

Fall 2005

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The Hiring of Wynn Las Vegas

Robert E. Murray III  
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## Introduction

One of the most common problems across all organizations is how to recruit a high quality workforce. This is also a problem that grows exponentially as the size of the organization increases, and is one of the most important issues for the human resource department. As the hotel and gaming industry continues to develop at a rapid pace, so does its need for efficiency in hiring practices. The innovative recruitment techniques employed by Wynn Las Vegas serve as a successful example for how this challenge may be met.

In years prior, the process of hiring new employees was both time consuming and costly. All applicants were required to fill out applications in employment offices. No steps were taken prior to this to reduce the size of the applicant pool (Peter, 1994). In an effort to change this, Arte Nathan- Senior Vice President Chief Officer of Human Resources helped to design an online system, "...combining what he terms 'extraordinary technology' with his own years of human resource know-how" (Berkshire, 2005, p.2). Nathan's development spoke to the claim that Internet and web use by companies had been on the rise. According to a survey conducted by career x roads, the "Internet and employee referrals, accounted for more than 61 percent of external hires in 2004..." (Point, 2005, p.1). Nathan's decades of experience working in Las Vegas and particularly with Steve Wynn provided the initiative the gaming industry needed. It has also laid the ground work for the future of recruitment (*Digits*, 2004).

This is a case study of the Internet processes and systems that Wynn Las Vegas put into place to add to this percentage. Wynn's modernized processes and systems allowed for the recruitment and hiring of almost 10,000 people over a period of six months. They allowed for the company's reduction in effort and cost and enabled it to hire a skilled more talented workforce.

### Purpose

The purpose of this study is to examine the various human resource processes and systems that were established by Wynn Las Vegas. With a hiring of this magnitude the human resource team at Wynn faced many unique challenges. This study records these difficulties and also the decisions that were made that allowed Wynn to overcome these obstacles. Through the examination of the Wynn Las Vegas process this study will also give other employers who are considering doing a large scale mass hiring some ideas on what they should expect regarding on line hiring. It will also show how other executives have handled the issues that arise during the hiring process. Since to date this has been the largest single hiring drive in US history there is also the historical value in recording the decisions and processes that allowed it to be a success.

### Justification

The reason that the Wynn LV online recruiting process is a worthwhile case study is because the company took a completely different approach to online recruiting compared to what is being done anywhere else. Most online recruiting sites and databases focus on resume mining, which is collecting assorted resumes and then providing some type of search functionality to allow employers to look for key words

(India Web, 2005). The Wynn LV RecruitMax system is more advanced than this because all applicants are required to fill out the standard Wynn LV application for employment, and then answer job specific questions. This takes out the guesswork involved with picking key words, and reading through thousands of resumes because it allows for standardized searches and reporting. Having each applicant for a job answer the same questions also allows applicants to be compared and ranked according to their qualifications, rather than simply reading through resumes until you find one applicant that appears to be better than the others you have seen.

It is because of these differences that the Wynn LV system allowed for a much more orderly hiring process. The scoring and search functionality allowed for applicants to be tracked and weighted easily, and having everyone fill out the standard application saved hundred of hours of reading through resumes to find relevant information, such as job history or education. It is the advances that make the Wynn LV system noteworthy. This novel approach was used for the first time to open Wynn LV.

### Initial employees of Wynn Las Vegas

#### *Steve Wynn*

Steve Wynn is a man who single handily recreated Las Vegas and making it a true destination resort. Prior to his Las Vegas days Steve Wynn was the Chairman of the

Board in Atlantic City where he owned the Golden Nugget in 1980. Within that decade he sold the Gold Nugget in Atlantic City for \$440 million and soon relocated to Las Vegas. With the profits from the Atlantic City Golden Nugget and some crafty financing he soon began his billion dollar project which was going to put Las Vegas on the map for being a place not just for gambling. He named his dream The Mirage, which included dolphins, erupting volcanoes, white tigers and most of all the most lavish gaming floor in all of Las Vegas. From there he was not satisfied and wanted to expand his empire so that he could bring people to Las Vegas by the masses. After the Mirage was built he soon began to work on the Treasure Island. The Treasure Island was another breath taking property which seemed like a hotel that was right out of a novel. From the completion of the Treasure Island he then embarked on his greatest project at that time; The Bellagio. This magnificent resort was to replicate the Italian resort on Lake Como in Italy. He spared no expense and wanted this to be his signature project. Shortly after his three resorts were all aligned and all open for business the MGM Company soon purchased Mirage Resorts for \$6 billion leaving Mr. Wynn with a profit of \$500 million. Out of the game not quite because his next project Wynn Las Vegas is not the most costly or luxurious in Las Vegas but in the world.

#### *Executive management team*

The first people hired into Wynn Las Vegas were the senior vice presidents and many of the directors of the company. The pre-opening executive team was made up of:

1. Marc Schorr, President of Wynn Las Vegas and Chief Operating Officer of Wynn Resorts,

2. Richard Cotter, Executive Vice President of Hotel Operations & Food and Beverage,
3. Rob Oseland, Executive Vice President of Casino Operations,
4. David Sisk, Senior Vice President and Chief Financial Officer,
5. Doreen Whennen, Senior Vice President of Hotel Operations,
6. Kevin Stuessi, Senior Vice President of Food and Beverage,
7. Terri Monsour, Senior Vice President of Retail Operations, and
8. Arte Nathan, Senior Vice President and Chief Human Resource Officer.
9. Marc Rubenstein, Senior Vice President Legal Counsel

#### *Department Directors*

After the executive team was put into place, the next step was to recruit and hire the directors that would help to drive the initial hiring process. These directors were recruited mainly through their previous connections to Mirage Resorts or through their contact with the new Wynn Las Vegas executive team during the early development of the company.

These directors were responsible for deciding on the initial needs of their departments and helping the human resource team develop the materials that would be necessary to recruit and hire the Wynn workforce. These materials included job descriptions for each of the 1,200 positions within the resort, essential functions forms that outlined what the basic duties for each position, and the questions and requirements that would be used to rank applicants when they applied.

### *Human Resource Team*

The human resource team (referred later in the study as HR) was responsible for the design and development of RecruitMax which was the company contracted to develop online applications and the systems behind it, was assembled two years before the opening of the property. The key members were:

1. Arte Nathan,
2. Rebecca Ratner, Director of Human Resources Special Projects,
3. Don Merritt, Director of Staffing and Development, and
4. Shana Wiley, Employment Manager.

This group made all of the initial decisions regarding the best way to hire the 10,000 people that were going to be needed to fully staff the resort.

Since Nathan, Merritt, and Ratner had all been involved in previous openings for Steve Wynn and the Mirage Resorts they understood the difficulties involved in maintaining and organizing the sheer number of applications that were expected to come in for this new resort. The opening of Wynn Las Vegas also faced a few problems that had never before been seen by anyone who formerly was employed by Mirage Resorts.

The largest problem that was predicted by the opening team was the sheer number of applications that they expected to receive. Nathan boldly predicted that he was expecting over 100,000 people to apply for the 10,000 positions that would be available at the resort when it first opened. With that many applicants, the main issue was how they could all be tracked and properly reviewed. There was also the issue of limited space at the Wynn Employment Center and how all of these applicants would fill out the application forms. The average application was seven pages. The question of where

700,000 sheets of paper could be kept and labeled properly so an individual applicant could be found at a later date was one of the major concerns.

Another concern of the opening team was that the original workforce needed to fit with the Wynn corporate culture of excellence. Steve Wynn's goal was to create the number one destination resort in the world and the staff had to reflect this same goal. In order to hire only the most qualified employees, it became more important to have some method of tracking and ranking applicants. The HR team wanted to take some of the guesswork out of interviewing and hiring applicants.

