

Recruiting for Strengths The Evidence

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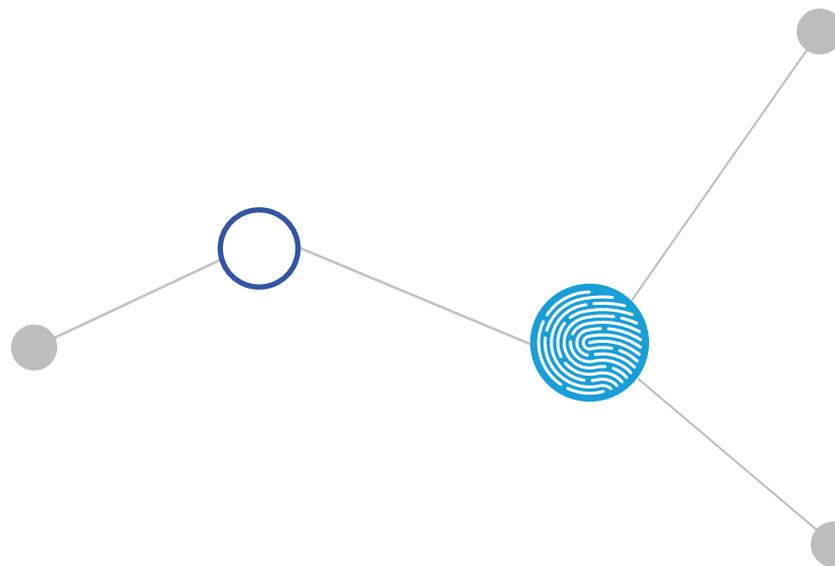
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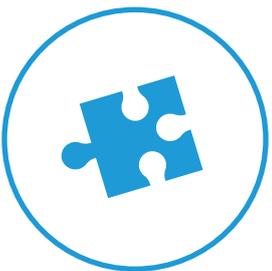
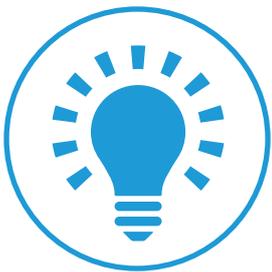
Recruiting for Strengths The Evidence

Introduction

Recruiting following strengths aligned methodologies provides organisations with leading edge talent acquisition solutions, which enable them to attract and select candidates that not only perform exceptionally well in role - but also display genuine motivation and energy for what they do.

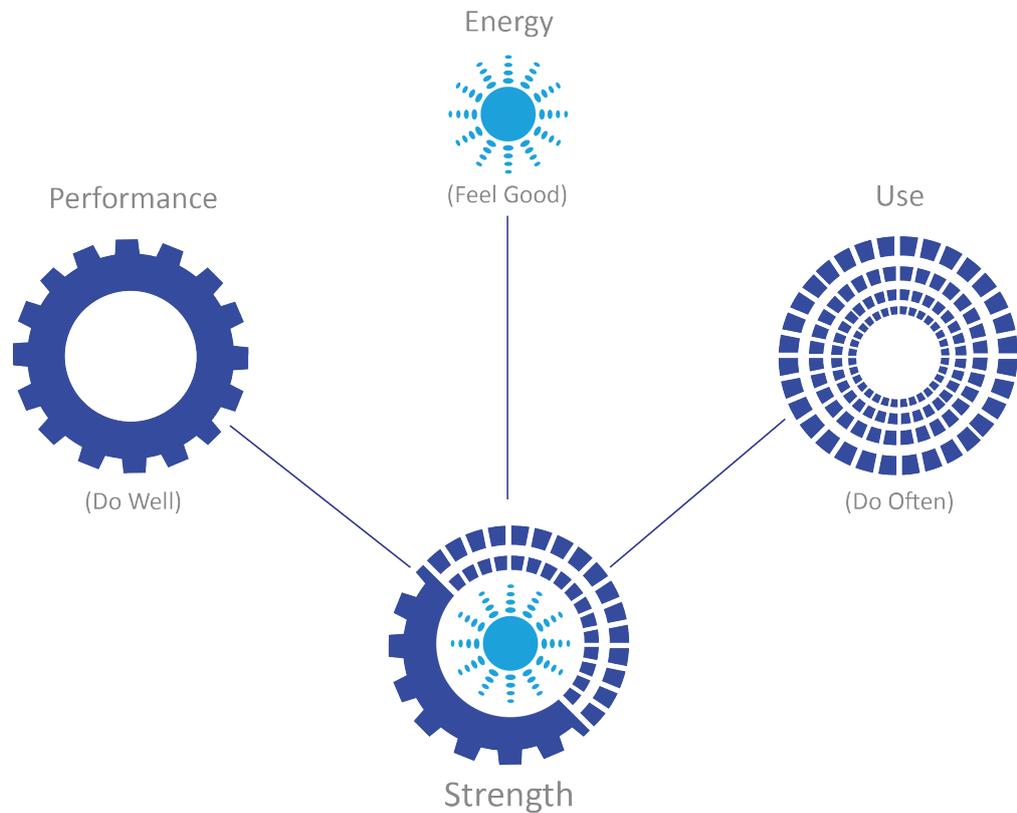
We are often asked by those interested in the subject for the business case to justify recruiting using strengths - and this white paper goes some way to doing just that, illustrating over a decade's worth of experience in the field and highlighting some of the benefits the approach can bring.

