

The Transformation of BDO's Recruitment Process with Amberjack's High Potential Assessment

Background

BDO works across all economic sectors to provide tax, audit and assurance, and business outsourcing services. 'Helping you Succeed' is BDO's core purpose, and with an ever changing world of work, they wanted to continue to assist their clients by adapting and evolving themselves.

BDO's assessment process was initially implemented 4 years ago, to ensure they kept up with market expectations. This provided further efficiencies, reducing the time required to complete and score assessments whilst benefiting both their candidates and the firm with an increased emphasis on quality and experience.

But, BDO wanted to go further. They wanted to create a process that was genuinely different and stood out not only in their sector but across the Future Talent industry. They chose to use Amberjack's award-winning and innovative technology to create a fully virtual process, which was truly representative of their business.

Objectives

BDO were looking to develop an innovative and unique recruitment journey for Early Careers candidates. They looked to achieve this by completely redesigning their process and implementing Amberjack's High Potential Assessment, helping them to find the best talent with the potential to succeed.

The objectives were clear, BDO wanted to...

- Reduce resource drain – by removing the need for fixed term resources, and reducing screening time, they hoped to improve the efficiency of their recruitment processes.
- Reduce time to hire - by Christmas only 25% of their demand had been fulfilled and their average time to hire was approximately 4 months. Targeting this issue was fundamental to

- making improvements in their recruitment.
- Improve effectiveness – by targeting their effectiveness they focused on improving pipeline efficiency and allowing vacancies to be filled earlier in the season. BDO were struggling with false negatives and the rejection of high calibre candidates, a critical flaw in the effectiveness of their hiring.
- Improve candidate experience - the lengthy process, reinstatements, and sub-optimal AC virtualisation solution led to a candidate experience that was below the level of more modern technologies. BDO was committed to changing this.

Solution

By utilising our in-house expertise and many years of development, Amberjack helped BDO deploy the High Potential Assessment. The assessment is built on Amberjack's universal model for potential, allowing employers to measure Digital Mindset, Applied Intellect, Creative Force and Grit.

Additionally, implementation of technology also played a vital role in the solution Amberjack delivered, allowing BDO to transform their processes both internally and for candidates. The new automated assessment with integrated video interview platform, coupled with the digital assessment centre created a fully virtual process which has driven huge efficiencies without impacting on candidate experience or quality.

The new developments brought about changes to BDO's hiring process, which now consists of:

A short application form, and progression of candidates onto an online, blended assessment and video interview. This allows for the identification of future potential by measuring the four most important indicators which are critical for their business: Grit, Digital Intelligence, Applied Intellect and Creative Force.

The blended High Potential Assessment was designed in partnership with diversity and neurodiversity specialists, and the assessment offers multiformat deployment and responses which are time recorded rather than time limited. The tool is deployed with support and advice to ensure that there is no adverse impact against any minority groups.

The assessment is comprised of a short introduction video, a mix of applied intellect and behavioural questions, self-reflection videos, a closing video, and an automated candidate feedback report. It delivers a highly interactive experience that is face valid and realistic of their future work environment. It takes just 30 minutes for candidates to complete.

The third and final stage of the process is the Virtual Assessment Centre. BDO transformed their traditional, paper-based assessment centre into an engaging virtual experience. The system is simple and intuitive to use, and does not require any prior training for either candidates or assessors. The automated scheduling and scoring functionality has meant the transition from face-to-face to virtual AC's not only improved the candidate experience but saved hours of planning and resource time.

Impact

Amberjack and BDO set key measures of success against the original objectives to ensure the project had the impact and demonstrated effectiveness at every opportunity.

The results were clear:

- Reduced time to hire - BDO managed to reduce their recruitment stages from 7, to 3, whilst reducing the average time to hire from around 4 months, to just less than 1.
- Improved effectiveness - the changes implemented helped 70% of graduate and apprentice roles to be filled by Christmas, a 45% increase YOY. BDO experienced improved pass rates from 60-70% to 70-85%, demonstrating an increase in the quality of the candidate reaching assessment centre. As a result they will need to hold around 10% fewer assessment centres overall, and whilst the overall number of assessment centres reduced, the amount they were able to hold prior to January rose by 315%. This was critical for BDO to secure the best talent early in the season.
- Improved candidate experience - the average time for candidates to complete the assessment process was reduced from 2.5 hours to 45 minutes, while average wait time, between submitting an application and attending an assessment centre, was reduced by 75% compared to the previous season. This was achieved via the increased pipeline efficiency which allowed them to fill assessment centre slots earlier.

The new recruitment process has not only been transformational for the firm; but BDO believe it's the most efficient and effective process in the early talent space to date.

The process features the very latest emerging recruitment technology, integrated to form an immersive, seamless, candidate journey. Using intelligent automation, they have significantly improved candidate quality whilst reducing the size of our team and saving hours of business resource time.