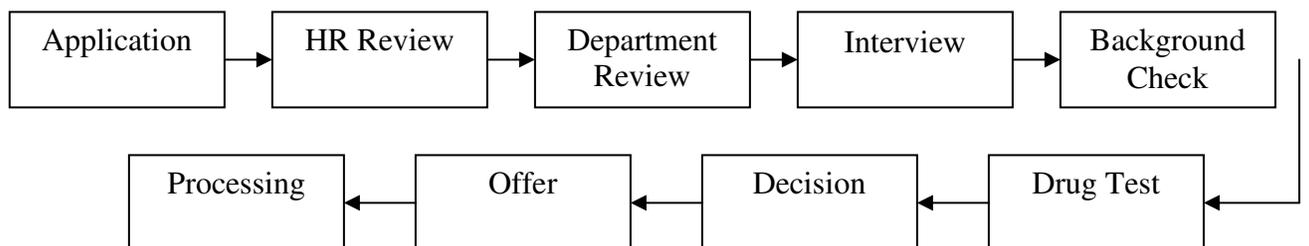
In order to help alleviate these problems, limit paperwork, and simplify the job of the hiring managers, Nathan made the revolutionary decision that the entire application process for Wynn Las Vegas would be done using a web-based system. A Fort Lauderdale based company, RecruitMax was contracted to develop the online application and the systems behind it.

The RecruitMax system was designed for helping smaller organizations collect and sort through their applications, but it was never intended to be used for a mass hiring process like the one that Wynn was intending. The owners of RecruitMax assigned a project manager and team of programmers to Wynn Las Vegas with the goal of customizing the entire system so it could be used for mass hiring, as well as for some of the special requirements of the gaming industry. Together with Ratner and Wiley, the RecruitMax team developed a program that drove the entire hiring of Wynn Las Vegas. An understanding of this system is essential to understanding how the overall hiring process at Wynn Las Vegas was conducted.

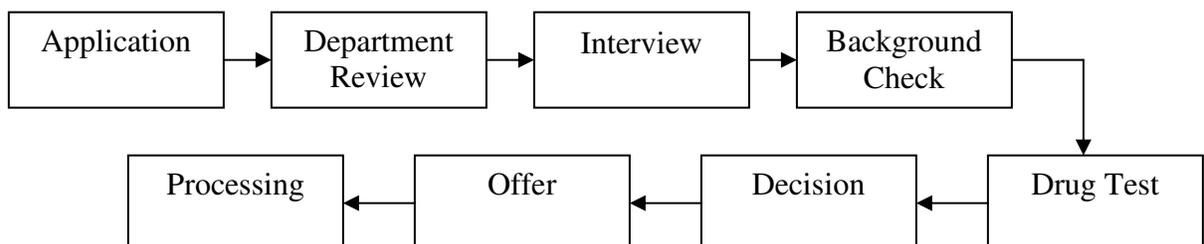
## RecruitMax

To track applicants and ensure an organized hiring process the RecruitMax system is divided into three workflows, and then within each workflow there is series of stages with each stage containing different activities (see Figure 1). The workflows are: guest contact, non-guest contact” and poker. The guest contact workflow contained all positions that would interact face to face with the public, non-guest contact was reserved for all back of house positions, and the poker workflow contained only the poker dealer position. Each of these workflows contain slightly different stages and activities to help make sure the hiring process for each position is as individualized as possible. The stages are: application, HR review, department review, interview, audition, background check, drug test, decision, offer, and processing. Each of these stages contains unique activities that help to move applicants forward in the process.

### *Guest Contact*



### *Non-Guest Contact*



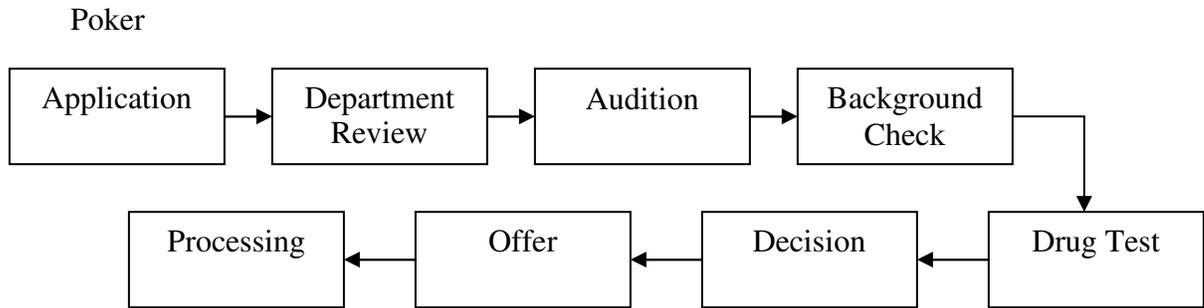


Figure 1: RecruitMax workflow charts

### *RecruitMax Stages/Activities*

#### Application

The application stage is where all applicants first are recorded. As shown in Figure 2, at this stage applicants can be grouped in: application incomplete, application scheduled; application unscheduled; application complete; and, application reject. When a candidate first logs into RecruitMax from the wynnjobs.com website, they must pick a position and then fill out a standard online application. After selecting a job and creating a user name for wynnjob.com, then applicants will appear in the application incomplete activity. In the early stages of accepting applications the application incomplete queue was monitored to ensure that there were no unforeseen problems with the application that were preventing people from completing their applications. The average user was only in this activity for the amount of time that it took to fill out the application.

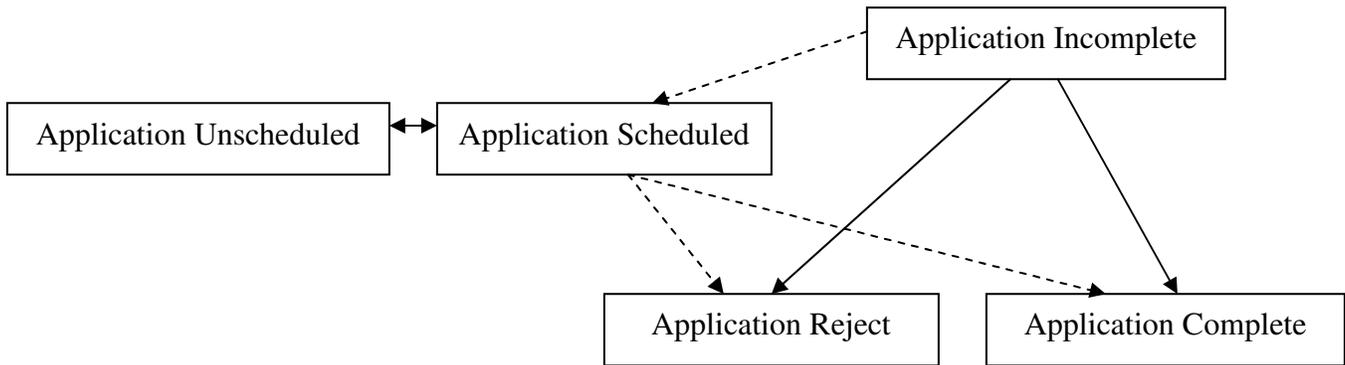


Figure 2: RecruitMax: Application stage flowchart and activities

The application scheduled, unscheduled, and no show stages were for people that did not have access to a computer at home. These people scheduled a time to go to the Wynn recruiting center to use the public computers to complete their application. Before Wynn started collecting applications it was a much debated topic on how many people would fall into this category. Some executives estimated that it could be as many as 50 percent of the applicants would not have access to a computer at home. In the end, it turned out that only about 15 – 20 percent of the applicants visited the recruitment center to complete the application. The vast majority of applicants did own, or knew someone who owned, a personal computer and had access to the Internet.

Application reject was for applicants who applied for positions but somehow disqualified themselves during the application process. This could happen if someone was too young to perform the position they were applying for, said they would not be willing to submit to a background check or drug test, or did not have the minimum skill level set by a manager for a disqualifying question on the application.

The application complete stage is where applicants were placed after they had completed the application and a set of job-specific eScreen questions. The eScreen

questions were a set of questions that were written by managers and directors to determine the level of experience pertaining to that specific job. These questions were written before the hiring process began and were job specific to every department every department. They were asked to decide what skills and experience were most important to them in determining if someone was qualified to work at Wynn Las Vegas. The managers wrote a series of questions that would help to determine which applicants were the most qualified for each position.

