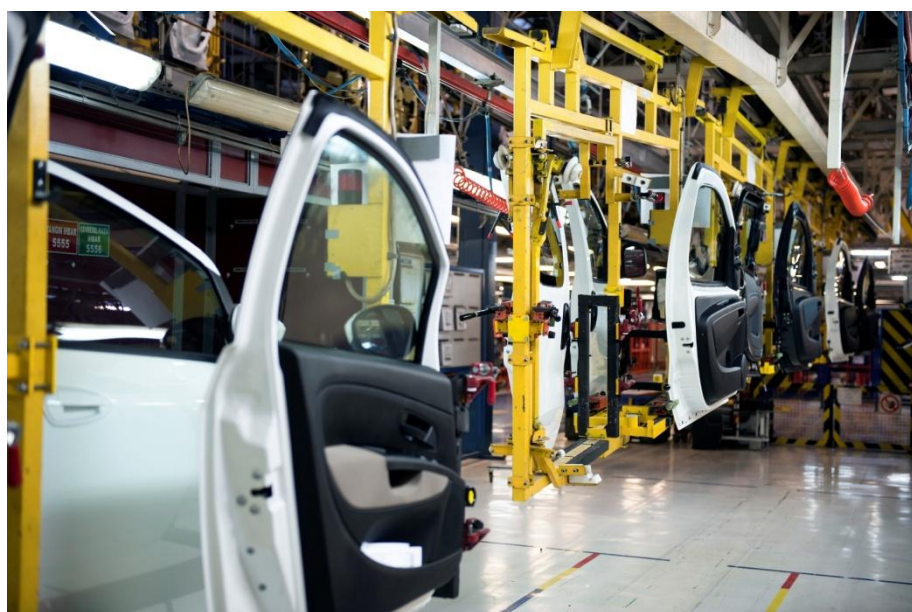


Automotive manufacturer

A German blue chip automotive manufacturer worked with OPP to put a 16PF® competency framework in place for recruitment across its widespread dealership network.



Project background

As a leading-edge and innovative business, this automotive manufacturer decided to refresh its recruitment processes. It wanted to maintain the already-high quality of staff while at the same time enhance the organisation's brand in its dealerships.

Managing a dealership is a diverse and demanding role, and is where the brand stands or falls in the eye of the consumer, so getting the very best people into key roles in the business was an important priority.

Having worked with the 16PF instrument in the past, the company was convinced of its credibility, validity and accuracy, as well as being impressed by the

ability to adapt the reporting of 16PF results to the organisation's needs.

The automotive manufacturer's previous experience of working with OPP had also been positive, so the partnership seemed the natural choice and OPP's ability to customise the outputs of the 16PF was a particular selling point.

With different reports available for different participants in the selection process, and the possibility of tailoring a competency framework to the individual specifications of different roles, the reports were seen as targeted, concise and accessible for all the people that would need to use them.

MANUFACTURING SECTOR

Business needs

- Refresh of recruitment process
- High-quality staff in all dealerships
- Consistency and enhancement of brand across dealership network

Psychometric tools used

- 16PF

Benefits

- 'Toolkit' for each dealership to make the recruitment process as straightforward as possible
- Positive recruitment process for candidates
- Less time spent on recruitment without compromising the high quality of staff

The solution

Once the 16PF questionnaire had been selected as the instrument of choice, OPP worked alongside the organisation's stakeholders to come up with a competency framework that could be used as a means of matching candidates to specific roles that were being recruited into.

The company chose a 'light touch' customisation by cross-walking their own competency framework to OPP's pre-purposed competency library – a kind of 'pick and mix' approach.

After identifying the ten core competencies that were deemed the most relevant, nine different variations of the 16PF Competency Report were developed by OPP in close consultation with the client. These reports were designed to fit the various job roles within a dealership franchise. An OPP consultant worked with stakeholders to rate the chosen competencies into a hierarchy of importance for each role, using OPP's Competency Rating Toolkit. This gave the client bespoke outputs specific to each job that measured candidates precisely for their fit, in order to fairly assess their potential for success.

Finally, the 16PF questionnaire and the bespoke competency framework were integrated into the company's overall selection programme, with recruiters receiving training and ongoing support via a variety of innovative e-learning modules and supporting materials.

Results

The initial internal communications drive for the new process included a 'toolkit' that was sent out to all dealerships. With the new system, busy managers now have everything they need at their fingertips, making the whole process straightforward and convenient to use. The initial communication will be followed up with a long-term programme of support that aims to ensure as smooth and complete a transition as possible.

At dealership level, the 16PF questionnaire is administered prior to interview, and OPP's Competency Report which includes interview prompts based on the results of the questionnaire is used by recruiters. In order to make their experience of the process as positive as possible and to build employer brand, job applicants receive a Candidate Report, which provides a high-level summary of their questionnaire results in an accessible format.

Candidates who are successful at this stage are then invited to an assessment day, which includes 16PF-

based activities alongside other relevant business simulations designed by the company.

As the competency-based recruitment process becomes embedded at local level, the results will be carefully monitored and feedback solicited on its effectiveness. The initial reactions from dealerships have been positive, and they are very receptive to the benefits in time saving, objectivity and precision that a psychometric instrument can bring. Over time, the company is confident that the improved process will mean the best people are attracted to, and retained within, the business.

Established in Oxford in 1989, OPP is one of Europe's largest providers of business psychology solutions. Its products and services are used by private and public sector organisations in more than 25 countries. OPP develops the 16PF personality assessment and also distributes many of the world's leading psychometric instruments, including the MBTI, FIRO and TKI tools.

To find out how OPP can help your organisation in talent identification, team-building and leadership development, call +44 (0)845 603 9958 or visit www.opp.com.