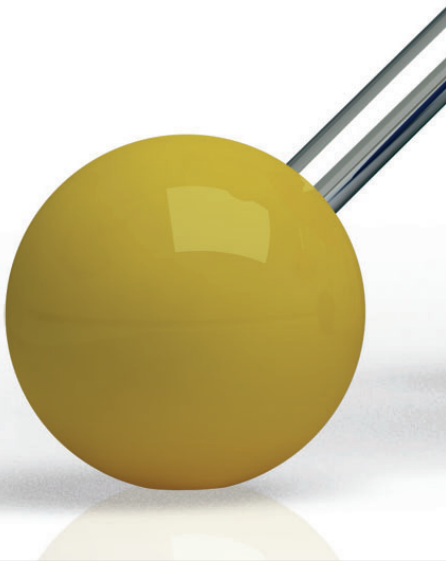


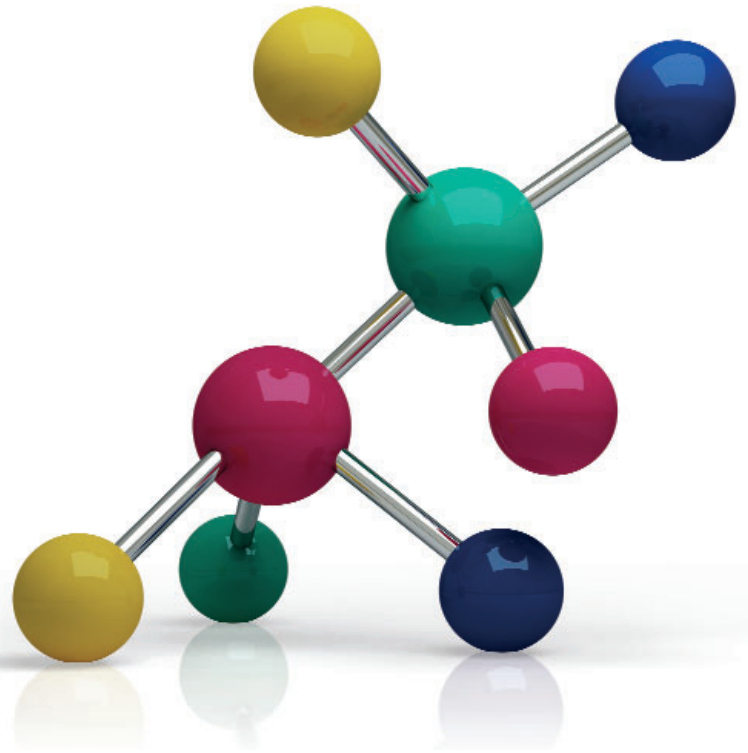
“I’ve done more interviews than you’ve had hot dinners...”



One of Europe’s largest utility groups asked us to provide a full-cycle recruitment solution for their Advanced Apprenticeship Scheme. We created the new assessment process from first principles, including the design and delivery of assessment centres. However, the decisive shift came when we started to train line managers in objective assessment techniques.

To find out more please contact
Tom Chesterton
on 020 7492 0041 or
tom.chesterton@workcomms.com

Some managers had been interviewing for decades and their approach was very traditional: decisions were essentially subjective and often inconsistent; they also rarely took notes, so there was no record of the evaluation process. Although this fell some way short of best practice, it's worth noting that these problems are very commonly encountered in all kinds of organisations.



It was traditionally assumed that interviewing was something you just instinctively picked up; very few employers trained their managers as assessors. This was often allowed to continue because the consequences of poor assessment processes would only emerge later; when problems did arise, they would be associated with the shortcomings of the individual, rather than the process that brought them into the organisation.

In this instance, there was some early resistance to the new approach and many managers were reluctant to take part. We overcame this by breaking the training into two-hour workshops so that people could cover the material in short bursts. The training sessions combined an introduction to the principles of objective assessment with explanation of the new exercises and tests. This meant we weren't criticising people's abilities or approach, but adding to their knowledge and insight.

As it turned out, the sessions became very popular and were soon oversubscribed. Seminars that were originally voluntary are now obligatory for everyone involved in candidate assessment. However, the popularity of our training sessions is not the point: what matters is the impact on the quality of recruitment in the business. A year on from the launch of the new process, the first apprentices emerged from their initial period of training; they have been hailed as the 'best ever intake' in the history of the apprenticeship scheme.

work optimal: getting the best out of people at work