



## International introduction of an online assessment

### COMPANY

ALTANA is a world leader in speciality chemicals. The group offers innovative and environmentally friendly customised solutions for paint manufacturing, coating and plastics processing, printing and packaging, cosmetics and electronics. The company's product portfolio includes additives, custom coatings and adhesives, effect pigments, sealants and casting compounds and impregnating agents as well as testing and measuring instruments.

ALTANA's four business divisions - BYK Additives & Instruments, ECKART Effect Pigments, ELANTAS Electrical Insulation and ACTEGA Coatings & Sealants - all occupy leading positions in their respective target markets with regard to quality, product solution expertise, innovation and service. The ALTANA Group is headquartered in Wesel in the Lower Rhine region, with 49 production facilities and over 50 service locations and research laboratories around the world. Across the group, over 6,000 employees are committed to ALTANA's global success, with every sixth person in research and development.

### PROJECT TARGETS

ALTANA AG already had effective and well-established tools in place for the internal selection of specialists and managers. The targets of this project were therefore:

- Introduction of an online assessment to align the selection standards for external and internal candidates.
- The target groups for the online assessment are applicants for positions that require academic qualifications and applicants for executive positions.
- Improvement in the quality of the selected employees
- Increase in the share of selected employees with potential for greater responsibility in future

## FRAMEWORK CONDITIONS

- All ALTANA companies in all countries are to use the online assessment
- Availability in all languages that are spoken in these countries and compliance with local legal regulations
- Flexible integration of online assessment into country specific recruitment processes
- Standardised tool developed and validated according to scientific quality criteria
- Evaluation of skills and personality traits according to the ALTANA competency model
- Straightforward operation and user-friendly for applicants and HR

## SOLUTION

- Utilisation of proven online tests developed by cut-e
- Combination of two standardised personality questionnaires with a cognitive test
- Intuitive, efficient procedure without special hardware or configuration requirements
- Results for different target levels on basis of appropriate control samples
- Conclusive assessment report based on ALTANA competency model for applicants, HR and executives

## IMPLEMENTATION

### Project planning and steering

Profil M was responsible for the planning and steering of the project over a period of one year. Targets, project progress and the next activities were outlined at regular meetings with Corporate HR.

### Clarification of local framework conditions

To ensure the compliance of the online assessment with the relevant legal requirements, such as data protection or anti-discrimination laws, and acceptance based on cultural prerequisites, local HR managers were involved at an early stage

In addition, the different recruitment processes in ALTANA's decentralised organisation were taken into account. The use of online assessment was compulsory for the specified target positions. However, how and where it was integrated into the process was decided locally.

Likewise, responsibility for recruitment decisions remained fully with local HR managers. There were no minimum scores or similar prerequisites specified for recruitment.

## Selection of provider and tools

Profil M made an initial selection of three possible providers of online assessment tools that met the specified targets and framework conditions. After careful consideration of costs and benefits, cut-e was selected as the provider. Three online assessment tools were selected:

Shapes (focus on attributes)

Views (focus on values and interests)

Scales (focus on cognitive skills)

## Integration of interfaces

The involvement of people responsible for interfaces was essential for the project's success. These were administrators of IT and data security/ protection, and managers of recruitment and application management systems. Examples of agreements and solutions at interfaces:

- Assent to job data agreement with cut-e
- Authorisation concept for data access
- Transnational data protection regulations in the form of minimum standards
- Definition of responsibility for 1st and 2nd level support
- Link to a flexible tool for preparation of interview guidelines based on test results
- Integration into the application management system through a standardised interface not subject to a cost-benefit analysis

## Customising the online assessment

A key challenge was the use of standardised online tests on one hand. On the other hand, the tool had to reflect the fundamental elements of ALTANA HR protocol and meet company-specific requirements for handling in the system. The following customisations were agreed with cut-e:

- Simplification of the cut-e communication for use by HR
- Templates for invitations and communication customised for ALTANA
- Mapping of the attributes, values and qualities indicated in the questionnaire and the test, using the ALTANA competency model
- Assessment report based on the ALTANA competency model - in abbreviated form for applicants and detailed version for HR and executive managers

## Communication and training

Profil M supported the implementation of the tool during this stage with the following measures:

- Preparation of materials for presentation and communication to all internal and external target groups
- Regional online training for general managers
- Face-to-face training at the company for all local users in the HR departments

## RESULTS

- Almost one year after implementation, more than 300 people have already participated in online assessments
- Online assessments have already been used in external selection procedures for over 100 projects
- From the HR point of view, online assessment contributes to the efficient screening/ selection of candidates and gives applicants a positive impression of ALTANA as a modern, innovative employer.



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