Case Study: BKL
Accountancy and tax

BKL integrated the Emergenetics Selection Programme (ESP) into their recruitment process to increase the accuracy and objectivity of their hiring decisions. Focusing on candidate motivators, ESP has enabled BKL to find and recruit graduates and school leavers with the traits and potential to succeed in the organisation.

ORGANISATION OVERVIEW
BKL are a Top 50 firm of chartered accountants and tax advisers with over 190 people operating out of two offices, London and Cambridge. They specialise in helping entrepreneurs, high net worth individuals and owner managed businesses across a range of business sectors including property, technology & digital, financial services and farms & estates. BKL's services include audit and assurance, outsourcing, litigation support and corporate finance, underpinned by tax compliance and consultancy from leading experts.
**APPROACH**

Faced with the challenge of attracting technically skilled people in a competitive market, BKL reassessed their approach to recruitment. They decided to focus not only on technical requirements but also on finding individuals who had the traits and motivators to succeed within the organisation. This was especially relevant to graduate and school leaver recruitment, where finding candidates who have a positive attitude and willingness to learn is crucial.

As part of a comprehensive review of the HR function, psychometric testing was identified as a key way to objectively and accurately assess candidates. ESP was selected for its ability to measure both aptitudes and motivators in one integrated assessment.

BKL have integrated ESP into the hiring process for roles at all levels of seniority and now have several internally qualified ESP practitioners involved with the recruitment process.

For each role, the ESP motivators and aptitudes are used to define the job specification and stimulate discussion within the hiring team about what exactly ‘best fit’ looks like for this position.

Shortlisted candidates then take the online assessment and results are used at interview stage to explore any areas of concern or skills.

As part of the graduate/school leaver hiring process, candidates receive their assessment results during the behavioural interview. This one-page report enables the interviewer to discuss strengths and preferences with the candidate, giving them valuable self-awareness and interview experience to take forward as they begin their careers.

Based on the whole recruitment process, the hiring team then select the best candidate for the role and BKL, with confidence that the decision has not been biased.

**IMPACT**

Using a robust psychometric tool to accurately assess the motivators, aptitudes and job priority of each candidate has brought objectivity to BKL’s recruitment process, reducing unintended bias and increasing transparency.

ESP has enabled the firm to be much more specific about what they are looking for in each role, communicate this clearly and attract the right candidates. The focus on candidate motivators in addition to technical skills, has helped BKL to achieve greater success in finding and hiring talented graduates and school leavers, who may have previously been missed.