

# How Fednav transformed both its recruitment process and candidate experience through Thomas profiling.



## FEDNAV

**Shipping Company**

51-200 employees  
Offices in 7 countries  
Operate 115 vessels



**Objectives**

- A viable way to recruit people who embodied the brand personality
- Cultural transformation set for the business focused on high-performance, innovation, creativity, open communication and collaboration.
- A more cost-effective way of using assessments for recruitment.



**Results**

- ★ Recruited a senior leader who aligned well with the type of change in the culture they wanted to see.
- ★ Brought the assessment portion for all recruitment in-house, saving \$6,000 per recruit.
- ★ Fednav is now steering themselves in the right direction towards positive culture change.

## THE CHALLENGE: Become recruiter of choice

Fednav realized that 50% of their workforce was going to be ready to retire within the next four years. They also recognized that they had an excellent reputation, yet remained under the radar and not as visible to potential recruits.

To ensure the future of the business, Fednav needed to maintain what had made them successful over the years and at the same time continue to grow and evolve. A new course and strategic orientation were set for the business: with a focus on high-performance, innovation, creativity, open communication and a lot of collaboration, a cultural transformation was underway.

Fednav has been spearheading a new culture journey for the past few years under the leadership of president and CEO, Paul Pathy. This transformation is a strategic edge for the company, in which aligning the human element with its corporate strategy, leadership and culture to achieve business excellence has become a key focus.

The company has been honouring and maintaining the values that have made it successful for 75 years, while fostering a high-performance organisation. Fednav is continually evolving its culture, seeking new ways of meeting modern-day expectations. It is transforming the way it leads and how it communicates and collaborates.

By concentrating on a philosophy of continuous improvement, by driving accountability and collaboration forward, by encouraging new ideas and

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fostering a sense of urgency to act on its mission, Fednav is currently undergoing an important change.

Growth means recruitment. So they needed to have the right people in the right roles to help the business embark on this transformation.

In the past, the business had outsourced assessments to organizational psychology firms for recruitment, but that was an expensive process at \$6,000 per person. In addition, the candidate experience was not ideal as it required the commitment of a full day.

Fednav started looking for a viable alternative way to recruit people who embodied the brand personality and a better way to find the right person.

### THE SOLUTION: Profile of ideal candidate

Christine Mack, Senior Manager of People and Culture, had experienced for herself the power of Thomas assessments many years before her journey began with Fednav. So Christine wanted to introduce Thomas into the business, but at first there was resistance. Then Christine persuaded a senior leader to try the workplace behavioural assessment, PPA. He too became a convert when he realized the power and potential of Thomas assessments.



***Thomas people  
have so much  
caring, passion  
and excellence.***  
– Christine Mack,  
Fednav



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and use the Thomas  
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This not only saved them  
\$6,000 per candidate,  
it also gave them access  
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“Fednav decided to bring the assessment portion for all recruitment in-house and use the Thomas suite of assessments. This not only saved them \$6,000 per candidate, but also gave them access to a wealth of information about the candidates and delivered a much improved candidate experience in terms of time and feedback”.

While working on a C-Suite role, Christine gathered senior leaders to discuss what they needed for the key role. Together, using a Thomas process of outlining the ideal behavioural, cognitive and emotional competencies that align with the JOB analysis for a role, they identified the type of leader they needed who could help drive their cultural transformation.

These specifics gave clarity to the executive recruitment firm on the exact competencies they were looking for in the role and the type of candidate Fednav was seeking, in addition to internal alignment which made a meaningful difference to the recruitment process.

### THE RESULT: Positive culture change

Fednav was able to recruit a senior leader who checked all the boxes and aligned well with the type of change in the culture they wanted to see. They continue to use the Thomas suite of assessments for all roles including leadership development and succession planning.

Christine offered candidates a great experience during the interview process. She spent time going through all their assessment reports and validating the results with them. Christine says that she's received positive feedback about this process from the candidates. As a long-time Thomas user, she finds that preparing for a debrief is easy thanks to the Thomas tools and reporting and especially with the support she received from her Thomas Consultants.



***What's an even better word than exceptional? Everything I've learned about assessments, I've learned through Thomas. They give so freely, not only of their time, but their wisdom. Every time I've reached out, they've been available. I am floored by our partnership, and their after-sales philosophy is outstanding.***



The CEO values the integration of the Thomas assessments in their hiring process, especially the feedback the trained Thomas user offers. Fednav is now steering itself in the right direction towards a positive culture change.

In Christine's own words about working with Thomas: "What's an even better word than exceptional? Everything I've learned about assessments, I've learned through Thomas. They give so freely, not only of their time, but their wisdom. Every time I've reached out, they've been available. I am floored by our partnership, and their after-sales philosophy is outstanding. Thomas provides exceptional guidance and exceptional service. Learning from the people at Thomas is engaging, it's more than enjoyable and they're always raising the bar when it comes to excellence. One key word: trust. Thomas people have so much caring, passion and excellence".



**Tools  
used**

**PPA**  
Personal Profile Analysis

**GIA**  
General Intelligence  
Assessment

**TEIQ<sup>ue</sup>**  
Trait Emotional  
Intelligence Questionnaire

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



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