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# Pre-employment screening, selection & promotion

## Assessment

### a Case Study from T10



### **Scenario**

One of Australia's largest commercial print companies had been unable to find suitable candidates for book binding machine operator vacancies so they turned to the UK as a potential source of people.

### **Requirements**

Due to the vast differences in location, time zones and costs involved, they wanted to use a UK firm to help them in their candidate search and selection. They also wanted to ensure that the candidates had not only the necessary skills and experience but that they also were able and suitable to emigrate to Australia.

They found that standard recruitment firms did not have the capability to assess for their unique criteria so they sought out a firm which could provide exactly what they needed.

### **The process**

After the first meeting and discussion with their UK HR director, David, I was given the go ahead for the project against strict budgets and time considerations. David supplied a list of candidates which he'd had already sifted by abilities and experience and who had expressed an interest in working down under.

I consulted with David further to agree exactly what he was looking for in a candidate in terms of values, attitude and long term aspirations. Critically, there was an absolute need for any candidates to be able to move their lives to Adelaide.

I had to find out exactly what was involved in emigration so that I could discuss the exact process with a full understanding with the candidates. My knowledge would give me the advantage of knowing whether the candidates had researched with a serious intent on how they would tackle the change.

Well, you can't assess for that with one test so we agreed a three tier interview process which would be supported by assessments:

1. Technical skills and machinery – by the client
2. Team, leadership and management abilities – by us
3. Motivations to change, communicating the concept of emigration with family and friends – us

We then devised a series of individual and group activities to observe and be able to report on their interpersonal skills.



David conducted the first round of interviews around the candidate's knowledge of the specific machinery which they would be using in Adelaide as it was more modern from that in the UK.

As a result, we were given our short list of candidates.

We arranged dates and venues for the assessment days and sent out invitations to all with a choice of dates.

The assessment days had three parts:

1. Psychometric Tests for verbal, numerical and spatial
2. Team activities
3. Individual interview

All of the candidates were willing participants in the activities and had a clear understanding of why they were being assessed in this way.

The days all went to plan and were well received by the candidates.

### **Outcomes**

We were able to report on the results of the psychometric tests and show which in percentile terms which candidates had the best aptitude for verbal, numerical and spatial skills. We were also able to rank the candidates on order of which were most likely to outperform the others in these skills.

The individual and team activities allowed us to identify strengths, weaknesses and opportunities taken by the candidates and again, rank them in order which were most likely to outperform the others in these skills.

The individual interviews allowed us a deep-dive into their preparation and motivation for this potentially monumental change in career and location and the impact it would have on them and their family.



### **Summary**

The candidate we ranked as number one declined the offer after his spouse said she wouldn't go.

We had anticipated this might happen with one of the candidates and this was a vital consideration because as we all know very well, stuff happens.

Our fall-back position were the candidates we had ranked equal second, both of whom were offered the opportunity of a three month on-the-job trial, all expenses paid.

Of those two, one simply didn't enjoy the climate and left after a year but not before creating a legacy of improved teams and productivity. He also recruited his successor within Australia.

The other one, Paul, stayed on permanently.

Paul had made some off the cuff comments at lunchtime which made us sure he had the right attitude and would succeed. This goes to show the importance of never being off-duty during assessments. These comments added weight to his assessment results and the combination pushed him into the frame.

### **Feedback**

The client felt overall that a good job had been done and that we had delivered exactly what they were looking for and although one candidate didn't stay, he left his mark.

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