

## Online, Values Based Recruitment for Frontline Staff



### Background

With responsibility for recruiting **1,500 frontline staff each year** - to field engineering, sales and call centre positions throughout the UK - our client had **five main objectives:**

- To reduce high levels of attrition
- To reduce recruitment costs
- To incorporate in to the selection process the company's newly defined values (assessing for culture fit and 'attitude' as well as skills)
- To increase calibre and rates of acceptance by successful applicants
- To standardise and quality assure assessment practices

### Our Role

We were invited to propose how the organisation might design and manage its assessment centre process as part of this project but quickly recognised that what was needed was an **integrated approach to the design and development of the recruitment and selection process, end to end**. Our client was receptive. Over a period of months we worked closely with him and his recruitment team. Our role included:

- Liaising with key stakeholders to develop the concept into a workable process
- Engaging a third party supplier to deliver the technology platform for online application and screening
- Designing the format and content of the assessment processes, end to end
- Ensuring successful implementation of the newly developed process

### Our Contribution

For each of the three frontline roles, the process we developed included:

- Web based attraction
- Online application
- Highly efficient and user friendly candidate management system
- Online screening of applicants using bespoke ability tests and personality, motivations & values profiling
- Second stage telephone screening
- Bespoke assessment centres including work simulations, realistic job preview and drawing on the outputs from the online assessment stage

This newly developed process represented a significant shift in practice for the in-house recruitment team and line manager assessors. An important part of our role was to support this transition, through a programme of assessor training and ad hoc support.

### The Benefits

This project had an immediate, far reaching and sustained impact. The business benefits to date have included:

- Significant contribution to a **£2 million saving from reduced attrition**
- **82% reduction in recruitment costs** (advertising, screening and assessment centre)
- **50% reduction in the number of assessment centres required to recruit the same number of people** – 1 in 4 ratio of successful candidates improved to 1 in 2 successful candidates
- **55% improvement in candidate calibre** as reported by line managers
- **Acceptance rates increased to 88%**
- Consistent, best in class assessment practices

### What Our Client Says

'The quality of the bespoke solution we have is testimony to your creativity and keenness to challenge our thinking.'