Here's a small selection of partners that are benefiting from recruiting using strengths right now.



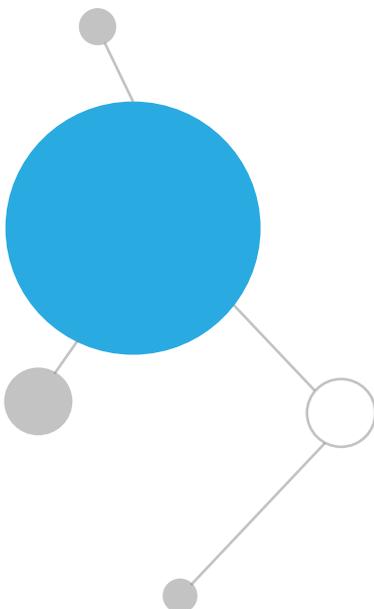
So, What is a Strength?

There are three core elements that define a 'strength' and these are: Performance, Energy and Use.



“A strength is something that you do well and enjoy doing. When using a strength, people feel authentic and energised as they deliver successful performance.”

Alex Linley, 2010.



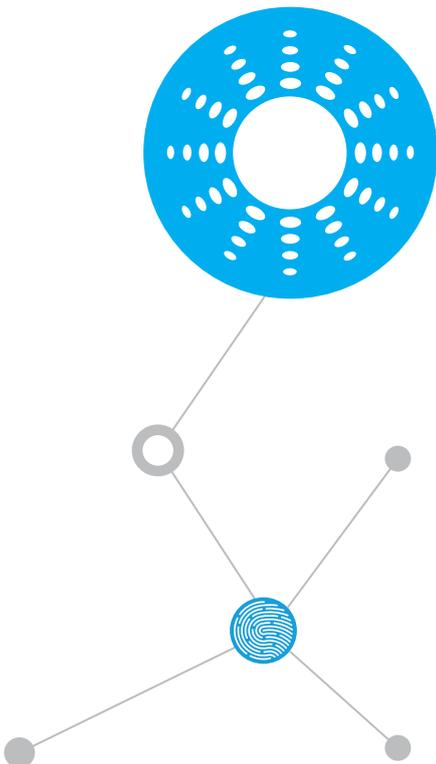
Quality of Hire

In this challenging economy, it is more important than ever to attract and retain the very best people for the job - after all, having the right people in post can make the difference between profit and loss.

Our current partners consistently evidence that the calibre of the candidates progressing through their strengths aligned assessments is considerably higher than the quality they recruited using a more traditional approach - and this is despite recruiting in very high volumes of between 15,000 and 20,000 graduates - and this is proven across a whole range of evaluations.

