

Predicting success with the 16PF[®] in the automotive industry

Background

A German blue chip automotive manufacturer worked with OPP[®] to put a 16PF[®] competency framework in place for recruitment across its widespread dealership network.

Why the 16PF instrument?

As a leading-edge and innovative business, this automotive manufacturer had decided to refresh its recruitment processes in order to ensure that they were as robust, targeted and consistent as possible. The aim was to maintain the high quality of staff and enhance the business' brand in its dealerships by recruiting the best people in the industry with the greatest confidence that they would be successful. Managing a dealership is a diverse and demanding role, and, from the manufacturer's perspective, it's where the brand stands or falls in the eye of the consumer. So getting the very best people into key roles in these businesses is an important priority.

Having worked with the 16PF instrument in the past, the company was convinced of its credibility, validity and accuracy. They were also impressed by the capability to adapt the reporting of 16PF results to the business's needs. Their experiences of working with OPP had also been positive, so when OPP's tender for the work matched the budget and ambitious timescales required for the programme's rollout the partnership seemed the natural choice.

OPP's ability to customise the outputs of the 16PF was a particular selling point. With different reports available for different participants in the selection process, and the possibility of tailoring a competency framework to the individual specifications of different roles, the reports were seen as targeted, concise and accessible for all the people that would need to use them.

Developing a tailor-made solution

Once the 16PF questionnaire had been selected as the instrument of choice, OPP worked together with the business's stakeholders to come up with a competency framework that could be used as a means of matching candidates to specific roles being recruited into. The company chose a 'light touch' customisation by cross-walking their own competency framework to OPP's pre-purposed competency library – a kind of 'pick and mix' approach.

After identifying the ten core competencies that were deemed the most relevant, nine different variations of the 16PF Competency Report were developed by OPP in close consultation with the client. These reports were designed to fit the various job roles within a dealership franchise: an OPP consultant worked with stakeholders to rate the chosen competencies into a hierarchy of importance for each role, using OPP's Competency Rating Toolkit. This gave the client bespoke outputs specific to each job that measured candidates precisely for their fit, in order to fairly assess their potential for success.

Finally, the 16PF questionnaire and the bespoke competency framework were integrated into the company's overall selection programme, with recruiters receiving training and on-going support via a variety of innovative e-learning modules and supporting materials.

Rolling out and using the 16PF reports

The initial internal communications drive for the new process included a 'toolkit' that was sent out to all dealerships. With the new system, busy managers have everything they need at their fingertips, making the whole process straightforward and convenient to use. The initial communication is being followed up with a long-term programme of support that aims to ensure as smooth and complete a transition as possible.

At dealership level, the 16PF questionnaire is administered prior to interview, and OPP's Competency Report is used by recruiters. This includes interview prompts based on the results of the questionnaire. In order to make their experience of the process as positive as possible and to build employer brand, job applicants receive a Candidate Report, which provides a high-level summary of their questionnaire results in an accessible format. Candidates who are successful at this stage are then invited to an assessment day, which includes 16PF-based activities alongside other relevant business simulations designed by the company.

As the competency-based recruitment process becomes embedded at local level, the results will be carefully monitored and feedback solicited on its effectiveness. Initial reactions from dealerships have been positive, and they are very receptive to the benefits in time savings, objectivity and precision that a psychometric instrument can bring. Over time, the company is confident that the improved process will mean the best people are attracted to and retained within the business.

For more information about using the 16PF instrument in your organisation for selection or for individual, team or leadership development, please contact our Sales team on +44 (0)845 603 9958 or by email at enquiry@opp.eu.com.