Typical eScreen questions included:

1. How many years experience do you have working in this position?
2. How many years have you been working at your current property?
3. What type of property best describes where you gained your experience for this position?

The managers attached a weight to each question and attached different values to each of the answers associated with the question. The sum of these questions equaled 100%.

After each applicant finished answering the questions, the eScreen questions were scored and assigned a point value from 0.0 to 4.0, based on how closely their answers matched what the hiring managers judged to be most important.

This eScreen total score was the first indicator that helped to manage the applications being received by Wynn Las Vegas. In addition to writing and weighting each of the questions, the hiring managers also had to decide on a minimum score that would indicate a person has the minimum experience necessary to work at Wynn Las Vegas. After a person completed the application and the eScreen questions, it depended on an applicant's eScreen score where they would go next in the hiring process. If an applicant did not achieve the minimum eScreen total score necessary to advance they remained in the application complete queue. If an applicant met the minimum score they

would move advance to one of two different stages within the application, depending on what job they were seeking.

## HR Review

Applicants in guest contact positions were moved into the HR review stage (see Figure 3). This stage contained the activities: HR review requested, HR review scheduled, unscheduled, disqualified, HR review completed. The HR review was established as another way to ensure that applicants moving forward in the hiring process had the necessary attitudes, as well as skills, to be successful members of the Wynn- Las Vegas team. These reviews were brief 10 to 15 minute interviews with a Wynn- Las Vegas employee which would help the company get a better idea of the disposition and attitude of its applicants. The majority of these interviews were conducted by the Wynn casino hosts, a group of people that has spent the majority of their careers working with players, and also dealing with a wide variety of casino workers, so they were judged as being some of the most qualified to help decide what personality characteristics made the best employees. When an applicant came in for their HR review, the reviewer would just ask them basic conversational questions, such as “How are you doing?” or “Did you have any problems finding the place?” After the interview was done the reviewer would then mark down things like: did the applicant smile when greeted?, were they fidgeting during the interview?, or did they maintain eye contact when talking. People who were not friendly during this brief exchange were moved into HR review disqualified. Then the most personable applicants were passed on into the next stage, department review.

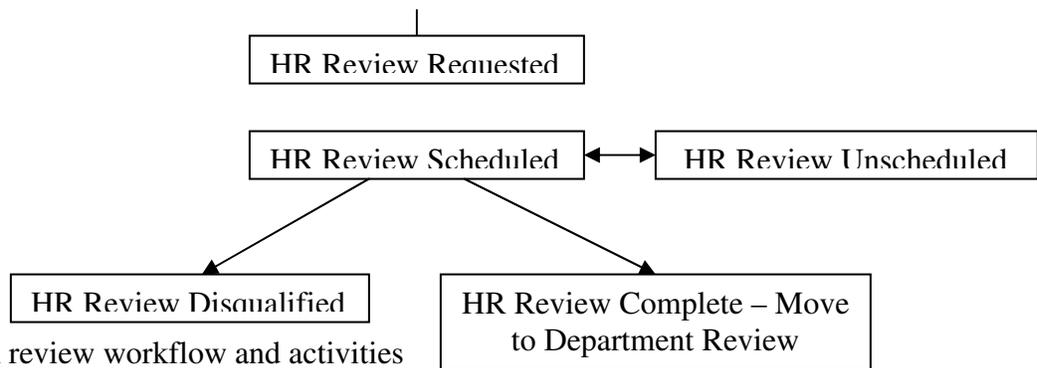


Figure 3: HR review workflow and activities

### Department Review

The department review stage (see Figure 4) was the third stage for position in the guest contact workflow, but for positions in the non-guest contact and poker workflows this stage is immediately after the application stage. The reason why it this stage varied between guest contact and non-guest contact is because HR screenings did not exist in non-guest contact. The activities in this stage are: pending department review, keep in department review, and department review reject. It is during the department review stage that the hiring manager's get their first chance to actually see the applications that have been submitted for their positions.

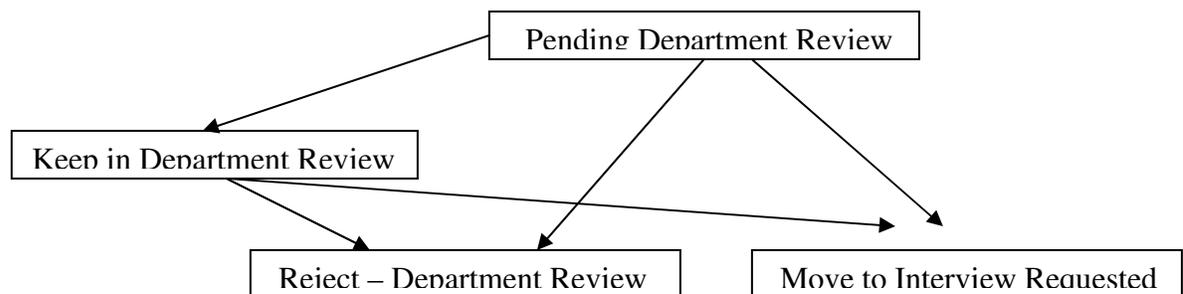


Figure 4: Department review flowchart and activities

When managers log into RecruitMax they could access a listing of all of their positions, along with the number of people that were in each stage and activity. At certain stages there are actions a manager can take, with department review being the first. When a hiring manager goes to the department review stage they can view all of the applicants that have eScreen scores above the cutoff, and if they are in guest contact positions, have also passed their HR review.

These applicants are all kept in the pending department review activity and shown to the hiring manager in order of highest to lowest eScreen score, and before a manager can go on to the next applicant they must either decide if they would like to move the applicant forward into the interview stage, if they would like to move them to keep in department review to go back and make a decision later, or if they would like to reject the applicant.

If they decide to reject the applicant the hiring manager must also put the reason that they have decided to reject the applicant. The reason that the manager's are forced into doing these blind reviews was to ensure that the best applicant's were seen, and to eliminate any potential for discrimination or quid pro quo hiring. In order to hire their staffs the managers reviewed the people who scored the highest on the eScreen assessments that they themselves had written to determine who would be the most qualified applicants. After an applicant is department reviewed and the hiring manager has decided they would like to meet them they move into the interview stage.

## Interview

The interview stage (see Figure 5) is the most important part of the hiring process, and also one of the most complicated from a system-standpoint. The activities in this stage are: interview requested, interview scheduled, interview unscheduled, keep in interview, and interview reject. When an applicant passes department review and is moved into interview requested they will be contacted via email if they listed an email address on their initial application. Once the message congratulating them was received they would then be asked to come in to meet with a hiring manager. Applicants without email addresses had a letter mailed to them the day after their interview was requested. After an interview was requested the applicants then either had to call the Wynn recruiting center to schedule their appointments, or they could simply log back into RecruitMax and schedule the appointment through the system.

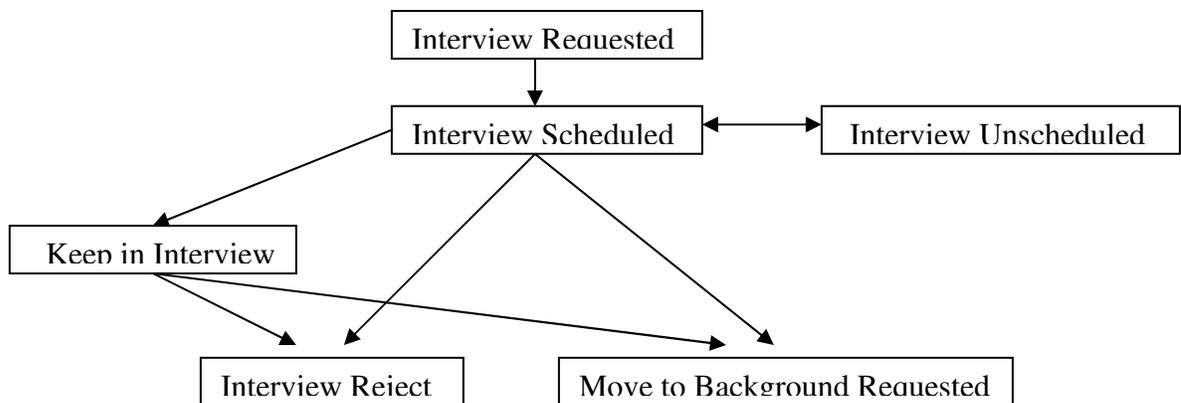


Figure 5: Interview flowchart and activities

The times that an applicant could schedule their interview now were predetermined by the human resource department and the hiring managers. Each department in the company was assigned a range of dates by which they had to complete all of their interviews. The hiring managers then informed the human resources department the times they would make themselves available to conduct interviews, and

how many people would be interviewing. Employment then used RecruitMax to build an interview schedule for the department, so when applicants wanted to schedule they would only be able to view times that the hiring managers were available, and when they confirmed their interview it would block that time out of the master schedule for those managers.