- Both Barclays and Morrisons reported 74% of assessors found that by carrying out a strengths based interview they were able to better distinguish between low, average and high performers. As a result, over 50% of assessors stated that their assessment centres were attended by a much higher quality of candidate.
- Aviva found that employees recruited using strengths progressed through the induction program much quicker, allowing them to cut down the training time from three weeks to one week.
- Nestlé reported that 94% of assessors stated the calibre of candidate in attendance at assessment centre was much higher than previous years.
- On Nestlé Fast Start (a school sponsored degree programme) 94% of assessors felt the calibre of the school leavers invited to an assessment centre was “similar to or of a higher caliber” than that of a graduate, with one assessor stating “the candidates were very strong, I haven’t seen Grads at this level for the past 2/3 years”.
- EY were able to endorse the success of their new strengths aligned approach by appointing 12% more graduates at assessment centre when compared to their traditional competency based process.

“Quick-fire questions mean candidates have to think on their feet, which really highlights the strong candidates and how their thinking processes work”.

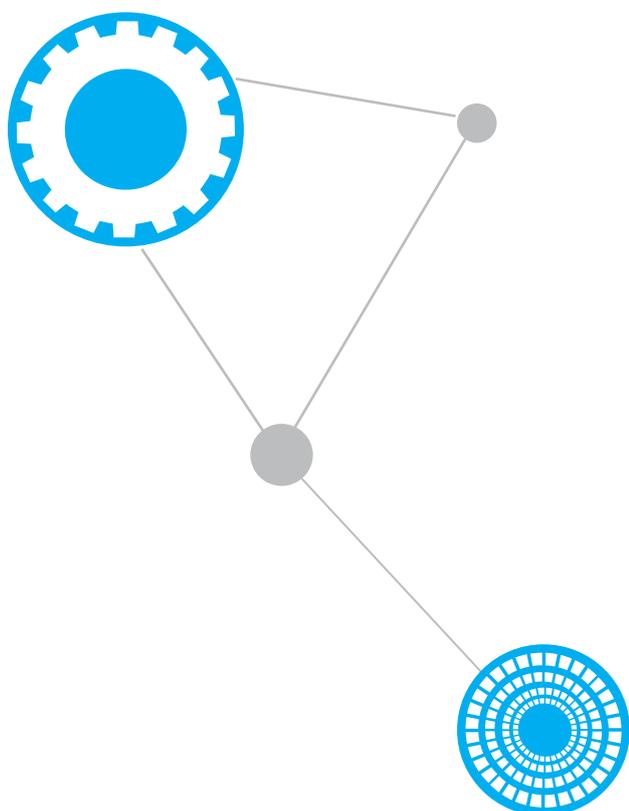


Candidate Experience

The overall candidate experience when applying for and being assessed against a position, is of course of huge concern - and this can be a real point of difference and allow you to stand out when competing for the very best talent.

As an aspect of our client evaluations we have gathered the thoughts of candidates who have passed through a strengths-based recruitment process.

- 85% of candidates at Barclays said the strengths-based interview allowed them to show assessors who they really were.
- 100% of Nestle Fast Start applicants stated they had a positive experience at the strengths-based assessment day.
- Nearly 70% of Nestle candidates described the Situational Strengths Test (SST) more challenging and interesting than other Situational Judgment Tests (SJT).
- Over 70% of successful Barclays candidates enjoyed going through their strengths-based interview more so than any other interview they had ever attended.
- In excess of 85% of Nestle graduate candidates felt the SST gave them a real insight into what it would be like to work as a graduate in the organisation.



“Really enjoyed today, I have attended other assessment days and this one made me feel so much more relaxed”.

Business Benefits

Recruiting using strengths is of absolute commercial benefit to your organisation and we've worked tirelessly on capturing and evaluating performance data with our clients to demonstrate the longitudinal impact that strengths-based recruitment has had.

The benefits can also be applied across all career stages, from entry level to senior executives - and is equally relevant to both volume and niche positions.

