

# CASE STUDY: RECRUITMENT IN EUROPE

## U.S. BASED COMPANY RECRUITING IN EUROPE



### PROFILE PARTNER COMPANY

- U.S. based manufacturing company
- More than 50 years of experience
- Around 100 employees
- Recruitment & Employment in 1 European country

## Introduction

How do you find the right candidate for the job in a short period of time in a position on the other side of the world? Only a few organisations are considered to have developed an effective capability to locate, source and manage human resources anywhere in Europe. EuroDev is one such company that has developed a highly-lauded recruitment framework that consistently exceeds client expectations and assists with overseas employment at the same time.

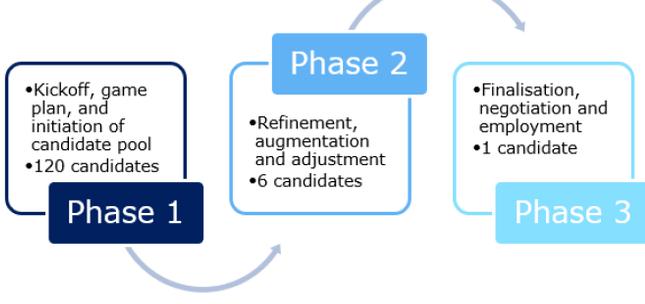
## The problem

DriSteeem, experts in designing and manufacturing unique humidification systems in commercial, health care, industrial, and process-critical applications for more than 50 years, brought EuroDev onboard in mid-2021 to help them find a dual-lingual Applications Engineer with extensive experience in HVAC and ventilation systems for the EMEA region. The position requirements coupled with a shifting labour market meant that sourcing a high quality candidate pool would be very challenging. Especially for an organization that has no knowledge of the foreign job market. As a solution, an expert was hired: EuroDev



## The process

EuroDev divided the recruitment assignment into three distinct phases. Phase 1 dealt with preparation, strategy formation, sourcing and first round interviews. Phase 2 aimed at in-depth interviews and knowledge checks of the top candidates, as well as determining the overall fit between the parties. Lastly, phase 3 focused on the final interviews and candidate proposition to DriSteeem, contract negotiation and employee signing.



## Phase 1

Phase 1 commenced with a kick-off call with the client and a review of the job description and what the ideal candidate profile would look like. During this kick-off call it is important to establish not only the ideal person-job fit, but also the perfect person-group and person-organisation fit in order to ensure that the selected employee can carry out the requirements of the position, and also so that there is not any degradation to team performance and that the candidate's personality gels well with the overall corporate culture, values and identity. U.S. based clients also often do not consider the social differences between the various EU-member states and how this may impact the position and longer term success of the job and expansion. EuroDev is able to provide meaningful and valuable advice in this respect so that short-term success is guaranteed for the long term.

In the case of DriSteeem, during this kick-off call it was established that the ideal candidate would have a strong technical background coupled with fluency in both English and German as well as considerable experience in the industry. It is important that all those involved in the hiring decision agree to the hiring process plan, steps, and appropriate communication channels. Recruitment also includes strategizing how to publicize the new position, both internally and externally; criteria for initial candidate screening; what the interview process will look like; and who will conduct interviews.

Given the requirements of the position, it was decided that the countries of focus would be Germany, the Netherlands and Austria and that the entire recruitment process would be divided into an initial screening stage, followed by internal EuroDev interviews and two external interviews in collaboration with DriSteeem, with these external interviews also requiring the candidate to complete a test case to demonstrate his/her skills and abilities.

Establishing an initial candidate pool by sharing the post with our recruitment partners and posting the vacancy on the various sourcing channels returned results in line with labour market and industry trends. While a number of promising CVs were received through these online campaigns, it was decided that the talent pool would be augmented through an active approach in our own network to see who would be right for the job. The combination of passive and active approach proved successful, as a potential talent pool of 70 candidates (out of roughly 600 posting views) was established through passive applications which was further enriched with about 50 candidates identified through active approach, totalling roughly 120 potential candidates. Through this hybrid-model, confidence in a high-quality candidate pool was created from which the best talent could be measured against the requirements of the position.

Initially, candidates in the talent pool were required to pass a "paper selection" round where their CVs would be compared against the fixed job requirements. Each matching profile would then be called by EuroDev with preformulated screening questions (Usually between 5-8 questions). These screening calls can last up to 30 minutes per candidate and is crucial in ensuring that time is not wasted later during the actual interviews by establishing an initial fit with what DriSteeem was looking for in its next employee but also in ensuring that the candidates' expectations for their next employer is in line with what the client was offering.

After these screenings were completed, the best matching candidates were invited to take part of the formal interview process.