On the day of the interview the applicants would meet with the hiring managers, who would then ask them another predetermined series of questions that were created at the same time as the eScreen questions. Where the eScreen questions were typically general inquiries about the length of time an applicant had been in their current position, education levels, or experience at the position these interview questions were much more specific, and also dealt with customer service issues. Each of these interview questions was also given a percentage value, and the multiple answers to each question were assigned different weights by those managers.

After the interview was conducted the hiring manger would then go through the questions and mark down the applicant's answers in the system, and then the applicant would be assigned an interview score to go along with their eScreen score. This score was needed because each department was instructed to interview three people for every one position that they had available, and after time these scores would be the only way to help remember some applicants and to remind the hiring managers of who had the best interviews. The interview scores also served as another method for human resources to ensure the impartiality of the system, and that only the best applicants were the people advancing in the hiring process.

After the interview questions were completed for an applicant, the hiring manager had the option of either moving the applicant forward and requesting that security

conduct a background check, keeping the applicant in the interview stage to make a decision later, or rejecting the applicant. If the manager decided to reject the applicant they had to choose a reason for the decision, which went along with the interview score, and was used to reporting and record keeping.

## Auditions

The audition stage (see Figure 6) only exists on the poker workflow in RecruitMax. The guest contact and non-guest contact workflows both went to the interview stage, which is skipped on the poker workflow. This stage was created because the poker department, along with some of the top Wynn executives, wanted to ensure that the Wynn poker dealers were among the best in the world. While the table games department decided that they could get a good idea about a dealer's ability from their job experience and the properties where they had worked, the poker department wanted to actually see each of their dealers and how they dealt a live game. Thus, a series of auditions were conducted for all of the poker dealers who passed through department review. Ten dealers were brought in at a time and they played a live poker game, with play money, for two hours, with each person taking turns dealing each of a series of different poker games. These dealers were then scored on their dealing, and the poker department either moved them forward to request a background check, or they placed them in an activity called audition reject which meant they were no longer a candidate for that job.

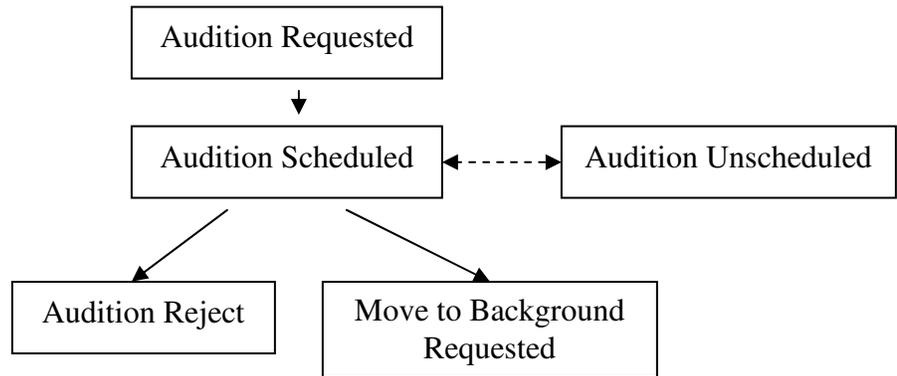


Figure 6: Audition flowchart and activities

### Background Check

The next stage after interview for the guest and non-guest contact workflows, and also for the poker workflow is background check (see Figure 7). In this stage there are only two activities: background check requested and background check failed. Each applicant at Wynn Las Vegas had to pass a background check before they could be considered for a job offer, and hiring managers were instructed to request twice as many background checks as position they had available, in order to plan for failed background checks, failed drug tests, or people rejecting job offers. Everyone who was sent to background requested had their background check conducted by a team of investigators who work in the Wynn security department. These investigators would run applicant's social security numbers through the national criminal database, check references at past employers, and, if someone was being considered for a money handling position, they would perform a credit check. If an applicant had included any past criminal offenses

and was fully honest when filling out the application, and the investigators found nothing else amiss in a person's history they would pass the applicants forward into the next stage, drug test.

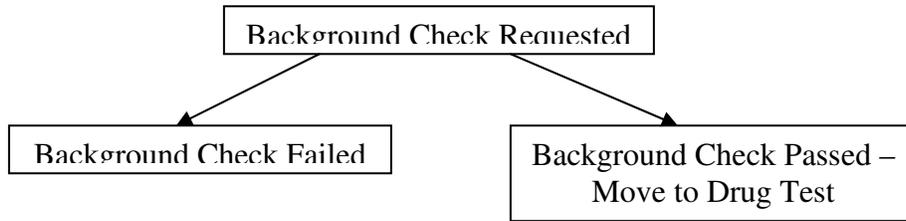


Figure 7: Background check flowchart and activities

### Drug Test

The drug test stage (see Figure 8) was the final check before an applicant was eligible for employment at Wynn. This stage contains the following activities: pending drug test, drug test requested, drug test scheduled, drug test – no longer considered, and drug test failed.

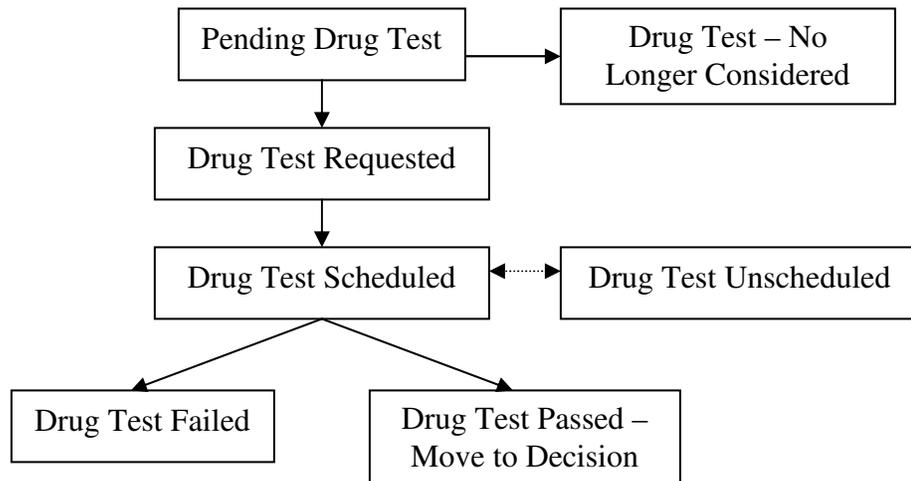


Figure 8: Drug test flowchart and activities

All drug testing for Wynn was contracted through the Psychemedics Corporation. The company is based in Acton, Massachusetts, but they maintain a Las Vegas office and a West Coast laboratory. It was one of the first companies in the world that performed hair tests for drugs, and is still one of the leaders in the field. Early on in the hiring process applicants were simply sent to the Psychemedics office so a hair sample could be taken for the test, but as more applicants were going through background into the drug testing stage it became unrealistic to send all of them to the lab. At this point drug testing stations were established at the Wynn recruiting center and applicants could simply schedule a time to come to the center so their sample could be taken. The reasoning behind this decision was too many applicants were having difficulty finding the lab, and it became hard to track who had actually gone to take their test out of everyone who was given the directions about where to go. After an applicant passed their drug test they were then moved into the decision stage (Wiley, personal communication, 2005).

