

Predicting Success in the Automotive Industry with the 16PF[®] Questionnaire

Background

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

Why the 16PF Instrument?

As an innovative, leading-edge business, this automotive manufacturer decided to refresh its recruitment processes in order to ensure that they were as robust, targeted, and consistent as possible. Their goal 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 the new staff 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 their dealerships is a priority.

Having worked with the 16PF instrument in the past, the company was convinced of the 16PF assessment's credibility, validity, and accuracy. They were also impressed by OPP's ability to adapt the reporting of 16PF results to the business's needs. And, since their past experience with OPP had also been positive, when OPP's proposal for the work matched the budget (and the ambitious timescales required for the program's rollout), the partnership seemed a natural choice.

OPP's ability to customize the outputs of the 16PF Questionnaire was a particular selling point. With different reports available for different participants in the selection process, and the ability to tailor a competency framework to the unique 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 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. The company chose a 'light touch' customization by cross-walking their own competency framework to OPP's pre-purposed competency library – a kind of 'pick and mix' approach.

After identifying 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. Each of the nine reports was designed to fit a job role 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 customized 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 customized competency framework were integrated into the company's overall selection program, 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 to all dealerships. With the new system, busy managers now have everything they need at their fingertips, making the whole process straightforward and convenient to use. The initial communication was followed up with a long-term program of support that aims to ensure a transition that is as smooth and complete as possible.

At the dealership level, the 16PF Questionnaire is administered prior to the interview, and the 16PF Competency Report, which includes interview prompts based on the results of the questionnaire, is then used by recruiters.

In order to make their experience with the process a positive one, and to build employer brand, each job applicant receives a 16PF Candidate Report, which provides a high-level summary of their questionnaire results. 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.

Moving Forward

As the competency-based recruitment process becomes embedded at the 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 appreciative of the time savings benefits, as well as the objectivity and precision that a psychometric instrument provides. Over time, the company is confident that the improved process will mean the best people are attracted to, and retained within, their business.

For information about using the 16PF instrument in your organization for selection or for indi, team, or leadership development, please contact our Customer Service Team at 800 225 4728 or by email at custserv@ipat.com.