Transforming recruitment strategy

Mercer | Mettl's virtual tools revolutionized Averda's recruitment processes worldwide, ensuring exceptional hires across 9+ countries.

welcome to brighter

About Averda

Averda is based in Abu Dhabi, UAE, and is an industry leader in waste management services, operating across emerging markets the world over. The company specializes in cleaning and collection, recovering and recycling and diverting and dissolving all forms of solid and liquid waste from across industries. The company has several teams comprising over 14,000 professionals who have been serving millions every day. Its extensive network is spread across countries in The Cooperation Council for the Arab States of the Gulf (GCC), South Africa, North Africa, the UK and India, among others.

Averda also offers technical services such as pipeline inspection, and industrial cleaning and industrial vacuuming for both public and private sectors. Its focus on advanced waste management technology and environmental dedication has established it as a highly trusted entity in the industrial ecosystem and among healthcare companies, corporations and municipalities.

Averda's concerns and requirements

The over 35-year-old company lays great emphasis on sustainable people decisions. Therefore, it sought exceptional and promising talent to oversee its global portfolio when it decided to venture into the Indian market. It essentially sought robust recruitment solutions that were focused on IT and finance roles. Its primary objective was to build a team in India that could undertake and supervise processes in all 10-12 countries where the company operated.

The company's human resource department and other decision-makers concurred on their key requirements concerning interviews and assessments.

The primary challenges were to find:

A comprehensive virtual recruitment system to assess candidates holistically

The company wanted a new approach to assessing candidates while venturing into untapped territory. Going virtual due to the COVID-19 disruption was necessary. It was also genuinely concerned about the timelines in which to execute the desired processes. The company, therefore, wanted a streamlined system that mitigated the challenges in traditional interviews and assessments. Its focus was on a user-friendly platform that was easy to understand and operate for all stakeholders. The new system had to be sophisticated, offering an ideal balance between holistic and professional analyses and a simplified, commotion-free virtual interface.

Simply put, Averda needed to upgrade its hiring methods with the right virtual assessment center (VAC).
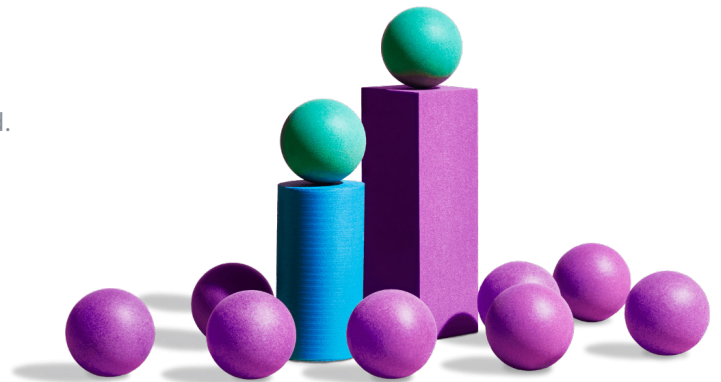
- The human resource department considered the digital approach as the VAC offered convenience and scientifically backed attributes.

- The VACs could also enable a swifter and easier means to assess candidates from different nationalities to cater to the company's diverse profiles. This benefit helped it compare every individual's approach to dealing with complex hypothetical situations, their team management skills, cultural context, etc.

A customizable portfolio of assessments to support stack ranking when hiring

Averda wanted to assess candidates across the professional hierarchy, using an array of simulations, presentations, psychometric and cognitive tests and interviews. These factors proffered advanced elements, thereby necessitating a state-of-the-art, scalable and foolproof platform. Moreover, it wanted the new virtual recruitment solutions to enable it to stack rank candidates.

Stack ranking is generally a management practice in which leaders are asked to rank employees on a curve based on their performance. The lowest performers are placed at the bottom and rallied into performance improvement plans or terminated altogether. Profiling has long been touted as an industry best practice to cultivate a high-performing workforce. Therefore, Averda wanted to incorporate a similar process in its recruitment strategy. The idea was to onboard high-performers using analyses and observations.

Well normed psychometric assessments to ensure fair selection criteria

Collecting norm group data is integral to designing a psychometric assessment. The more types of norm groups included in an assessment, the more value it adds to the entire selection process. More importantly, it helps make unbiased decisions and set realistic expectations during an assessment.

Averda wanted to use psychometric tests for entry-level applicants as well as candidates qualifying for leadership roles. Hence, including more types of norm groups was critical.

Averda's concerns and requirements

Averda used a conventional competency assessment for years to gauge applicants' technical skills and psychometric attributes. These were followed by HR interviews that evaluated the shortlisted candidates' culture and position fitment. Finally, the selection process concluded with a reviewer interview. The company wanted to improve this process further with a more holistic and virtual system.

Hence, the search began, leading it to Mercer | Mettl.

Winning Averda's trust

The company shortlisted three global vendors to compare the features of their virtual assessment centers, psychometric assessments, interview platforms and others. Averda decided to try Mercer | Mettl's offerings, following a detailed comparison of the tools, features and other factors.

