To improve the objectivity and sustainability of their hiring process, Sika partnered with Emergenetics UK to implement a comprehensive assessment centre. The goal was to find the best fit candidate for a key leadership role within the UK team.

**ORGANISATION OVERVIEW**

Sika is a specialty chemicals company with a leading position in the development and production of systems and products for bonding, sealing, damping, reinforcing and protecting in the building sector and motor vehicle industry.

Sika has subsidiaries in 100 countries around the world and manufactures in over 200 factories. With more than 18,000 employees, Sika generated annual sales of £4.8 billion in 2017.
**APPROACH**

Emergenetics began the process with a comprehensive consultation with the Hiring Manager and HR Business Partner to establish an accurate job description and person specification. This involved an in-depth, objective discussion around what the ideal candidate looked like for the Operations Manager role and potential future leadership positions.

A one-day assessment centre for shortlisted candidates was then designed around the key requirements for the role, to evaluate:

- Individual motivations
- Intellectual, technical and behavioural competencies
- Attitude
- Ability to lead and perform under pressure
- Ability to understand information, analyse it and make recommendations
- Presentation skills and ability to deliver messages clearly

The day began with the Emergenetics recruitment tool (ESP), an online assessment measuring the motivators, aptitudes and job priority of each individual against the expectations for the position. Results were then used to tailor and direct behavioural interviewing, enabling the hiring team to address any areas of concern or skill gaps.

Candidates also participated in technical interviews and a business simulation based on a current operational challenge at Sika. All parts of the assessment centre were measured using an objective scoring framework, which were brought together at the end of the day to inform the hiring team's decision.

Having selected the best fit candidate, Emergenetics recommended a tailored onboarding programme to improve productivity, engagement and retention of the successful individual.

Unsuccessful candidates were also given coaching feedback on their performance at the assessment centre. This included a one-page report of their ESP assessment results, which they can use to inform future career decisions and find positions that align with their personal motivators, aptitudes and priorities.

**IMPACT**

Using brain-science based, objective recruitment, Sika assessed and selected the best fit candidate, who is already adding value to the business and driving operational excellence, just six months into the role. The concise process also minimised the impact on operational productivity for Sika, delivering a clear return on investment.

Candidate experience was championed throughout the process, maintaining and promoting Sika as a great employer that truly cares about its people.