## Decision

The decision stage (see Figure 9) is the final stage before an applicant is officially offered a position at Wynn LV. This stage contained the activities: decision pending; decision accept - send to HR; decision accept – send to SVP; and, decision reject. Once an applicant was placed in decision pending it means that they have gone through the entire hiring process, and passed all of the checks necessary for employment. It was at this point that the hiring managers had to make their final decisions on who would receive job offers. This became a difficult decision because each department was instructed to have 20 percent more people in decision pending than they had available

openings. This was to make sure that if there was employee turnover, or if more people than expected rejected their job offers, there would be people immediately available to move into the offer classification. Once the manager decided who they wanted to hire, he/she moved those applicants into the activity of accept – send to HR. At this point a final check was performed by HR to make sure that the hiring decisions were bias-free and also in full compliance with the equal employment opportunity laws. After this check was complete, the applicants were then approved by HR and moved into “accept – send to SVP”. In this activity, the SVP of each division had the opportunity to review the people that were being hired by their department heads, and either accept them and move the applicants into the offer stage, or to reject the those applicants and have the manager find alternatives.

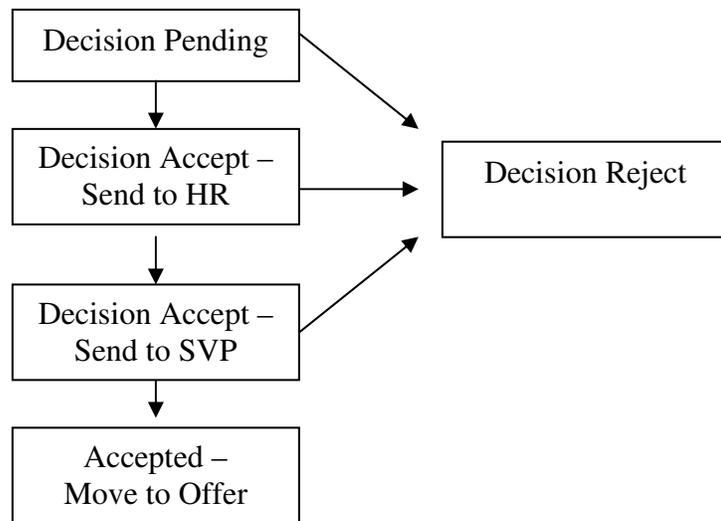


Figure 9: Decision stage flowchart and activities

Offer

The offer stage contains six possible activities: offer requested; offer scheduled; offer unscheduled; offer accept; offer hold; and offer reject (see Figure 10). Once the SVP's moved the applicants into offer requested they again received an automatic email inviting them to schedule a job offer meeting. This scheduling happened the same way that the interviews were scheduled. Each department provided times that they would be available to extend job offers and applicants were responsible for calling to schedule a time, or simply logging into the website and scheduling a time through the website. When the applicant came in for their job offer, they were presented with an official letter stating the terms of the job offer, including: department; position; salary; shift; and paid days off. If they accepted the terms, they would sign the offer letter and the manager would move them into the activity of "offer accept" within RecruitMax. If the applicant decided to reject the offer, the manager could move them into "offer reject" and record the reason that the applicant was turning down the position. If the applicant could not make the decision right away they could also be placed into "offer hold" where they had 48 hours to consider the job offer. If the hiring manager was not contacted by the end of that 48-hour period, the applicant was moved into offer rejected and a new candidate was brought in.

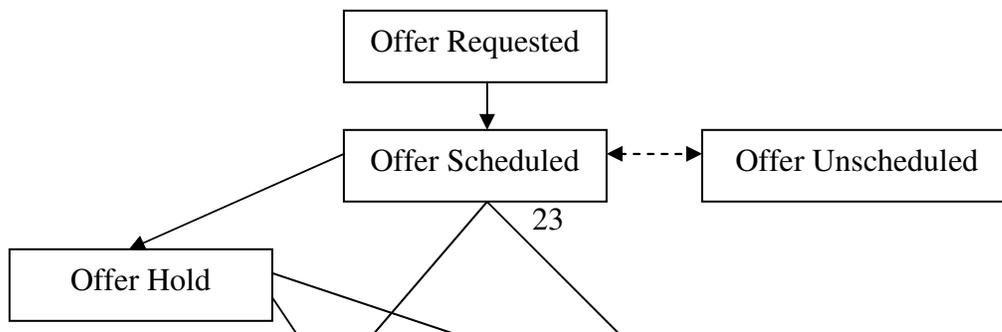


Figure 10: Offer flowchart and activities

### Processing

Applicants that accepted their job offers were then moved into the final stage of the hiring process for Wynn LV: processing (see Figure 11). The four activities in this stage are: pending processing; processing requested; processing scheduled; and, processing complete. Once an applicant accepted his/her offer, they were moved into the “pending processing” category. They then remained in this category/classification until a month before the property was scheduled to open, at which time everyone was moved into “processing requested”. During the processing stage, everyone who was hired had to return to the recruiting center to fill out all of the paperwork necessary for employment. New employees had to provide all of the necessary work authorizations and fill out information for tax and immigration purposes. In order to simplify the payroll process, all Wynn LV employees are also required to have direct deposit on their bank accounts, so each new hire also has to provide a voided check, which is then kept in their personnel file. The last piece of information that an applicant provides during processing is the make, model, and license plate number of any vehicle that they might take to work in order for Wynn LV security to monitor the employee parking lots. After completing processing, the applicants were moved into the “processing complete” category, and

were told when they would be attending the mass employee orientations that was held before the property actually opened.

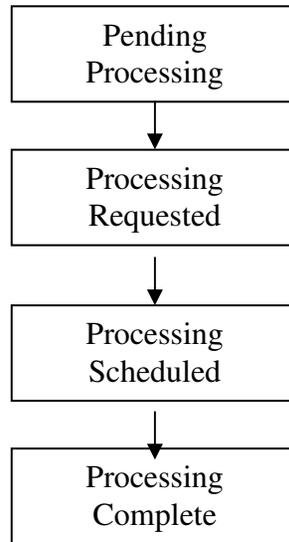


Figure 11: Processing flowchart and activities- final stage of the hiring process

## RecruitMax in detail

### *Workbenches*

The RecruitMax system is broken into a number of different user roles, called workbenches. There is the human resources workbench, the manager's workbench, security workbench, a greeter/scheduler workbench, and then the RecruitMax end user page, which is accessed by the general public at [www.wynnjobs.com](http://www.wynnjobs.com). Each workbench was designed with access and features that were specifically tailored to the people who were using the system at each of the different levels.

The HR workbench (see Figure 12) had unlimited access to all of the applications that have been submitted, as well as access to each position that needed to be hired. It is through the HR workbench that positions were posted to the public, jobs are opened and closed, user security levels are set, and the automated functions of RecruitMax are controlled. From the HR workbench managers could also view who is in each stage and activity for all positions; in addition, they could move people into around in the various processing stages of the hiring process. This, high level access is limited, only to the employment department and a few other high-ranking HR managers who may need to check employee files.

Requisition	Disposition Count	Expiration Date
<input type="checkbox"/> Banquet Assistant Executive Steward	0	10/14/2005 09:26 AM
<input type="checkbox"/> Training Coordinator	0	10/12/2005 12:25 PM

Job Title	# of openings	Application	Department	Review	Audition	Background Check	Drug Test	Decision	Offer	Processing	No. Applied
Poker Dealer	126	262	308	349	9	22	34	137	19	1,140	
Test Job Template for Testing	10	0	0	0	0	0	0	0	0	0	
<b>Totals</b>	<b>136</b>	<b>262</b>	<b>308</b>	<b>349</b>	<b>9</b>	<b>22</b>	<b>34</b>	<b>137</b>	<b>19</b>	<b>1140</b>	

Figure 12: Human Resources Workbench; source [www.recruitmax.com](http://www.recruitmax.com) Version 1, 2004

The manager workbench (Figure 13) was specialized access that is granted to each department hiring manager after they complete a RecruitMax training course. From

the manager's workbench, there are two separate tabs: a workflow tab that shows all of the positions, as well as the counts of the number of people that have applied for each positions and where they are in the hiring process; and, a second tab that shows any appointments that have been scheduled for all of the hiring manager's positions. From the workflow tab, managers can review the applications that have been received for all of the positions and decide who they would like to interview, or if they decide not to interview someone they can record the reason why. From the workflow tab, they can also send out automatic requests for an applicant to receive a drug test, and also where the managers can push through people who will receive a job offer.

