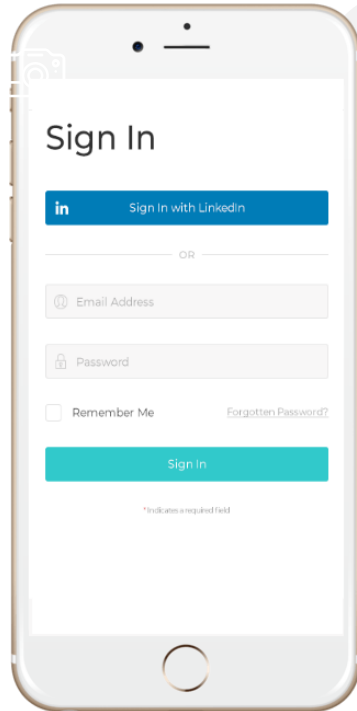




ENERGY EFFICIENT RECRUITMENT

Case: British Gas

CASE STUDY



BACKGROUND

British Gas (BGS) recruits around 1,500 people per year. With so many openings, attracting the right volume of applicants is the first major obstacle. In 2006 British Gas was certainly attracting the right number of applicants to fill the positions, but pre-selection was producing variable results, meaning only 25% of candidates make the grade at assessment centre. Something had to be done to improve the efficiency and effectiveness of the process.

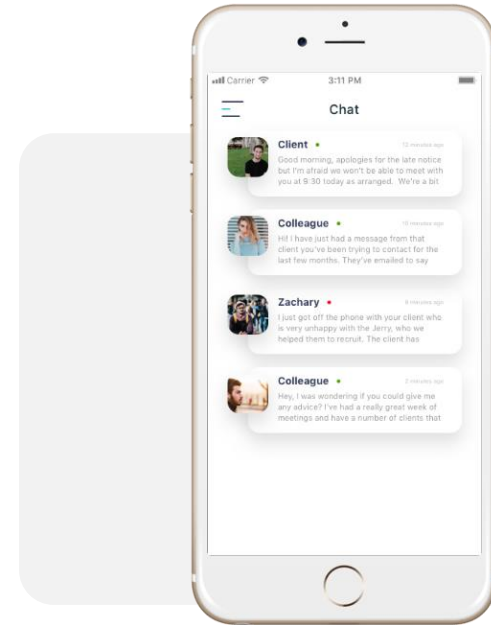


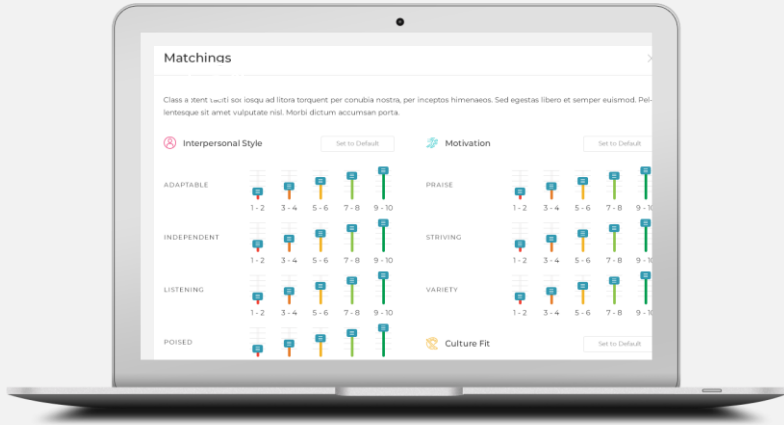
THE AIM

INJECTING VALUES INTO E-RECRUITMENT

In the past a combination of inconsistent candidate quality and operational urgency led to recruitment decisions being made under pressure, leading to some performance and retention issues. Rolling out a generic, off-the-shelf approach to e-recruitment would therefore not necessarily fix this issue.

Focusing on values rather than just conventional competencies would identify and inspire candidates who shared similar values. This improved 'cultural fit' would not only mean that they were more likely to make the grade, it would also mean they were more likely to accept a job offer, fit in, perform, deliver a better customer experience and remain within BGS. In other words, this approach would improve offer rates and acceptance rates in the short term; and improve productivity, retention and customer experience in the long term.





OUR APPROACH

British Gas recruits around 1,500 people per year. With so many openings, attracting the right volume of applicants is the first major obstacle.

British Gas was certainly attracting the right number of applicants to fill the positions, but pre-selection was producing variable results, meaning only 25% of candidates make the grade at assessment centre, something had to be done to improve the efficiency and effectiveness of the process.

Our innovative, value-driven approach to recruitment helped British Gas more than halve the cost of filling their vacancies, while simultaneously improving candidate quality by more than 50%.



RESULTS

When the new values-based approach went live, the first noticeable change was a dramatic reduction in the time associated with managing the increased application volumes.

Before the change all assessment centres had a ratio of four candidates per vacancy as a matter of policy. However it quickly became clear that this number was no longer needed – only two candidates per vacancy were required, which meant half the number of assessment centres.

EMPLOYEE TURNOVER

- 34 %

Attrition in call centre roles reduced from 43 % to 9 % in 2017

SUCCESSFUL CANDIDATES

2X

Double the number of successful candidates in the second round

ASSESSMENT CENTRES

- 50 %

50 % reduction in the number of assessment centres needed to fill positions

FEMALE APPLICANTS

+ 20 %

A 20 % increase in number of female applicants

