

INDUSTRY: Automotive
PROJECTS: Assessing non-managerial staff
SOLUTIONS: Success profiling, Competency mapping, Systems training
PRODUCTS: tts-define, tts-assess, cut-e (shapes management)

Client challenge: A client in the automotive industry that had been experiencing high turnover had a need to screen more effectively during their recruitment process. This screening was geared for assessing lower level staff, such as operators and administrators.

Solution: A customised solution was developed which involved three elements, success profiling; competency mapping and systems training.

Success profiling: At the commencement of the project, the clients' assessment matrix was reviewed using a highly flexible analytical tool, tts-define. This behavioural profiling tool identified the most relevant job behaviours based on an analysis of the job requirements and was therefore used to determine critical role specific components. Job analysis and competency profiling was conducted to produce more accurate job profiles. These profiles consisted of competencies that were rated and ranked according to essential and important for the role. The outcome of this process was the development of a number of job families for the roles that the client was recruiting for. This clustering further made assigning the assessment batteries more streamlined as a single battery was assigned to a job family even though different competencies were assigned for the jobs that formed part of the family.

Competency mapping: Competencies that were identified through success profiling were mapped to Savilles' Consulting Framework and relabelled to fit in with the culture and language of the organisation.

Systems training: All job clusters that were developed were prepopulated into the tts assess platform. This platform enabled the simplification of the assessment process by allowing the client to use multiple products when conducting assessments. Human Resource Business Partners were trained on how to use the platform, how to produce reports and how to interpret them.

Results: Over 600 candidates were successfully screened and thereafter assessed using the newly developed success profiles. Using success profiling had the benefit of providing the client with a more focused approach to screening thus decreasing high turnover incidents. The systems training additionally assisted the client to manage their own recruitment and assessment process faster and more effectively. Overall, the client was positive about the outcomes and soon thereafter engaged in tracking retention and turnover on an ongoing basis.