



Delivery of recruiting training sessions

COMPANY

tesa SE is one of the world's leading manufacturers of self-adhesive product and system solutions for industry, trade, and consumers. The company's 125 years of experience in coating technology and its development of adhesives and innovative product solutions have taken tesa to the top of the world market in many fields of application. At present, 3,700 employees work for the tesa group in more than 50 subsidiaries and ensure that customers in over 100 countries can use tesa products.

PROJECT TARGETS

tesa SE has critically reviewed its recruiting process with a view to enhancing the quality and efficiency of its recruiting activities. As part of the optimization project, the company decides to provide qualitative support to managers in their recruiting activities:

- Building their skills and competencies regarding the entire recruiting process
- Informing them about the allocation of roles between HR and managers
- Teaching them how to use the newly developed internal tesa recruiting tool
- Helping them to develop greater confidence in the assessment of candidates
- Ensuring a candidate-oriented approach in the interest of employer branding.

FRAMEWORK CONDITIONS

- The training is designed for managers with and without recruiting experience
- Each training session lasts two days
- tesa HR representatives are involved in shaping and developing the training concept
- Candidates are assessed on the basis of the tesa Core Competencies.
- Participants have the opportunity to conduct simulated job interviews that reflect real-life situations as accurately as possible and receive feedback on their approach

SOLUTION

- Combining internal tesa processes and tools and Profil M's know-how in the area of recruiting
- Carrying out exercises with real "potential candidates", i.e. current interns
- Presenting methods for the efficient selection of candidates, e.g. preliminary interviews via telephone
- Building skills and competencies for assessing personal factors, e.g. candidates' attitudes and motivators
- Practicing techniques for avoiding a situation where candidates simply display socially desired behavior
- Ensuring an approach that is both candidate-oriented and thorough in terms of content
- Developing a questionnaire for job interviews that can be complemented after each interview and is made available to all managers

IMPLEMENTATION

Coordination meeting

In an initial coordination meeting, members of the project team share information about the newly developed tools for supporting managers and newly defined processes.

Profil M presents possible contents and methodological concepts for recruiting activities.

The managers present who are often involved in recruiting processes give their feedback on the practical usefulness of the presented tools and training contents.

Preparation of training sessions

Profil M prepares all the necessary documents, including internal instruments (e.g. checklists and guidelines), that will be made available to the participants.

The internal project managers of tesa ask interns currently working at tesa whether they would be interested in playing the roles of candidate during the training sessions.

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Implementation of the training sessions

General data:

Each recruiting training session is attended by ten managers as a maximum. All training sessions are facilitated by a Profil M consultant. In addition, individual sequences, for example on the tesa Core Competencies, are covered by HR representatives, who also give the participants feedback during individual phases of the training session when exercises are carried out in parallel groups.

During these exercises, three interns play the role of “candidates”.

Structure of the training sessions:

After an in-depth introduction on key challenges and solutions for the assessment of candidates, the training covers the recruiting process in chronological order: from the creation of the requirements profile and the analysis of application documents, preliminary telephone interviews up to the actual job interviews and the last process steps, i.e. either rejecting or hiring the candidate. For every process step

- the predefined tesa process steps and necessary tools are presented
- the Profil M consultant explains central techniques and methods
- exercises with real persons are conducted. The scenario: three interns have “applied” for a real position in the company, have handed in their application documents and have had telephone and personal job interviews. Consequently, the exercises accurately reflect real-life situations, and learnings can be applied effectively in day-to-day work. At the end of the exercise sequences, managers give the interns feedback on their application documents and behavior during the job interviews. That way, the interns can also derive great benefit from the event and use the lessons learned in future application processes.

Contents of the training sessions:

- Developing a requirement profile based on the tesa Core Competencies
- Efficient analysis of application documents
- Contents and structure of a preliminary job interview via phone
- Describing the procedure and course of a structured, candidate-oriented job interview
- Questioning and interview techniques to assess competencies and personal attitudes
- Avoiding typical assessment mistakes
- Complementing the interview with further selection methods (e.g. pragmatic work samples)

RESULTS

- In their feedback, participants say they are highly satisfied with the training sessions. In that context, they emphasize the very pragmatic and specific contents that are relevant for their day-to-day work and the trainer's expertise and know-how. They mention the requirements analysis, the interview techniques and the simulated job interviews as most important contents of the training session.
- The catalogue with interview questions on the tesa Core Competencies is now being used as an effective tool in job interviews.
- The telephone interview method, which was not in widespread use at tesa in the past, is now being used more frequently.



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