- Morrisons achieved increased efficiency and reduction in time spent on resourcing by choosing strengths-based video interviews over traditional telephone interviews for screening.
 - In the first year of its application, EY's strength-based recruitment process saw over 19,600 candidates complete the SST, of which 45% were then screened out leading to a much more manageable candidate pipeline.
 - EY found that 15% more graduates are de-selected at first interview compared to the previous competency based approach, showing increased differentiation through the recruitment process.
 - Candidates who go on to pass their exams at EY perform higher on the strengths-based assessments for both first interview and assessment centre compared to candidates who fail their exams, thereby reducing the investment spent on professional qualifications.
 - The introduction of strengths-based video interview screening and the inclusion of Situational Strengths Testing (SST) reduced the screening requirement by 55% at Nestle and saw savings in excess of £41,000.
- A rigorous analysis of metrics at Aviva showed:
 - Attrition reduced by 50% over 12 months.
 - A 39% reduction in Cost Per Hire (CPH) from £950 to £577.
 - Customer satisfaction rose by 14.5%.
 - Call quality went up by 14.5%.
 - Average call answer delay fell by 54%.
 - Absence through sickness fell by 4.1%.
 - Enhanced employee engagement and morale, empirically shown to relate to profitability.
 - The strengths based recruitment process significantly reduced the number of attendees being invited to assessment centres, reducing costs and requiring less business time.

Awards

These results and observations have been recognised and endorsed externally through a number of Award Wins for our strengths-based recruiting projects including:

- EY – Association of Graduate Recruiters (AGR), award for Graduate Selection and Assessment (2011).
- Aviva were finalists in the Personnel Today Awards for Innovation in Recruitment and Retention.
- Nestlé – Winners of the Recruiter Awards for Excellence 2014, for Best Apprentice/School Leaver Recruitment Strategy.
- EY - the Student Panel Best in UK (2011) for our strengths-based campus events.



Brand Perception

With the early career market more competitive than ever before, candidates are finding themselves having to apply to multiple organisations - a draining, time-consuming and de-motivating process.

The philosophy of recruiting using strengths naturally aligns itself to developing and capitalising on your existing brand reputation.

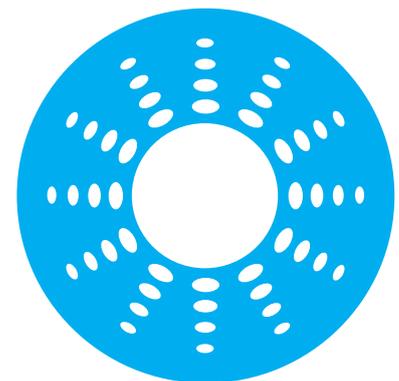
Growing research about Both Generation Y and Generation Z shows that today's early career population is eager to learn about themselves, gain more self-insight and feel recognised as individuals. Working in partnership with EY, Capp found in a representative sample of over 1000 students, 65% of graduates would select a job that would allow them to use their strengths rather than a role that paid them a higher salary.

Our partner evaluations have demonstrated the following impact on brand recognition:

- 67% of successful candidates at Barclays Investment Bank had a more positive view of the Bank as a result of their strengths-based interview.
- A strengths-based recruitment and attraction process at Morrisons enabled them to go from having no presence to featuring in The Times Top 100 Graduate Employers List.
- EY achieved a 33% increase in positive candidate perceptions of the recruitment process compared to their previous competency approach, enhancing both their Employer Brand and the perception of their graduate offer.

- 95% of applicants surveyed at Nestlé indicated a positive view of the brand and 96% felt that Nestlé stood out against other graduate recruiters by using a strengths-based approach.
- All 8,000+ candidates who took the situational strengths test as part of the Nestlé recruitment process received a personalised feedback report detailing their strengths – regardless of whether they had been successful or not.
- A candidate attending a Nestlé assessment centre commented, “I really enjoyed the assessment day. I have attended other assessment days and this one made me feel so much more relaxed”.

It is clear from these observations, facts and statistics, that strengths-based graduate recruitment is without doubt a very powerful brand differentiator.



Working in partnership with EY, Capp found in a representative sample of over 1000 students, 65% of graduates would select a job that would allow them to use their strengths rather than a role that paid them a higher salary.

Social Benefits

Being confident that your recruitment process does not disadvantage anyone on grounds of equality, diversity or social economic background - or is not discriminatory in any way - is of utmost importance. Recruiting using strengths has been shown to deliver no adverse impact, in any way, for any candidate.