Early interviews conversations typically focus on applicants' experience, skills, work history, and availability, while also getting a feel for the candidates longer term goals, values, strengths and weaknesses. As the first-round interview was held internally by EuroDev without the involvement of DriSteeem, only a few structured technical questions could be included along with broader questions designed to determine what the candidate's fit is to the job and organisation. The purpose of the first round of interviews is to simply gain a broad understanding of the candidate's background, experiences, abilities, personality, and future goals. Those questions are not meant to test real knowledge. The initial person-job fit helps to determine the match between a person's knowledge, technical skills and abilities, and other requirements typically identified through job analysis. It is an integral part of a candidate's actual on-the-job success, especially for jobs that demand specific sets of skills and technical knowledge.

## Phase 2

As the interview process progresses further, the structure of the interview grows more technical and more specific. The second round of interviews were held in collaboration with the position's direct supervisor, and is crucial in ascertaining the candidate's fit to his/her immediate work group. Quality interactions between the new hire and his/her workgroup are vital as the performance of other group members is dependent on the newcomer's ability to interact with them. During these collaborative interviews which involves multiple members of the hiring team, each member of the interview panel focuses on a specific topic or aspect of the job to avoid redundancy and ensure an in-depth conversation about the role and the candidates qualifications and experience in a time-sensitive manner.

Candidates who pass the second rounds of interviews are considered to be a good fit to the position at an initial glance, while also being in line with the company's idea of what a suitable candidate is and what the company's culture requires. In the case of DriSteeem, the third rounds of interviews were designed around a presentation which the finalists would be required to present to the client's president. This presentation focused on how the candidate would carry out the role while also formulating a comprehensive 30-60-90-day plan. After the presentation was concluded, in-depth questions on strategy, positional knowledge, or any outstanding issues could be raised so that no stone is left unturned for either party.

In the case of DriSteeem, one candidate in particular displayed a unique blend of enthusiasm, skills, experience and personality which set him apart from the rest of the candidate pool from the start of the entire process. An example of this enthusiasm was displayed when the candidate chose to attend a virtual conference with future-colleagues without any prompting from the client during the interview process. Regardless of the candidate's potential fit, due diligence was carried out and several final candidates were presented to DriSteeem.

## Phase 3

At this stage finalising calls were held with the client, where the next steps were discussed. This included conducting background and reference checks of the top candidates. EuroDev also typically selects a backup candidate, in case the top choice declines the offer or negotiations fail to produce a signed offer letter once the process proceed to the job offer stage.

Once the top candidate was identified, DriSteeem, following EuroDev's advisement, extended an offer letter in line with both the company's norms and industry/country standards. Thereafter negotiations followed which finalised the terms of employment which include EuroDev establishing a legal entity on the behalf of the client.

Hiring a new employee does not conclude the hiring process. Onboarding the new worker in a welcoming and professional way will help integrate them in a manner that lays the groundwork for a long-term productive relationship between themselves and the client, and EuroDev, in collaboration with DriSteeem, carried out this onboarding with the new hire. During this onboarding process, it is ensured that the employee has a clear understanding of what the expectations and scheduling of processes related to the position and corporate set up are.

## Our solution

After a period of 8 weeks from the initial kick-off call to the employee signing his contract, DriSteeem was able to identify an amazing new member of the team who would be able to ensure success in their new expansion to Europe. The success of this first recruitment was so apparent that it almost immediately resulted in DriSteeem recruiting a second European employee to strengthen their position in this new market. In the background of the recruitment process, EuroDev supported the client by completing the required registrations of the business and social security, negotiated and drafted contracts of employment compliant with local legal requirements, arranged payrollling benefits and provided generalist HR advisory services.



### WORKING WITH EURODEV

- ✓ 25+ Years of Experience and Network within the EU markets
- ✓ Multilingual staff, dedicated to the partner's success
- ✓ Making the effort to truly understand the client's values and align our internal processes to theirs
- ✓ Cost-effective solutions to grow the Pan-European presence
- ✓ European business development experts ranging from Sales to Marketing to HR

## WHY CHOOSE EURODEV?

EuroDev, established in 1996 with offices in The Netherlands and France, has a single, defined purpose to help mid-sized North American companies expand their business in Europe. We have created a proven, successful business development model and since our founding have partnered with over 500 companies to help them define and meet their European business goals.



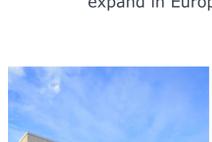
**Sales Outsourcing**  
Dedicated sales and marketing teams for manufacturers looking to expand in Europe



**HR Outsourcing**  
Professional employer organization services, HR management and recruiting solutions across the EU



**Digital Marketing**  
Result-driven marketing for North American companies, at the service of their European clients



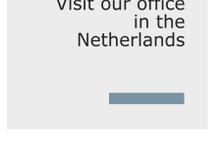
**Welcome**  
Visit our office in the Netherlands



**Address**  
Windmolen 22  
7609 NN Almelo  
The Netherlands



**Contact us**  
www.eurodev.com  
+31 546 66 00 00



Executive VP HR Outsourcing  
Monique Ramondt-Sanders  
m.ramondt@eurodev.com  
+31 (0)546 660 000