The screenshot shows the 'Manager Workbench' interface for 'Wynn Las Vegas'. It includes a search bar for 'Applicant Quick Search' with a 'Last Name' dropdown and a 'Find' button. Below the search bar are several filter options: 'Workflow' (set to 'Non-Guest Contact'), 'Interview Group', 'Applied From', 'Applied To', and 'Applicant Type' (set to 'All'). Each filter has a 'go' button. A 'Stage Summary' table is displayed below the filters, showing the number of openings and the status of applicants across various stages: Application, Department Review, Interview, Background Check, Drug Test, Decision, Offer, and Processing. The table also includes a 'Ho. Applied' column. At the bottom of the interface, it shows 'Logged in: Rob Murray' and a copyright notice for '© 2003 RecruitMAX, Inc. All Rights Reserved.'.

Job Title	# of openings	Application	Department Review	Interview	Background Check	Drug Test	Decision	Offer	Processing	Ho. Applied
<a href="#">Resort Marketing Reservations Assistant Manager</a>	1	0	0	0	0	0	0	1	0	1
<a href="#">Resort Marketing Reservations Coordinator</a>	30	253	19	17	1	23	1	32	4	350
<a href="#">Resort Marketing Reservations Supervisor</a>	4	0	0	0	0	0	0	3	0	3
Totals	35	253	19	17	1	23	1	36	4	354

Figure 13: Manager Workbench; source [www.recruitmax.com](http://www.recruitmax.com) Version 1, 2004

The security workbench is reserved for the investigators that are responsible for performing background checks (see Figure 14). This is the only area, including the HR workbench, where the applicant's physical description, driver's license information, and

other sensitive information can be accessed in order to safeguard an applicant's private information. During the online application process, applicants must check their agreement to undergo this background check, as well as enter the information required, but all of this information must be kept with the strictest confidentiality. The security workbench is limited however, though because managers only have access to applicants who have been moved into the "background requested" category, while the rest of the stages and activities are hidden from them. The background check process was also the only part of hiring that happened outside of RecruitMax, since the investigators had to have special clearances and programs in order to perform background checks.



# Security Workbench

Workbench		Logout		
Applicants				
Last Name		Go		
Applicants Pending Background Checks				
Name	SSN	Last Stage/Activity	Job Applied For	Date/Time Arrived
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Cocktail Services Shift Mgr	04/16/2005 01:13:00 PM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Arcade Attendant	06/02/2005 11:52:00 AM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Housekeeping Houseperson	09/14/2005 05:30:00 PM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Apprentice Bartender	08/16/2005 11:25:00 AM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Poker Dealer	05/13/2005 10:30:00 AM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Culinary Trainee	06/23/2005 11:22:00 AM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Chef de Partie	03/30/2005 04:38:00 PM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Housekeeping Utility Houseperson	08/29/2005 11:25:00 AM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Aqua Theatre Opening Technician	04/29/2005 11:35:00 AM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Security Officer	06/02/2005 10:31:00 AM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Guest Room Attendant	10/19/2005 04:15:00 PM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Arcade Attendant	06/02/2005 12:05:00 PM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	VIP Front Desk Representative	03/30/2005 02:27:00 PM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Guest Room Attendant	08/29/2005 04:48:00 PM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	PABX Attendant	08/11/2005 02:19:00 PM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Apprentice Bartender	06/23/2005 01:28:00 PM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Housekeeping Houseperson	09/07/2005 04:15:00 PM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Executive Secretary	09/02/2005 12:12:00 PM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Guest Room Attendant	09/21/2005 03:52:00 PM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	VIP Front Desk Representative	03/30/2005 04:49:00 PM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Guest Room Attendant	10/12/2005 04:16:00 PM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Apprentice Bartender	09/20/2005 09:56:00 AM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Materials Runner Clerk II	10/11/2005 02:57:00 PM <a href="#">In Progress</a>
<input type="checkbox"/> [Name]	[SSN]	Background Check/Background Requested	Fluid Systems Technician	04/02/2005 02:43:00 PM <a href="#">In Progress</a>

Figure 14: Security workbench; source [www.recruitmax.com](http://www.recruitmax.com) Version 1, 2004

The greeter/scheduler workbench (see Figure 15) reflects the access that was given to the line level recruiting center employees who worked in the front of the recruitment center who helped to direct applicants, or who were scheduling applicants in the call center. This is the workbench that the receptionists in the employment center used; the call center staff used it as well. From this workbench, users could pull up an individual's application using either the last name, or the last four digits of the applicant's social security number. Once an applicant had been found in the system, the recruiting

center employees could then schedule appointments, view an applicant’s application history, or just pull up general information about the positions within the company.

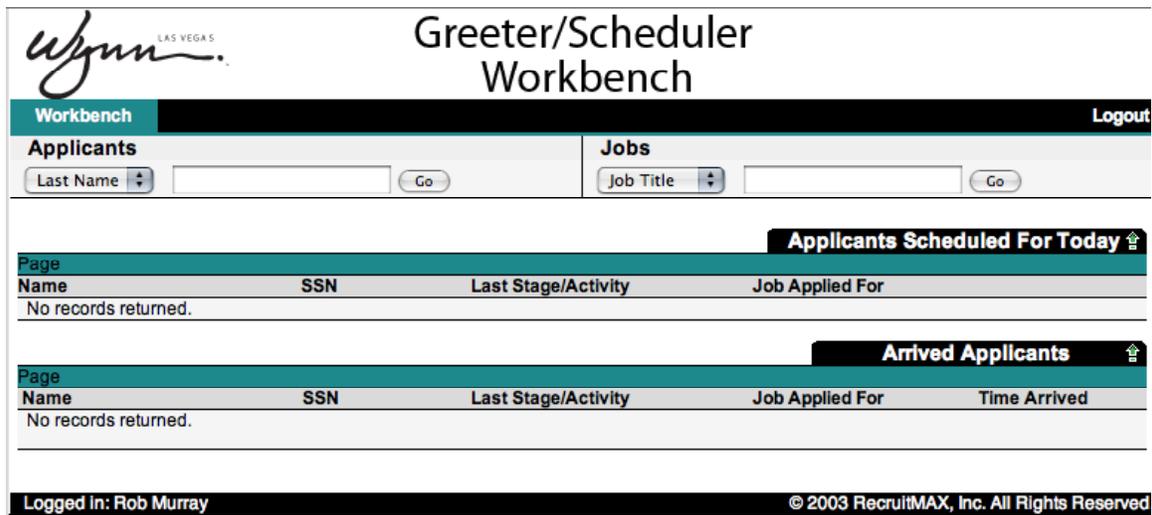


Figure 15: Greeter/Scheduler Workbench; source [www.recruitmax.com](http://www.recruitmax.com) Version 1, 2004

The only view of RecruitMax that the average person would ever see is the public webpage, ([www.wynnjobs.com](http://www.wynnjobs.com)), where the general public could look through open positions at Wynn LV and then submit their applications. Visitors to this website are first greeted by a picture of Steve Wynn, along with a short welcome letter. From this page they move on to either a login page for returning applicants, or if it is the first time they have visited the site, they can simply browse the current open positions, as well as read their job descriptions, and get more information about the positions hiring manager. Once a position has been chosen the applicant is guided through the application process. The online application is nearly identical to the paper applications used at companies throughout the gaming industry, containing sections of biographical information, past work history, and special awards or comments, along with the more detailed biographical information used by the investigators. Then the applicant goes through the eScreen questions for the position and begins to move through the hiring process.

If at any time an applicant wants to check on the status of their application they can return to the wynnjobs.com site and log back into RecruitMax. If an application has already been completed, the applicant will be taken to a status page that shows where they are in the system, and if there are any pending actions that they need to take (see Figure 17).



