



BRINGING PRECISION AND PERSONALISATION TO VOLUME ASSESSMENT

Working in partnership with **Alexander Mann Solutions**, we designed a series of personalised, blended, digital online assessments to help Santander recruit the most suitable candidates for frontline customer services roles and their Emerging Talent programme.

CLIENT STORY

- 1 Objective**
Efficiency, effectiveness and experience
- 2 Solution**
Bespoke, blended and seamless
- 3 Result**
Better quality & more engaged candidates

OBJECTIVE

EFFICIENCY, EFFECTIVENESS AND EXPERIENCE



In early 2016, Santander was looking for a more efficient and effective volume assessment solution, to help select key frontline customer service staff and those applying for their Emerging Talent programme.

The existing assessment process had not been reviewed in four years and was delivered via a lengthy two-stage process, but most importantly failed to assess applicants against the new set of Santander behaviours. So, to improve the hiring process, they made the decision to work with a Sova as their new assessment partner.

Santander wanted a more precise measure of suitability, by assessing applicants against both the role requirements and the organisation's new behaviour framework; as well as providing a more efficient and engaging candidate experience. Furthermore, recognising the need to make the hiring process fully accessible and truly digital, they wanted applicants to be able to complete the process on a device of their choice, be that mobile, table or PC. In short, the organisation wanted to improve the efficiency, effectiveness and experience of the overall hiring process, for the organisation and its candidates.

SOLUTION

BESPOKE, BLENDED AND SEAMLESS



The solution was a bespoke, blended online assessment for each role, combining cognitive ability and situational judgement questions, measuring the requirements for the role and key organisational behaviours; fully branded and delivered by Sova's digital platform. Our assessments are designed for mobile first, then scaled to work on larger devices, which means candidates can complete their assessment on any device and in any location of their choice.

The assessments were integrated into Santander's applicant tracking system, Lumesse TalentLink, meaning recruiters could manage the entire process from one system and candidates had a smooth frictionless experience.

Santander access assessment results via TalentLink. The data includes an overall suitability 'fit' score and a profile breakdown by competency for each candidate; this enables Santander to identify the most suitable candidates to take through to the next stage. They can also generate personalised candidate reports that give objective feedback on the key behavioural areas measured, ensuring the assessment process is open, fair and meaningful for the candidates.

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By combining different types of questions – behavioural, situational or ability-based – it is possible to create more a rounded assessment. These can be relatively short, typically 25-40 minutes long, and cover the full breadth of a role at the screening stage. A blended approach is a practical solution for volume hiring programmes to not only separate out significant number of candidates, but to do so both validly and fairly.”

Dr. Alan Bourne Founder and Managing Director, Sova Assessment Ltd.

RESULT

BETTER QUALITY & MORE ENGAGED CANDIDATES



84-90%

RATED AS HIGH
PERFORMERS

To evaluate whether the new assessment process is achieving tangible business outcomes, it requires a close, ongoing partnership between Sova and Santander. There are several evaluation phases throughout the project including, trialling the assessment with job holders during the design stage to see if high scorers also perform well in the role; tracking the ratios of applicants being screened at each stage of the process including assessment centre and conducting a validation study with successful candidates once they have been performing the role for over a year. This phased approach provides a robust picture of what is working well now and where improvements can be made to refine the assessment process in line with future, evolving needs.

Having evaluated all stages of the project for frontline contact centre roles, it's clear that the new assessment process is delivering tangible benefits impacting efficiency, quality of hire and performance.

Predictive power: the more precise assessment of candidate suitability, focused on Santander's new behavioural framework, is leading to a higher standard of candidate going through to the later stages of the recruitment process. This is confirmed by:

- Results of the pilot where 84-90% of individuals predicted by the assessments to be high performers were also independently rated as high performers by their line managers.
- Results of a validation study conducted in February 2018, looking at whether successful candidates went on to perform well in the role, as reviewed by line managers.
 - The findings show clear and strong support for the effectiveness of the assessment in predicting who will perform well in role.
 - The situational judgment and numerical reasoning elements were the strongest differentiators, with verbal reasoning.

Quality of candidates: One of the aims of designing a blended assessment for use early in the screening process, is to identify the best candidates as early as possible. Since implementing the assessment, Santander have seen a significant increase in the number of hiring decisions made per assessment centre, which in turn has led to a reduction in the number of centres required. Analysis has shown that the **assessment centre ratio has changed from 5/10 hires per centre to 8/10**, saving significant amounts of time and money for the organisation. playing a significant role.

