



Recruit the right people for the right jobs

Major Automotive Manufacturer Meets High-Volume Recruitment Goals with CareerHarmony System

European car manufacturers commonly use overseas production plants because of the high costs of producing new cars in Europe. As a result, our client's plant was producing fewer vehicles than ever before, the number of employees had fallen dramatically, and regional unemployment was rising.

With the objectives of reducing unemployment levels while proving that top-quality vehicles could be produced cost-effectively locally, our client conceived an innovative labor concept for a proposed new production facility at its plant: within the framework of a new tariff model, employees would assume responsibility for achieving production-volume targets and agreed quality goals.

To capitalize on government funding, workers would be recruited from the unemployment register and would not have to have previous experience in the automotive industry.

Challenges

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- Make it possible to recruit 3,500 workers within nine months
- Provide the necessary scalability to handle the expected high volume of applications
- Offer the necessary flexibility to screen for multiple jobs
- Deliver effective screening, assessment, and management capabilities to ensure that only the most suitable applicants were hired
- Automate the recruitment process

- Allow information collected off-line to be integrated with online assessment scores
- Enable information about hired candidates to be exported from the CareerHarmony Assessment Management System into the client's enterprise resource planning system

Solution

CareerHarmony developed the following four-stage process, to be introduced through the client's new e-recruitment portal:

- ① Online prescreening, using the CareerHarmony Assessment Management System (CHAMS) TalentScreen solution, with applicants using an Internet-connected computer at home, a library or an Internet café. The prescreening process included an application form, a customized questionnaire, and a short psychometric assessment session.
- ② Full online assessment, using the CHAMS TalentAssess solution, of prescreened candidates in a controlled environment arranged by the client. Those who achieved a suitable score were progressed to the following stage.
- ③ Off-line work sample tests, group tests, and interviews with the client's own recruiters. This information was gathered manually and entered into CHAMS, so that a candidate's score for each stage could be combined to establish a total score to date. Candidates with a suitably high total score were progressed to the medical examination.
- ④ Medical check by the client's own medical team. Results were manually entered into CHAMS. The final hiring decision was based on the combined score of all four stages.

Key Advantages of the CareerHarmony System

Flexibility for multiple job roles: The system was designed so that all candidates were initially assessed for multiple roles: engineer, technician, and assembly line worker. However, discrete assessment sessions were established for each role. Candidates achieving a high score were automatically progressed to assessment for a higher-level role (engineer or technician).

Monitoring of composite scores: Ongoing monitoring of test and selection composite scores enabled the updating of test, norms and selection cut-off points.

Complete, targeted assessments: The agreed assessment session to be undertaken at the prescreening and full assessment stages consisted of 12 aptitude tests and three work sample tests. The aptitudes covered were general intelligence (mainly reasoning), mechanical/technical understanding, and personality (interpersonal skills, motivation, integrity, and conscientiousness).

Effective management capabilities: In support of the assessment sessions, the process used all of the CHAMS TalentFinder component's extensive management capabilities including candidate tracking, candidate notification, and extensive reporting to streamline the decision-making process.

Results and Benefits

Staged implementation results

- **Stage 1:** 38,519 applicants undertook the TalentScreen prescreening via the Internet.
- **Stage 2:** 26,304 were invited to undertake the TalentAssess full assessment in a controlled environment.
- **Stage 3:** Of these, 13,732 were invited to undertake the off-line work sample tests, group tests and interviews.
- 3,500 candidates successfully completed stage 3 and were invited to undertake a medical examination.
- **3,300 people were hired within nine months to fill engineer, technician, and assembly line worker roles.**

What does the customer say about the CareerHarmony system?

"We had an innovative, new idea, but its success totally depended on recruiting large numbers of people who would succeed in the positions.

The CareerHarmony system gave us the results we needed and the confidence that our idea would work. CareerHarmony's accurate assessments for the variety of jobs we needed to fill did the job for us."

Achieving the client's goals

- All the required employees were recruited within the required time frame.
- The success of the CareerHarmony Assessment Management System in identifying suitable people enabled our client to implement its innovative labor concept, in which employees accept individual and collective responsibility.
- The facility is achieving its volume and quality targets. Payback of direct costs was achieved in 12 months.
- Overall payback, which includes an element for improved employee quality, was achieved in three months.
- The project continues to generate positive return on investment for the client.



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