

Case Studies

SOVA

Frontline roles

Partnership Selection Questionnaire (PSQ) - an online, branching, scenario-based questionnaire, incorporating live action videos to bring the assessment to life.

JOHN LEWIS
PARTNERSHIP



500,000 applicants screened

- Candidate-led approach ensures a friendly and professional insight into life at the John Lewis Partnership
- Significant time-saving: through automated candidate reports
- The use of video is supporting applicants with language-based learning difficulties such as dyslexia
- ATS integration (Workday)
- Mobile-first platform for applicants
- Strong diversity & inclusion outcomes

JOHN LEWIS
PARTNERSHIP

“

Throughout the project, the Sova project team have been professional, efficient and responsive. They applied their collective psychometric and digital expertise to understand what we needed and shape the right solution to meet our objectives. Personable and fun to work with, we are excited to have Sova as our assessment partner of the future.

Heather Byass
Resourcing Development Manager,
John Lewis Partnership

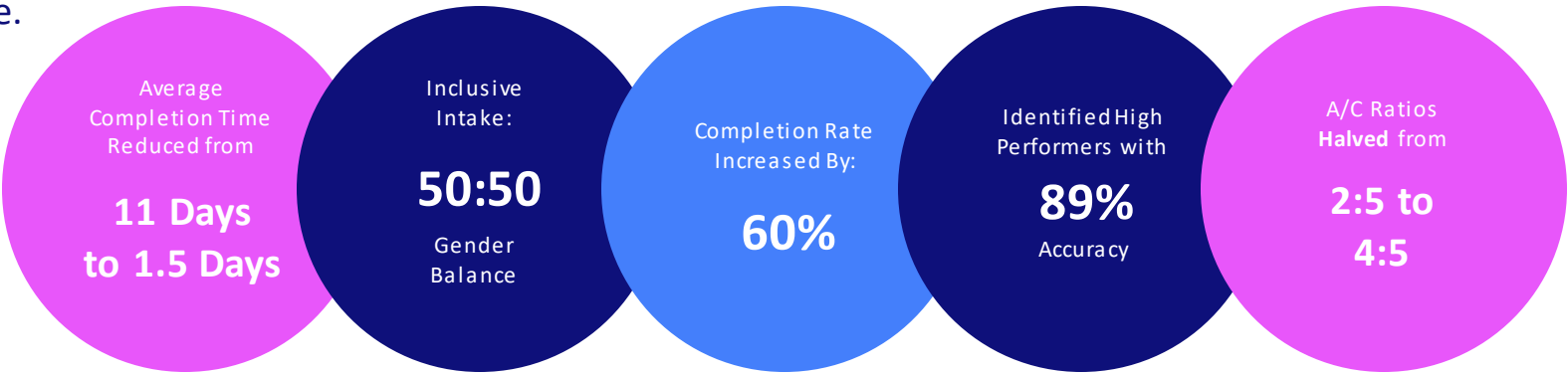
Professional roles

Bespoke, blended, mobile-enabled online assessments to identify the most suitable candidates for key Branch and Contact Centre roles and Emerging Talent Programme.



60,000 – 80,000 applicants processed per year

- Combines cognitive ability and situational judgement questions relevant to the individual role requirements and key behaviours.
- Mobile-optimised for any device.
- Integrated with Lumesse TalentLink ATS.
- Video Interview and Digital AC within emerging talent
- Overall suitability fit score and profile breakdown by competency for each candidate.
- Personalised candidate reports.
- Collaboration SOVA & AMS (over 4.5 years)



Professional roles

Mobile-enabled assessment designed to enhance the accuracy and efficiency of candidate selection for two key contact centre role families, Claims Advisors and Sales & Service.



“

We were looking for an assessment solution that would help us accurately and efficiently identify the most suitable candidates to take through to the assessment centre stage of our selection process. We also wanted to provide a more engaging and insightful experience for candidates, giving them a flavour of what they'd experience in the role to avoid any surprises later in the process.