We are often asked how an organisation can improve on its diversity and social mobility metrics. We fundamentally believe that the strength methodology plays a huge part in this and helps you focus on simply attracting and selecting the very best candidates for the role in a completely open, transparent and unbiased manner.

Over the last 10 years, it has often been proven that recruiting using strengths has had a positive impact on metrics around diversity, inclusion and social mobility and here you can see a selection of such findings.

Improves social mobility

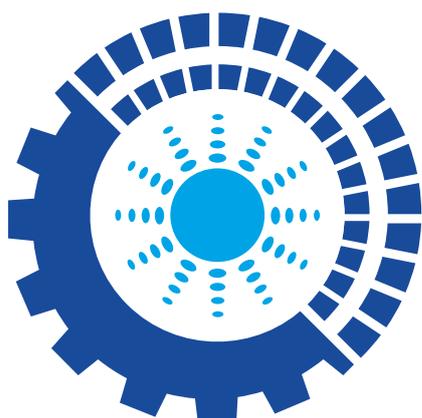
- Nestlé found that 70% of candidates who applied for Nestlé Fast Start attended a state run or state funded school, with the figure increasing to 78% of those successful in progressing to assessment centre stage.
- Furthermore, 55% of candidates invited to assessment centre stage reported their parents had not completed a university degree.
- This illustrates that the strengths-based assessments proved to be of no disadvantage to candidates in the process and was actually allowing Nestlé to reach out to a more socially diverse background.

Improves gender balance

- Nestlé's female graduate intake for their technical functions increased from 22% to 67% using our strengths-based assessment approach.

Demonstrates no adverse impact

- We have found that our strengths-based recruitment processes across all our clients do not disadvantage applicants from either gender, with almost identical proportions of male and female candidate's selected after the strengths-based interview and progressing on to assessment centres.
- At Morrisons they have found they are recruiting more women into manufacturing and buying roles since they have moved to strengths-based recruitment.
- Barclays were commended by the Race for Opportunity in 2013 for increasing the number of Black and Asian Recruits, in part through strengths-based interviewing



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Get in Touch

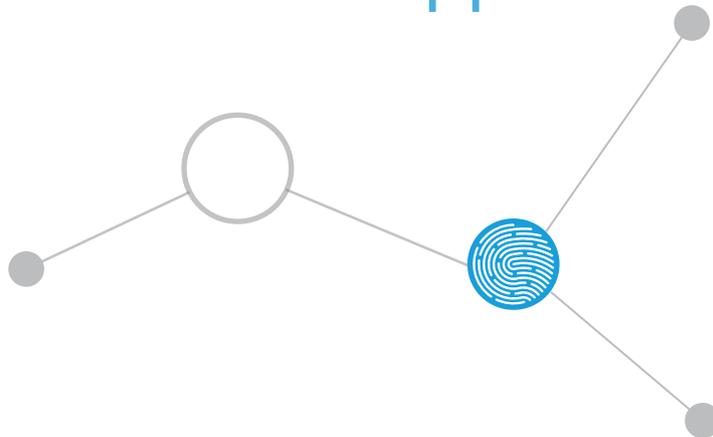
If you have any further questions on recruitment using strengths and wish to discuss any of the results within this white paper, please call Capp on +44 (0) 2476 323 363 and ask to be connected to:

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“Capp have been superb to work with! From the beginning of the project the exceptional guidance and support they have given, in being able to bring strengths into the business has been faultless. They listen, advise and engage to ensure that the approach is right for the business and is right for the candidate as well. I have loved working on this project and I am really looking forward to a long partnership with the team at Capp.”

Carla Murray, Graduate Resourcing Manager, Morrisons.



Capp (www.capp.co) is the leading strengths assessment and development, product and platform experts.

We specialise in early career assessment, graduate and experienced hire recruitment solutions.

Capp products and platforms include:

- The strengths identification tool, Realise2 (www.realise2.com).
- The Situational Strengths Test, for volume screening.
- The employability and recruitment platform Jobmi (www.jobmi.com).

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