

SHL Supports Hertz *Selecting Talent for Transformation*

Background

Hertz is the world's largest general use car rental brand, operating from approximately 8,100 locations in 146 countries worldwide. Hertz is the number one airport car rental brand in the US and at 42 major airports in Europe, operating both corporate and licensee locations in cities and airports in North America, Europe, Latin America, Asia, Australia and New Zealand.

Challenge

In 2009, Hertz embarked on transformation activities on a global scale. Given this momentous task, Hertz recognised the move as a unique opportunity for recruiting and retaining top talent in the industry.

The roles created through the transformation were complex, global and more strategic in nature than previous roles at Hertz. As such, the key to success lay in identifying candidates that were truly superior in their ability to lead change and promote the new operating model which places the customer at the heart of the business.

Solution

Hertz partnered with SHL to devise an assessment strategy that would allow both internal and external candidates from across Europe to be compared on equal footing. Hertz insists on demonstrable proof that the candidates selected were of the highest capability.

Recognising that assessing by generic behavioural competencies loses the business context when differentiating candidates, focus was placed on Hertz's "balance scorecard."

The proposed assessments gathered evidence about the candidate's ability to deliver on the Hertz strategic priorities of Customer Focus, Most Cost Efficient, Employer of Choice and Profitable Revenue Growth. Only if a candidate could demonstrate their competence on the majority of these strategic priorities would they be recommended for hiring.

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Hertz

Candidates were invited to attend a one day assessment event which involved an exercise for each of the four strategic priorities, as well as a competency-based interview. The simulations used were built specifically for Hertz, providing candidates with an opportunity to demonstrate their ability in managing the fleet, responding to customer complaints or developing staff.

Over a four month period, a team of Hertz and SHL HR practitioners assessed hundreds of candidates in more than seven countries. A review of the assessment data indicates that the strategy has been highly effective at differentiating candidates with exceptional skills. Hertz will take this to the next level by conducting a validation study to measure the true predictive validity of their assessment tools by reviewing performance data of selected candidates.

Benefits

According to Joe Ungemah, Principal Consultant at SHL, "The Hertz assessment design has propelled our thinking to a new level. By focusing on the balance scorecard rather than only using the competency model, we are able to link candidate performance more clearly to job responsibilities, ultimately leading to better hiring decisions."

Vanessa Flynn, Head of Global Talent Acquisition at Hertz, agrees, "Identifying the right talent is our primary aim in adopting this assessment strategy. We are guided by three core principles: focus on strategic priorities of the business; ensure all candidates have a fair opportunity to succeed; and establish a benchmark for our talent that will drive our business forward. Overall, we found that hiring managers and candidates related better to the results of the assessments as they are directly linked to the strategic business objectives."

Recent debate involving both practitioners and academics has challenged the primacy competency models hold in the selection of staff. The Hertz example provides an alternative way of thinking, by stressing the importance of the organisational strategy when determining a candidate's fit to the job.



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leading the
people
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market

Organisations that understand and maximize their people's potential achieve outstanding results. SHL gives you the insights to make better decisions about your people.

**We call this People Intelligence,
Business Results.**