

Business energy supplier using Thomas assessments to improve recruitment decisions, develop managers and increase retention.



Private Energy Supplier

860 employees

Founded in 2002



Objectives

- Needed a strategy to manage growth
- Reduce attrition through employing the right people for the business
- Needed to develop an efficient process to filter applicants



Results

- ★ Assessments are now a part of recruitment, retention and development processes
- ★ Since introducing the new recruitment process turnover has almost halved
- ★ Turnover in Customer Operations lowered by 12%

THE CHALLENGE: Develop an efficient recruitment process

In 2011, Opus Energy were growing dramatically and needed a strategy to manage that growth.

As Annamarie Petsis Jones, HR Director at Opus Energy explained, "Our biggest challenge was around recruitment as we needed a lot of new recruits but had no systems and processes in place to filter candidates. We were struggling with a high level of turnover, particularly among new recruits whom we were often losing within the probation period, suggesting we were not attracting and selecting the right candidates.

It was clear we needed to turn our current approach on its head and start to control the numbers. We were receiving large numbers of CVs and needed an approach to filtering that didn't require manual intervention. Introducing Thomas assessments was the best way forward. However, before we could guarantee success we needed to secure the buy-in from recruiting managers."



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THE SOLUTION: Pilot scheme using assessments

With no previous background in assessments, recruiting managers were suspicious as to the benefit of assessments and concerned it would take away their autonomy when recruiting.

“To overcome the reluctance, we decided to run a pilot scheme in the Customer Operations department to demonstrate the difference they could make. This included profiling, through the profiling workplace behaviour, and aptitude testing” explains Annamarie. “We started internally by gathering average GIA scores to help set a benchmark and ran PPA with model employees to identify similar profiles when recruiting. This helped us to establish patterns as to the types of employees that suited the vacancies within our organisation.”

Every candidate was tested over a six month period providing the evidence needed to establish the GIA scores and PPA profiles that flourished within Opus Energy. This demonstrated how the results of the assessments could greatly reduce the time spent on recruitment and the training of new starters. Interestingly, although managers were given the autonomy to discount the results if they wanted, following the pilot not one manager, when recruiting new employees, chose to ignore the assessment results.



Within one year of using the assessments, turnover in Customer Operations was down by 12% and there continues to be improvements year on year. In fact, since introducing the new recruitment process turnover has almost halved. This has been thanks to attracting and selecting candidates that are of the right calibre to begin with.



TEIQue is now used as a development tool internally for department managers too. Three years ago, Emotional Intelligence would not have even been considered by the business, now it is a core competency ingrained in our processes and invaluable to our overall performance.



“In fact, we have since extended our use of the assessments to include 360 review to gather individual feedback internally for personal development” Annamarie explained. “As feedback is delivered by a trainer, it’s easier for managers and employees to have a conversation about next steps. And TEIQue (measuring Emotional Intelligence) is now used as a development tool internally for department managers too. Three years ago, Emotional Intelligence would not have even been considered by the business, now it is a core competency ingrained in our processes and invaluable to our overall performance.”

THE RESULT: Deep Profiling for Tailored Development Plans

Thomas assessments have enlightened people in ways they wouldn't have expected and are now widely used across the business. “In three years the business has gone from never using any form of assessment and fostering a high level of scepticism towards them, to it now being an established and fixed form of the recruitment, retention and development processes throughout the business. GIA aids the filtering and shortlisting process whilst PPA is used for recruiting managers and specialist positions including HR, Marketing and Finance. It is also extensively used for development, particularly for our management development.”



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"But it's not just about selecting the right people" stresses Annamarie, "it's also about developing our people. We now run team profiling, ensuring better team fit; have eased the interview process by enabling managers to dig deeper in interviews thanks to the questions provided through the profiling; and aided managers to have difficult conversations and/or address differences of opinion particularly with the use of TEIQue and 360.

In fact, the business is so trusting and passionate about the assessments, as they have seen the benefit of them time and time again, that the challenge now is holding them back!"

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**Tools
used**

PPA
Personal Profile Analysis

360
360 Feedback

TEIQue
Trait Emotional
Intelligence Questionnaire

GIA
General Intelligence
Assessment

**For more information about how we can help deliver confidence
for your organisation, get in touch**



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