- Averda was fully convinced with the efficacy and adaptability of Mercer | Mettl's Virtual Assessment and Development Centers, the quality of assessment questions and the format of the virtual interview platform.

- Mercer | Mettl's cloud-based, end-to-end online solutions matched Averda's requirements.

- It found Mercer | Mettl's Virtual Assessment and Development Centers more scientific, easy to use, customizable and inclusive.

Mercer | Mettl's offerings

Mercer | Mettl readily offered every support and suggestion that the client required to adapt to a new recruitment process and go virtual.

Averda was thoroughly pleased with the demonstrations and the products' quality and decided to employ the following solutions to streamline its hiring processes:

- Virtual Assessment Center to assess candidates for managerial and leadership roles

- Virtual interview platform for all hierarchies

- Psychometric and cognitive assessments for entry-level candidates

After detailed planning and tweaks to match the company's precise requirements, Mercer | Mettl's VAC, cognitive assessment, psychometric assessment and interview platform became central pillars of Averda's hiring system at a global level.

The ease of navigating the platform, the simplicity of the assessment reports, the ability to adapt to the COVID-19 situation -all of these helped us reduce bad hires, ensure successful probations and onboard individuals with the right set of competencies. I had a 5-star experience!

Anson Mathews

Organization Development Manager
Averda

Solution
How Mercer | Mettl fulfilled Averda's diverse requirements

Averda approached Mercer | Mettl for a wholesome recruitment solution amid the pandemic, and the collaboration turned out to be highly fulfilling.

Mercer | Mettl provided Averda with a holistic and fully online solution to recruit across the professional hierarchy efficiently:

Entry-level candidates

Mid-level professionals

Directors

Addressing the priorities with a data-rich, scientific Virtual Assessment Center

Mercer | Mettl recreated real-life professional scenarios and challenges by embedding innovative simulations into the VAC to suit Averda's requirements. The company used it to assess mid-level and director-level candidates. The various sections of the VAC ensured that the entire process was simple and scientific, which were Averda's two primary considerations.

- The personality profiler of the VAC helped measure individual strengths and growth potential in leadership roles.

- Situational judgment tests were highly effective in gauging behavioral competencies, which were necessary for the roles.

- Psychometric and cognitive assessments tested the candidates' ability to think fast, derive meaning out of ambiguity, arrive at meaningful conclusions in potential work scenarios, formulate new concepts and strategies for innovation, etc.

- Structured, relevant and custom caselets helped Averda evaluate individuals' analytical abilities and data interpretation skills.

- Case study simulators recreated real business-related scenarios for the candidates to experience critical interdependencies, execute best practices, explore a strategy's alternatives, and devise a structured approach to tackling problems.

Mercer | Mettl's VAC helped Averda measure critical competencies in an unbiased and objective virtual environment. Significant emphasis was laid on planning and organization abilities, data-driven decision-making potential, problem-solving skills, strategic thinking, innovation in thought process and people development initiative, considering the candidates' level and expertise.

Ensuring holistic candidate evaluation with a robust interview platform

Averda wanted to focus on a swift yet holistic interview process to reduce the time-to-hire across three job roles and experience levels.

Mercer | Mettl's virtual interview platform addressed those challenges and offered the additional advantage of analyzing candidates on their potential to succeed in the remote work setup.

- Mercer | Mettl mapped Averda's competency framework to the pre-defined global competency framework embedded in the virtual interview platform.

- Mercer | Mettl created 3 levels within the platform to interview individual contributors, managers and directors.

- Averda could explore, choose and customize from a vast library of job-role-specific, competency-centric interview questions.

- Mercer | Mettl's interview platform helped Averda stack rank candidates in a standardized manner.

- The virtual interview platform enabled hiring managers to access relevant applicant data from multiple interviews and screening modes on an all-in-one dashboard for seamless comparison and fair decision-making.

- Screening a larger pool of applicants was easy, manageable and holistic because of supporting features such as auditable group reports, easy-to-navigate applicant screens, calendar integration and automated custom emails, etc.

- The platform covered all the specific indicators that Averda sought in senior-level candidates, including people management skills, expertise in working remotely, virtual team management ability, culture fitment and more.

Lending continuity to intercontinental hiring during lockdowns

Averda wanted an end-to-end virtual process that could address all its hiring challenges during lockdowns. Mercer | Mettl enabled interviewers to connect, evaluate and interact with applicants across geographies in a hassle-free, secure manner. Moreover, Mercer | Mettl's solutions ensured that recruiters did not have to worry about trivial tasks, such as scheduling assessments and coordinating with everyone involved in the process.