Figure 16: <http://www.wynnjobs.com>; introductory page

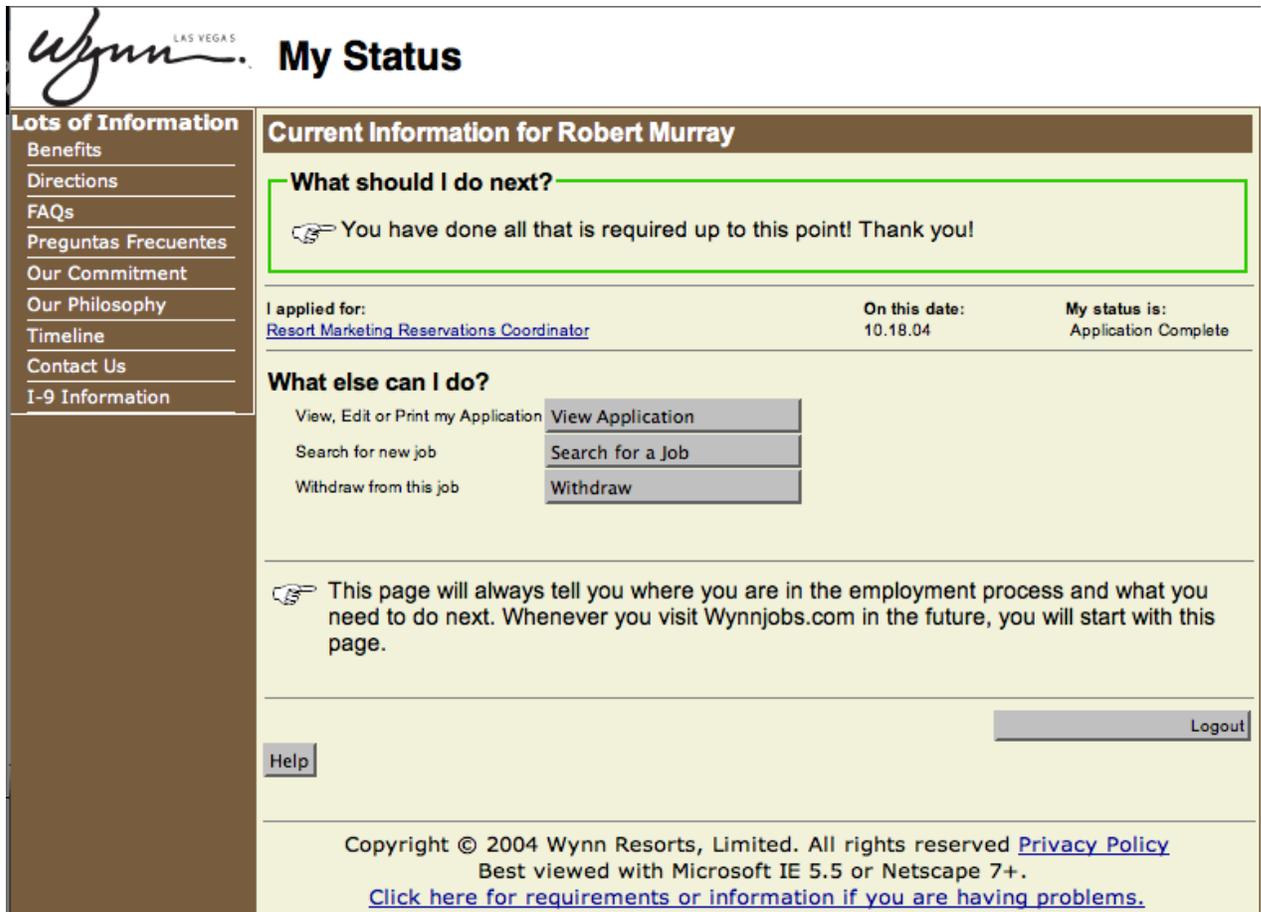


Figure 17: Applicant status page

While the RecruitMax system certainly helped to streamline the hiring for Wynn LV in the end, recruiting and hiring process still relied on a huge team of HR professionals to run the Wynn LV employment center and provide the human interaction needed to help managers through the process. Thus, the next section of this paper describes what was involved in the Wynn LV recruiting center.

#### Employment Center Timetable and Operations

The Wynn LV employment center was open for operation from 8:00 a.m. until 8:00 p.m. Monday through Friday and then from 9:00 a.m. until 3:00 p.m. on Saturdays.

The Wynn LV employment center began taking applications on November 1, 2004. Then on November 15<sup>th</sup> the HR review process started and hiring managers began to review the applications that had been submitted and requesting interviews with qualified applicants. All of the interviews for the property were conducted from January 1, 2005 to March 1<sup>st</sup>, 2005. Then from March until the opening of the hotel (April 28<sup>th</sup>, 2005), job offers were extended at the Wynn LV employment center.

### Employment Center Staff

The Wynn employment center team was run by the Employment Manager, Shana Wiley. In addition to the Employment Manager, there was also a team of three assistant employment managers and two employment supervisors. This management team oversaw an organization that consisted of 10 Wynn LV employment representatives, and a temporary labor force temps of over 50 people.

These temps were assigned a variety of roles in the employment center operations. There was a call center that used as many as 20 people to answer questions about applying, or about Wynn LV in general. There was also a team of three people who were responsible for responding to the emails that were sent to the special Wynn LV support mailbox that was established to give applicants an alternative way to receive help. The final specialized staff which was made up of the 10 was a group of individuals who operated the interview support room, helping managers to schedule their appointments, and worked with all the departments to utilize the interview booths provided at the employment center. In addition to these specialized groups, there was also a group of 30 front office workers, who were made up from the temps, who helped

applicants complete their applications, guided applicants into the various sections of the employment center, and helped to direct the flow of traffic in the parking lot.

### Front Office Staff Responsibilities

When an applicant approached the Wynn LV employment center, was a team of parking lot attendants and hosts. Because of the limited space in the employment center, these attendants were provided a list of scheduled appointments each day, and they checked every person who came onto the lot to ensure that they were already scheduled. These greeters were also responsible for directing the flow of traffic in and out of the parking lot to make sure that everything flowed smoothly and that an applicant's experience at the employment center began and ended on a positive note.

After parking and walking through the parking lot, an applicant would next meet the doormen. There were always two greeters stationed to open the door and welcome applicants into the employment center. These greeters would direct applicants to the front desk of the employment center.

The front desk employees had one of the most important jobs in the entire employment center process. Since at any given time applicants would be coming in to fill out applications, have their HR review, or meet with the hiring managers for an interview, one of the initial difficulties was how to manage this process. It was decided that each of the various appointments would be given a different color coded "key" that would help identify them to the other employment center employees and help make it easier to direct the flow of applicants within the building. Thus, when an applicant first approached the front desk, one of the receptionists would look up the applicant's name in RecruitMax and mark that they had arrived. This would let everyone else in the

employment center keep track of what applicants were currently “in the building”. They were then given the “key” that corresponded with their appointment time, and a separate greeter would direct them to the section of the building devoted to their particular appointment type.

If someone was at the employment center to fill out an application, they would be directed to the 45 computer terminals that were set up to for applicants who did not have access to a personal computer. These individuals were aided by a team of 10-20 employees who would walk them through the application and help with any computer questions that might arise. Altogether, this front office team spoke nearly a half dozen different languages, so that they could provide the best service possible to everyone who came to complete their applications.

On the other hand, if an applicant was at the employment center for his/her HR review, they then were directed to the line set up as a waiting area. Each HR review took an average of 10 minutes, and there were 10 booths set up inside the employment center. At each of these booths, either a casino host or a trained HR representative was present. The HR review schedule allowed eight people to schedule their HR reviews every ten minutes, but if too many reviews ran longer than ten minutes, or if people arrived before their scheduled appointment times, a line would occasionally form. In the event that this happened, there were another six emergency booths that could be opened up to help alleviate the pressure and ensure that applicants were not waiting in line very long. During the first few weeks of HR reviews there was also very careful tracking took place to see how long the average applicant had to wait before seeing a Wynn LV representative. The goal was set that no one would have to wait longer than 15 minutes, but through careful time management, the average wait for an HR review was only about

7 minutes, even during peak hours. All of these front office operations in the employment center were overseen by two of Wynn LV assistant employment managers, who rotated their duties throughout the course of the day.

