

With SHL on board, your *HR policy will speak volumes* to your potential new employees

The Background

In 1993, the Netherlands division of professional advisory consultancy KPMG had worked with SHL to develop a 'best-practice' selection & recruitment policy for the organisation. Key to this objective was the establishment of assessment centres for the recruitment of trainee consultants.

Each year, 40 to 50 assessment centres would be organised with a dozen candidates taking part in a range of ability tests. Numerical, logical reasoning and verbal skills were assessed, whilst the OPQ personality questionnaire and role-play exercises measured applicants' teamwork, commercial and consultancy skills.

Not only did this process enhance the recruitment process and help the organisation identify the 'crème de la crème' of applicants, but KPMG also earned reputation as a leading-edge employer.

The Challenge

In fact, that reputation led KPMG's competitors to copy their SHL model, eroding their USP and creating a requirement for KPMG to renew and enhance its selection procedure in order to lead the market once again. Coupled with this was a 'tightening' in the Netherlands labour market around 1998 which saw fewer talented potential employees being pursued by a greater number of competing consultancies.

So to increase their competitiveness and attractiveness to potential employees whilst re-establishing their credentials as a forward-thinking employer, KPMG briefed SHL to add flexibility and streamline the process.

The Solution

SHL designed a new selection procedure consisting of a testing system that KPMG can apply itself whilst still relying on SHL expertise. Processes relating to the several target groups in the KPMG selection procedure have been customised and all the tests and the OPQ are now offered in several languages, thereby 'levelling the playing field' for those candidates whose mother tongue is not Dutch.

“Reduced costs and increased speed of response is all well and good, but our key reason for continuing to work with SHL is the quality of their consultancy. They have not only understood our desire to exemplify best practice in the organisation's HR policy but have also made a tremendous impact over the last decade.” *Jan van der Linden, HR Department, KPMG*

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The Results

As a result of the enhancement, the automated testing procedure now yields a range of reports for the organisation's HR professionals and managers, all presented in the context the KPMG competency system. As an additional bonus, candidates benefit from receiving their own personal report accompanied by key development tips.

In quantitative terms, KPMG's new selection procedure is reaping results. It is estimated that a saving of approximately 40% has been achieved in the selection costs associated with every applicant. That saving rises to nearer 60% in the case of successful applicant whom KPMG go on to hire.

There has also been a major reduction in the time it takes to assess and decide upon an applicant, down from 4 weeks to 2 weeks. Not only does this represent a major cost saving in terms of resource, but it also positions KPMG as a fast, efficient, process-driven, clear-thinking organisation. However, KPMG are quick to point out that for them, the real benefit of SHL's involvement in their HR process is not the savings achieved but rather the continued qualitative influence of our consultancy on their HR policy.

As Jan van der Linden of the KPMG HR Department notes, "The key contribution has been not so much the products but the understanding of our ethos and the development of training and processes. That's why we want to work with SHL."

Key Points

When competitors began to copy the SHL-based recruitment model, KPMG took action.

SHL designed a new enhanced selection procedure.

Savings of c40% has been achieved in the selection costs associated with every applicant.



Assessments
in more than
30 languages

Organisations that understand and maximize their people's potential achieve outstanding results. SHL gives you the insights to make better decisions about your people.

**We call this People Intelligence,
Business Results.**