

Case study

TRC Group

The TRC Group incorporates three specialist complementary brands: Teleresources Consultancy, Tanner Menzies and TRC Solutions. Whether it is sales specialists, call centre staff or recruitment outsourcing, the Group has dedicated a business specifically to them.

Thomas has a multifaceted relationship with the divisions in the TRC Group. Tanner Menzies, the sales and marketing specialist division, is one of Thomas' recruitment partners for the supply of Thomas' own sales staff. A relationship built from an understanding of how testing can help clients to successfully recruit people.

Thomas testing was first introduced in Teleresources Consultancy, who focus on the recruitment of call centre and telephone based staff. They offer permanent, temporary and high volume recruitment solutions nation-wide for a variety of roles from agent through to director level including telesales, customer service, telemarketing, IT helpdesk, credit control, reservations and multi-lingual positions. Thomas testing is used for customers who are looking to build teams in call centres and want to have a better understanding of who the best candidates are.

How Teleresources uses Thomas' PPA

"In addition to using PPA for our customers, it has changed the way we recruit people into our own business." Vanessa Forster, Sales and Marketing Director of the TRC Group.

TRC wanted to decide what they were looking for in terms of behaviour and ability from prospective recruitment consultants so they looked at their existing consultant base first. To identify the right candidates the company completed a Benchmark on the recruitment consultants already working for them.



"It is the information that PPA provides that has made it so valuable. We can look at how that individual works, how they interact with their team and the best way to manage them."

A Benchmark identifies the characteristics of the successful consultants thereby allowing TRC to predict candidates who would be likely to succeed in the role.

Forster comments "We wanted to understand the types of behaviour we were looking for when we recruited new consultants. We found that we needed to look for people with a High D/High I profile. People who would be persuasive, communicative and

confident yet possess a self-starting ability with assertiveness and drive. We also needed to know that new consultants had high enough fluid intelligence to be able to hit the ground running."

Each consultant working at TRC was assessed using two tools:

- Personal Profile Analysis (PPA)
- Tests for Selection and Training (TST)

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).

TST provides a means to measure the fluid intelligence or 'mental horsepower' of an individual. Fluid intelligence is the ability to reason on the spot and solve unfamiliar problems where there is no prior experience to call upon. The tests provide a reliable, accurate and valid means of identifying if a person can quickly learn and retain new skills and procedures.

"We found that some of the people we took on were not working out, they were not enabling us to create the sales culture we wanted to achieve. We wanted an enthusiastic, energetic team, with a shared vision of where we were going. Our recruitment process, as it was, meant we were ending up with people who were not suited to a sales environment."

"Candidates put on masks at interview which makes it very difficult to get to know the real person underneath. We also found we were taking on people who had no direct recruitment experience. In this

situation we need to know if they have the right behavioural qualities we are looking for - do they have the raw material to succeed in a sales environment."

"We use PPA and TST to identify candidates who will be fit into our work environment".

"PPA gives us more of an insight and makes the recruitment process immeasurably shorter and more straightforward. It means we don't waste time interviewing people who won't work in our environment. It also means that we can focus in on certain areas when questioning - How do they close? How do you get a decision?"

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"The profiles also form part of each consultant's personal development plan. These look at an individual's career aspirations and training requirements. It means we are able to profile people every six months and so are able to deal with problems and issues as they come up. If people have taken on other responsibilities it shows us the affect this has had on them. People now know where they are going and the route to get there."

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