Mercer | Mettl ensured meeting those prerequisites with an entirely virtual platform. People could access the platform from anywhere in the world. Recruiters could easily schedule or coordinate with aspirants.
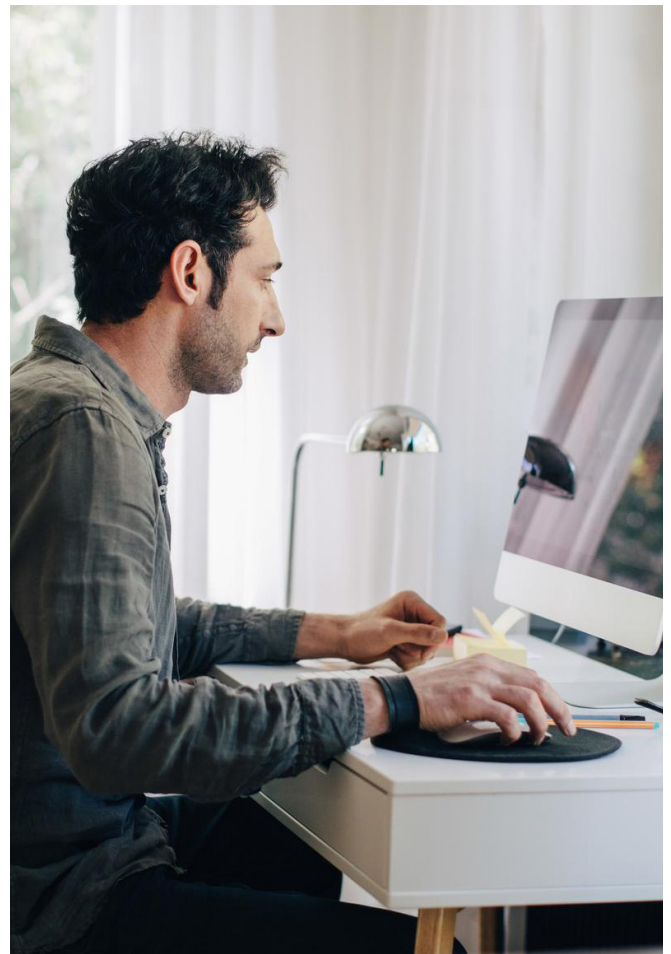
Accommodating norm group requirements in advanced psychometric and cognitive assessments

Mercer | Mettl used four types of psychometric and cognitive assessment tools based on validated scientific theories and practices to help Averda recruit ideal entry-level candidates:

- Analysis of positive personality traits to identify culture fitment, trainability and performance

- Analysis of dark personality traits to rule out undesirable attributes

- Measurement of motivation, values and preferences to understand what drove a candidate

- Evaluation of cognitive ability to gauge a candidate's ability to derive logical conclusions

Mercer | Mettl's team of world-class experts normed the scientific assessments on a sample of 10,000+ respondents across different geographies, including India, the Middle East and South Africa, taking representative samples based on age, gender and job levels. The pre-existing norm groups, coupled with the feature to assess a candidate's various qualities, were what Averda had sought precisely.

Saving time and negating hassles with insightful and data-rich reports

Mercer | Mettl simplified Averda's recruitment process with reports for every assessment. These reports were to the point, easy to understand and offered holistic insights into the candidates' performance and potential concerning the roles for which they had applied.

Detailed, data-rich reports facilitated easy benchmarking and easy culling of candidates. Additionally, they helped:

- Curb overhead costs often associated with conventional assessment methods

- Maintain the results' standardization and accuracy

- Make critical observations of behaviors displayed in specifically developed simulations

- Test domain expertise wherever required for multiple job roles and job levels

Impact

Mercer | Mettl's set of products enabled Averda to improve its current recruitment strategies by augmenting them with contemporary tools. The insightful features of the platforms and assessments helped it build a strategy that ensured holistic candidate evaluation at every stage of the hiring process.

Here are a few highlights:

Mercer | Mettl helped the client assess, interview and hire candidates across 9 countries.

The simplified solutions enabled the company to select highly agile candidates across 3 job experience levels: Beginners, mid-level and

The accommodating nature of the VAC also allowed Averda to categorize candidates appropriately, not merely from a psychometric perspective but an overall score outlook.

A combination of robust recruitment solutions proved extremely valuable in hiring during lockdowns and onboarding the best and brightest from across the world.

Based on extensive assessment parameters across all levels, holistic assessment reports have resulted in a 99% success rate in Averda's global recruitments, with zero failed probation so far!

These assessments' impact and how they have transformed hiring for the company promise a lasting structure to its candidate selection criteria. It has helped save time and effort while equipping decision-makers with the right tools to address their concerns and fulfill their requirements.

The way forward

Given the immense value added by Mercer | Mettl's platforms to Averda's practices, the company plans to continue with these assessment and interview solutions throughout their offices worldwide. The Averda and Mercer | Mettl alliance, therefore, promises to be lasting and wholesome.

About us

At Mercer I Mettl, our mission is to enable organizations to make better people decisions across two key areas: acquisition and development. Since our inception in 2010, we have partnered with more than 4,000 corporates, 31 sector skills councils/government departments and 15+ educational institutions across more than 90 countries.

✉ mettlcontact@mercer.com

🧭 www.mettl.com

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