we can now allocate to other critical areas, for example on guide.

Me: And what about the onboarding process?

Owner 1: The onboarding process has become much more efficient. Previously, it took about a month to onboard new employees, but now we've condensed this into a 5 working days training period followed by a 2 week adaptation period, totaling 15 working days. This not only saves time but also ensures that new hires are ready to contribute effectively much sooner.

Owner 2: I can add that now newcomers don't make expensive mistakes. With the new structured onboarding process, we have managed to eliminate these mistakes, reducing our penalty costs to zero. This has a direct positive impact on our finances.

Me: That's impressive. Have you noticed any changes in the satisfaction and engagement of the new hires with the new systems in place?

Owner 1: Definitely. The feedback we've received from new hires has been positive. They appreciate the structured and efficient onboarding process, and the use of the Telegram and voice bots has made the initial stages of recruitment much smoother for them. This has led to higher satisfaction and engagement levels among the new employees.

Me: It's great to hear such positive feedback. Are there any areas you believe still need improvement?

Owner 2: The current systems are performing well, I don't think that we need to change anything.

Me: Thank you both for your insights.

Owner 1 & Owner 2: Thank you, Katya.

### **Conversion on the HeadHunter from viewing vacancies to responses as of December 25, 2023:**



**Fig. 37 Conversion on the HeadHunter from viewing vacancies to responses as of December 25, 2023. Part 1**

Source: [Compiled by the author of the final qualifying work]



**Fig. 38 Conversion on the HeadHunter from viewing vacancies to responses as of December 25, 2023. Part 2**

Source: [Compiled by the author of the final qualifying work]



**Fig. 39 Conversion on the HeadHunter from viewing vacancies to responses as of December 25, 2023. Part 3**

Source: [Compiled by the author of the final qualifying work]



**Fig. 40 Conversion on the HeadHunter from viewing vacancies to responses as of December 25, 2023. Part 4**

Source: [Compiled by the author of the final qualifying work]



**Fig. 41 Conversion on the HeadHunter from viewing vacancies to responses as of December 25, 2023. Part 5**

Source: [Compiled by the author of the final qualifying work]

**A document stating that I independently developed, implemented and evaluated the outcomes of implementation of instruments for recruitment and onboarding of employees from Belarus in the CDEK franchise division.**



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23 мая 2024

### СПРАВКА

Настоящим подтверждаем, что Воронина Екатерина Александровна самостоятельно разработала, внедрила и оценила результат внедрения инструментов для подбора и адаптации сотрудников из Беларуси во франчайзинговом подразделении СДЭК, ИП Языков Олег Николаевич, офис компании СДЭК RU, Яшино, Бэк, посёлок Яшино, 1, YAS1. Эти инструменты Екатерина успешно внедрила в наше франчайзинговое подразделение СДЭК.

ИП Языков Олег Николаевич, офис компании СДЭК RU, Яшино, Бэк, посёлок Яшино, 1, YAS1 это франчайзинговое подразделение компании СДЭК.

Справка дана для предоставления по месту требования.

Языков Олег Николаевич

Уткин Станислав Алексеевич



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May 23, 2024

### CERTIFICATE

This is to certify that Ms. Voronina Ekaterina has independently developed, implemented and evaluated the outcomes of implementation of instruments for recruitment and onboarding of employees from Belarus in the CDEK franchise division, for Sole Proprietor Yazykov Oleg Nikolaevich, office of CDEK RU, Yashino, Back, Yashino settlement, 1, YAS1 is a franchise division of CDEK. Ekaterina has successfully implemented these instruments in our CDEK franchise division.

Sole Proprietor Yazykov Oleg Nikolaevich, office of CDEK RU, Yashino, Back, Yashino settlement, 1, YAS1 is a franchise division of CDEK.

This certificate is issued for submission upon request.

Языков Олег Николаевич

Уткин Станислав Алексеевич

**Fig. 42 A document stating that I independently developed, implemented and evaluated the outcomes of implementation of instruments for recruitment and onboarding of employees from Belarus in the CDEK franchise division**

Source: [Compiled by the author of the final qualifying work]