Joanna Dawson
Talent & Leadership Specialist UK &
International, RSA

6,000 – 7,000 applicants processed per year

- Combines cognitive ability and situational judgement questions relevant to the individual role requirements and key behaviours.
- Mobile-optimised for any device.
- Integrated with Lumesse TalentLink
- At assessment centre, previous ratio of 3:1 applicant to hire ratio was improved to a 2:1 ratio as quality of candidate pool was improved by online assessment process
- The solution we developed for RSA was shortlisted for the Association of Business Psychology (ABP) Excellent in Assessment Awards



Professional roles

Covid-19 challenged the graduate recruitment team to quickly transition their in-person assessment centres to a fully virtual experience for both assessors and candidates.



14 virtual assessment centres

- **Significant cost savings** – running a fully virtual experience removes the investment in venue hire, accommodation, and travel, delivering a cost saving of 50% in comparison to running in person.
- **Faster hiring decisions** – virtual assessment centres are less onerous logistically and can be scheduled irrespective of venue availability. The use of video is supporting applicants with language-based learning difficulties such as dyslexia.
- **Low environmental impact** – no travel and a paperless deployment significantly reduced the environmental impact of the graduate recruitment programme.



“

Our assessors have valued the fact they haven't had to travel away from home, fully confident that the virtual platform allows handle hiring with greater care and efficiency, whilst retaining the quality of decision-making.

Ross Gardner
Branding & Attracting Advisor (Resourcing),
Sellafield

Professional roles

Online branded questionnaire integrated into the hiring process for the Global Strategy Team.



“

We now have a process which helps remove gut instinct from the hiring process, allowing us to be more disciplined and consistent in the way we identify and select talent. Throughout, Sova have been outstanding, professional and responsive.

Jennifer Lemaigre
VP Global Talent Acquisition and Onboarding,
LexisNexis

Financial services

- Data-driven, objective approach to the identification and selection of applicants.
- Mobile-first platform for applicants.
- Three reports which include:
 - A narrative summary for all applicants.
 - Developmental feedback to support on-boarding of successful applicants.
 - A recruitment output containing a detailed breakdown of results and interview questions.
- Feedback from candidates is that they find the questionnaire easy to use, modern and engaging.



Frontline roles

A virtual assessment centre utilizing video conferencing technology (Zoom, MS Teams etc) allowing candidates and assessors to interact with each other in the same way as an in-person event.

ENERGUS.



100% virtual solution

- **Candidate experience** – The team were able to deliver a human experience from the comfort of their own home.
- **Assessor efficiency and confidence** – Less time spent on the administration of the Centre and more time focus on the job of assessing and looking after candidates.
- **Alignment with the organisation's green agenda** – Moving from paper heavy to a much more environmentally friendly process.
- **Social mobility** – Opening up the talent pool to include those who may have been put off my face-to-face assessment centres.

ENERGUS.

“

Candidates at the centres we have ran to date are performing extremely well as they are simply more comfortable at home than in an unknown venue.

Anna Byrne
Graduate Recruitment & Selection Lead,
Energus

Professional roles

A long standing AMS / Sova partnership with their Assessment CoE. We design and deliver blended, mobile-enabled online assessments to identify the most suitable candidates in many areas of the business and provide specialist consulting support to enhance assessment in the firm.

Deloitte.



Approximately 20,000 applicants processed per year

- Blended client / AMS /Sova team works on design and implementation together
- We deliver continuous improvement and innovation through the Optimisation project
- Core solution combines cognitive ability and situational judgement questions relevant to the individual role requirements and key behaviours
- Mobile-optimised for any device
- Integrated with Lumesse TalentLink ATS
- Video Interview and Digital AC within emerging talent
- Overall suitability fit score and profile breakdown by competency for each candidate
- Personalised candidate reports
- Includes gamified content

Deloitte.

