

# Case study

## Hill McGlynn Recruitment

Hill McGlynn leads the way in construction recruitment in both the UK and Worldwide markets. They have been supplying the construction industry with candidates for a wide range of disciplines since 1976. The company attributes its success to the prompt and professional attention given to clients as well as candidates, the originality of its services and the strength of its relationships with the industry's leading construction companies.

Hill McGlynn use tailored recruitment programmes to attract high calibre personnel for trade, technical and managerial jobs in areas such as commercial, residential, leisure, retail, defence, government, rail and the public sector.

The company has 12 offices in the UK, employing a total of 250 staff. There are also two offices in Australia (Sydney and Melbourne).



### The Challenge

Jason Silk, Personnel Manager at Hill McGlynn, comments, "We are a sales driven organisation, so having the wrong people on board can have serious repercussions on the bottom line. We look for specific characteristics in our sales people - drive, enthusiasm, determination and persuasiveness. We need to identify quickly that candidates have these skills. Having the right sales people in place will generate the company better gross margins."

"Much of our business is based on the strong relationship we have with our clients, approximately 80 per cent of our business is repeat. Hill McGlynn has a strong reputation but each of our consultants has their own client base. If a consultant leaves the company there is inevitably a break in the continuity and this can, if it happens several times, have an adverse affect on the relationship we have with our clients."

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## The Result

Hill McGlynn use Thomas's Personal Profile Analysis (PPA) to recruit their own staff.

PPA assesses an individual's behaviour in the work environment. It can answer questions such as – What are their strengths and limitations? Are they self starters? How do they communicate? What motivates them? The PPA enables people to become more self aware, which in turn gives them the means to consolidate their working strengths and compensate for their limitations.

The PPA is a series of 24 questions on a forced choice "first impressions" basis, taking no longer than seven minutes to complete. The answers are charted on a graph under the four headings of Dominance, Influence, Steadiness and Compliance (DISC).

Silk continues, "We use PPA when recruiting our own consultants. All our candidates complete a profile at first interview. The information it gives us is extremely valuable, especially for recruiting sale people. We can see from the profile if they are good at opening business or if their closing skills are not their strength and they have a tendency to miss the buying signals. It enables the manager to probe at interview through questioning - "Can you give me an example of where and how you have closed business?". We also know from the outset what motivates them so we can get the best out of them immediately."

"We do extensive interview training with our managers, they are trained to interpret the profiles so that they can understand the work style of the candidate they are interviewing. The PPA gives another perspective from which to question, its another tool to make sure the right people are working for us. PPA gives us the right level of information in quality and quantity and enables is to ask salient questions."



"Using a tool such as Thomas means our recruitment process is more thorough and so more effective. We have a strong track record in retaining staff and ensuring we have the right people in the first place plays a big part in this. Turnover for the industry stands at about 50 per cent, our turnover is significantly less than that, at around the 30 per cent."

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Jason Silk, Personnel Manager  
at Hill McGlynn