RESULT

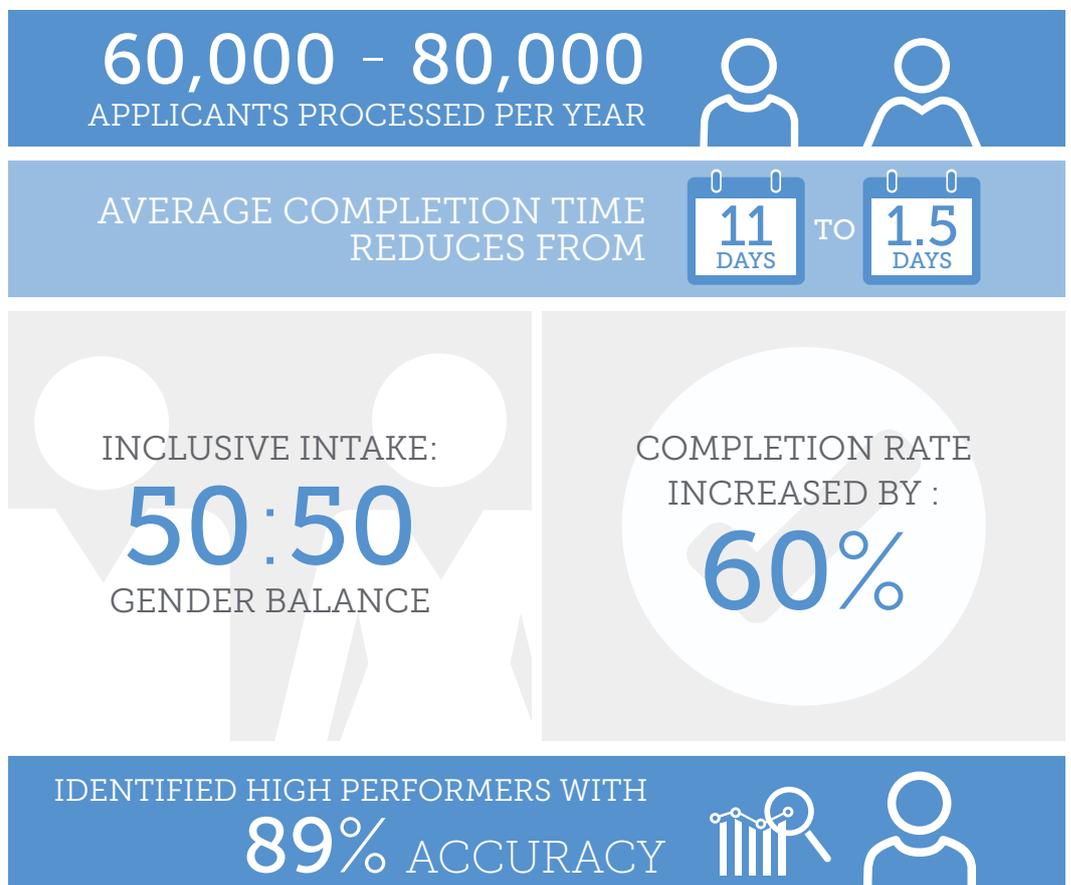
BETTER QUALITY & MORE ENGAGED CANDIDATES



Reduction in assessment time and lower candidate drop out: by replacing a lengthy two-stage process with a single blended assessment and more engaging candidate experience, we have reduced the time it takes candidates to complete the assessment stage from 11 days to 1.5 days. The completion rate of the assessment has increased by 68%.

Fair and inclusive: analysis throughout the project has demonstrated a negligible adverse impact in terms of gender, age and ethnicity indicating that applicant diversity ratio was maintained throughout the assessment process.

Having firmly demonstrated the efficacy of the assessment process in recruiting talented frontline staff, focus will now look at how best to engage and retain these employees using objective insight. Additionally, we will be exploring how to fix the digital disconnect between the early stages of recruitment and the assessment centre, through the use of digital assessment centre technology.



RESULT

BETTER QUALITY &
MORE ENGAGED CANDIDATES



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We were looking for an assessment solution that would provide better quality screening, whilst also delivering a seamless, engaging and more candidate-centric experience.”

Hema Bakhshi Resourcing Strategy & Innovation Lead, HR, Santander UK

TO FIND OUT MORE

about how we can help your organisation can implement a bespoke, blended, mobile-optimised assessment solution, please get in touch.

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