The final area of the employment center that dealt directly with applicants was the area reserved for interviews and job offers. This was probably the most complicated part of the entire employment center function. The Wynn LV employment center had a total of 20 booths available for managers to conduct their interviews and extend job offers. This area was staffed by one of the assistant employment managers, an employment supervisor, and a team of three employment representatives. This team's sole responsibility was running the interview function and ensuring that it ran efficiently. In RecruitMax, before managers could request interviews or extend job offers, they had to provide a range of times that they would make themselves available for applicants to schedule an appointment with them. The interview support group was responsible for contacting each of the hiring managers to get the times that they would be available and loading them into RecruitMax. They also had to balance these interview schedules with the availability of the interview booths. Then, over the course of the day, this team would check in applicants who had arrived for their interviews and notify the appropriate hiring managers. During the offer stage of the hiring process interview support was also responsible for preparing the offer packets for each of the people scheduled for a job offer the next day. They would then provide them to the hiring managers at the start of the day, and track any applicants that missed their appointments.

In addition to these other areas that dealt directly with the applicants, there was also a large phone center. Both Steve Wynn and Arte Nathan dislike phone menu systems, so they insisted that everyone who called the Wynn LV phone center would

speaking to a live person. In order to achieve this goal, the phone center was staffed by anywhere from 10 to 15 people who would answer an applicant's questions, or schedule appointments for people who did not have access to a personal computer. Besides answering incoming calls, there was also a select group who made all of the outgoing calls from Wynn LV to applicants. This group was responsible for calling applicants after missed appointments to try to reschedule them, or if an applicant was no longer interested, to try to gain some information about what led them to that decision. This group would also call back applicants who had not responded to a request for an interview, a drug test, or a job offer. One of the drawbacks of having so many of the communications during the hiring process through email was the likelihood that the average person does not check their email very frequently, and sometimes it would still require a personal phone call to reach an applicant.

All of these employees were especially important because they provided the first impression to any applicant about the type of people who work at Wynn LV. While they each had very important jobs to do to keep the front operations running smoothly, they also could never forget that their first responsibility was to each applicant.

#### Administrative Staff Responsibilities

While the front office staff was responsible for dealing directly with the public, or with the hiring managers, there was also a small group that focused on the administrative aspects of the hiring process. This staff included the employment center administrator and two analysts who were responsible for all of the reporting requested by Wynn LV managers and division heads.

The employment center administrator was responsible for all the office work that needed to be done around the employment center. The administrator worked with other departments, such as engineering, to set up the employment center facility and contacted the proper people when things went wrong. This position also provided support for the employment management team in ordering supplies, drafting letters, and overseeing the day-to-day functions required for a large office to operate smoothly.

The final group that was critical to the hiring process was the team of analysts responsible for running reports and making recommendations about various aspects of the process. Because every applicant was required to apply through RecruitMax, and everyone followed roughly the same path through the hiring process (see Figure 18) Wynn LV ended up with a tremendous database of information about their applicants and about the recruitment process in general. RecruitMax helped to eliminate much of the guesswork involved in opening a large casino hotel, and allowed the HR team to have up to the minute reporting on almost anything imaginable in the hiring process. Throughout the process, HR was always aware of how close individual departments were to meeting their hiring goals. The management team tracked applicant response times and the average scores of applicants moving forward in the process to test the validity of the system. As the opening of the resort approached the analysts also began running reports on where the majority of the projected hires for each position were currently working, to see if any other gaming companies in Las Vegas would see especially large employee losses, and to help predict where, and what positions, might be subject to counter-offers from those firms to retain their employees. Each of these reports helped the HR team to plan for the next stages of the hiring process, they also helped them predict what areas needed extra attention and what areas were flowing smoothly.

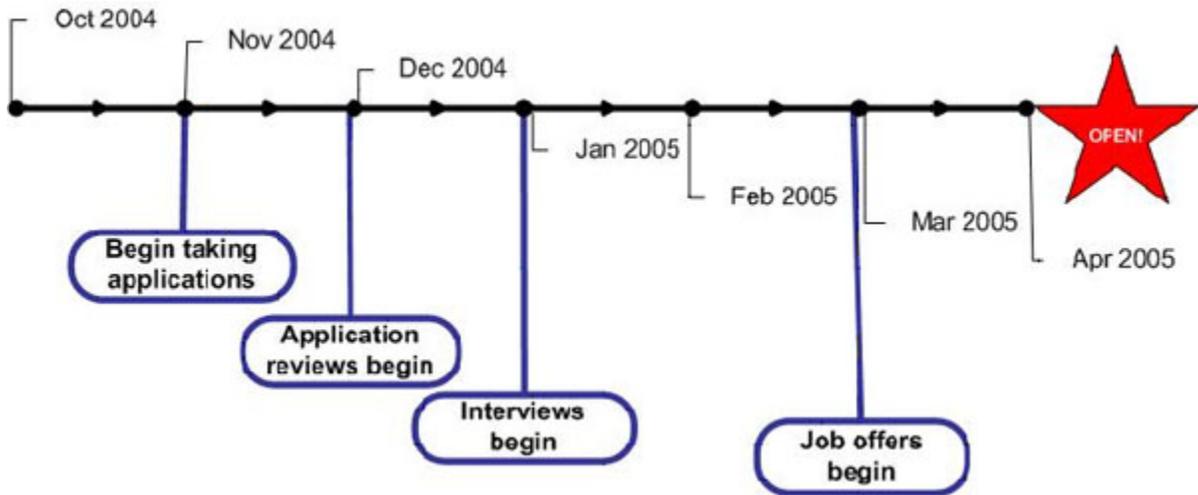


Figure 18: Wynn LV Timeline, source [www.wynnjobs.com](http://www.wynnjobs.com)

The decision to use RecruitMax to enhance the hiring process at Wynn LV was one of the driving factors which laid the foundation so that every step was a well thought out plan. While using a web-based application system solved some of the problems that were faced with other major resort openings in Las Vegas, it also came with its own unique set of complications and issues. Since it was a new system to everyone involved there were no expectations and every minor detail had to be examined and evaluated to ensure that nothing would jeopardize the process. Further, entirely new processes had to be developed to integrate established employment center operations and expectations with RecruitMax. However, even faced with these challenges, the Wynn LV HR team managed to complete the largest single hiring drive in history.

### Recommendations

When Wynn LV decided to use an entirely web-based application system, it was the first time that a major gaming company had attempted to do something of this scale. But the use of the RecruitMax system also allowed for an unprecedented level of reporting on the exact details of the hiring process. Any future studies on the hiring

process of Wynn Las Vegas should focus on the statistics of the process. These numbers should include figures such as: the number of interviews that were conducted, how many managers were trained in the use of the system, and the time that it took each department to make it through their own parts of the hiring process, as well as all of the other relevant figures to determine the exact size of the hiring drive. It would also be interesting to focus a study on the effectiveness of RecruitMax, and online hiring in general, in terms of the ability to truly determine the best workers. This could be done through the examination of the eScreen and interview questions, and then a comparison of various employees and their job performance. At this point it appears that the systems that Wynn put into place are a complete success, but a future study could help to validate this assumption through analysis.

There are very few recommendations for improvement that could be made in terms of changing how the process actually worked. During discussions with the Wynn LV HR team, managers seemed quite satisfied with how RecruitMax performed, and how it assisted them with their hiring needs. Most of their suggestions and complaints focused on items that they would have liked to incorporate into RecruitMax, but because of the time constraints associated with the hotel opening they could not (understandably) get all of these things done.

Since these items were left out of the original program specifications because they were not deemed to be essential recommending their inclusion is probably not practical. Therefore, any further study of the Wynn hiring process needs to focus on the validation of the entire process, and some quantitative measures of its effectiveness in finding a high quality workforce.