

# Most effective recruitment strategy

## Winner Siemens

The application process is often a difficult area to get right. And so it was at Siemens. When the company spoke to hiring managers and candidates a couple of years ago, they found through targeted focus groups and extensive surveys that their approach to getting UK apprentices was uninspiring.

“The... thing that I found stressful were the online tests,” said one anonymous candidate. “Gen Ys and Millennials need to be challenged and engaged. Traditional hiring processes may soon find it difficult to establish their purpose,” added an anonymous hiring manager.

So it was crucial to transform processes and improve candidate experience, brand perception and assessment robustness. The defined goals of Siemens’ project were to improve this candidate experience by implementing a less stressful selection method and assessing the mindset of new recruits.

There was also a focus on employer brand, with the business aiming to attract top talent through best-in-class, innovative, pioneering methodologies aligned to digitalisation.

Implementing behavioural assessments has enabled Siemens to tackle adverse impacts, specifically gender bias. The company has been honest about where it felt it could do better, noting that historically Siemens has struggled to attract female talent, especially for engineering roles. Data from previous traditional psychometric tests illustrated that the few female candidates that did apply were sifted out very early in the selection process. Just 15% of women were successful in passing assessments at Siemens in 2013.

And changes in technology and the emergence of Siemens’ ownership culture has led to a change in its skills requirements. No longer is job fit the only requirement – Siemens fit is now also crucial.

So how did the company turn things around? After conducting a competitive tender process, Siemens selected assessment

provider Arctic Shores to enable a behaviour-driven approach to selection through the financial year 2017/18. The firm decided to replace traditional verbal and numerical psychometric ability tests – that are often stressful for candidates – with innovative and engaging behavioural assessments.

Arctic Shores pioneers behavioural assessments combining neuroscience, AI and game technology to enable employers to look past the CV and focus on talent potential rather than experience, background or seniority. The company has assessed more than 400,000 applicants since its inception and is helping companies in over 36 countries differentiate their hiring process, raise brand awareness, engage prospective talent and make fair, objective selection decisions.

The results have been impressive. Overall assessment centre pass rates at Siemens have increased from 24% in 2016 to 40% in 2017, and the company saw a 12.6% increase in hiring manager satisfaction with



how enjoyable the selection process was for candidates. Meanwhile, there’s also been a 15% increase in hiring manager satisfaction regarding the selection process being fair and consistent.

But given today’s VUCA world, Siemens knew it could not stand still on talent attraction, or rely on past assumptions about its appeal as an employer of choice. It is still searching for candidates in new markets, taking on new competitors and embracing changes in the way it works to meet the demands of future generations.

It recognises that the transformation of its selection process and the resulting impact on its brand has been critical to its ability to grow the organisation.

As the company focuses on recruiting for mindset and behaviours, it has overcome challenges in its own mindsets and those of hiring managers to demonstrate the true value of innovation. The biggest impact of the project has been the effect on candidate experience, which has been at the heart of all this activity.

So here is a brand that recognises it’s not the time to be afraid of the future of work, but to embrace it as an opportunity to stretch, think creatively and develop strategic partnerships. A great strategic approach to recruitment, and an inspiringly innovative HR Excellence Awards winner.

### Shortlisted

.....

**Connect Group**

**Government Recruitment Service**

**Network Rail**

**Nomad Foods Europe**

**Office for Nuclear Regulation**

**The AA**

**Travelodge**

**Volkswagen Financial Services**

**XPO Logistics**