Contact Centre Recruitment

100% Increase

in Candidates Offered at Final Stage

Work in Audit Has Seen

2,500

More Females Applying

1,500

Hours Saved on Consulting ACs

Candidate Experience in Audit Positive Ratings on Glassdoor from **33% to 76%**

Conversion Rates in FA Improved From **23% to 82%** at Final Interview Through Screening

SOVA

Generali - Talent Management

- Generali undertook a huge organizational transformation with a new strategic direction to drive profitable growth and digital transformation
- The people strategy (Gpeople21) is focusing on developing new skills, embedding the values of being a lifetime partner to clients and creating a strong leadership pipeline
- The Generali Talent Review process examines performance, potential and career progression for career planning and development globally for all talented employees (Professionals, Managers and Directors)
- For Leaders, the Talent Review process is designed to build a suitable leadership pipeline globally
- 1200 Leaders would be partaking in the process with global assessors



Generali – how did we help?

We worked closely with Generali to create a relevant assessment process for Professionals, Managers and Leaders as a central part of their Talent Management process:

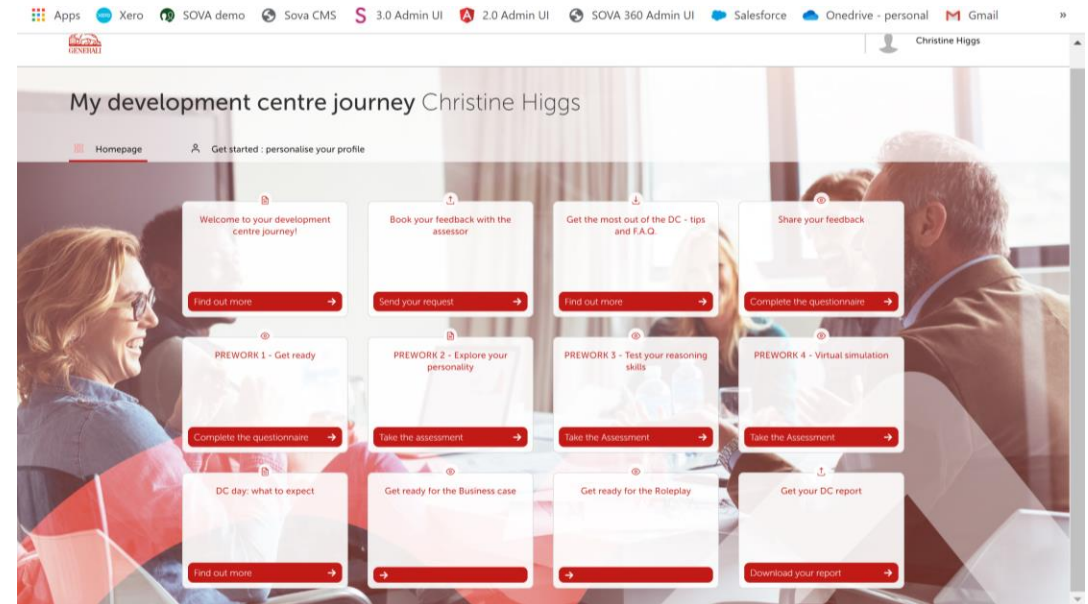
Our solution consisted of a single platform for participants, assessors and admin users to administer the entire virtual assessment process globally. The Sova platform was also used to allow easy scheduling of candidates and assessors, so the entire programme could be coordinated by a central admin team. Participants utilised the Sova online portal to understand the process, undertake assessments and capture information about themselves. Meanwhile, assessors used the Sova portal to capture scores and write-up notes and their observations.

The assessments included:


- Assessments (PQ/Cognitive)
- An SJT designed for Managers, and adaptive to reflect the consequences of actions chosen.
- Other assessments provided by 3rd parties but accessed from our platform (via an Integration)
- Business Case study, Role Play and Interviews

Using the People data intelligently

Our platform combined all the assessment data into one single consolidated report for both HR and Participants showing their performance across all the assessments in relation to the Competency Model. The report consisted of auto-generated text in some areas with developmental advice and tips for personal development, but also included assessor comments and participant comments in key sections to provide an holistic view of the candidate's potential. Sova worked with Generali to create an overall 'Potential score' and 'Global Mindset' score for each participant to allow the Global Talent Team to identify who had potential to develop further.



Consolidated reports



HUMAN TOUCH

Partner with others, showing empathy and team spirit

OVERALL SCORE BENCHMARK

You appear to have a deep interest in others and seek to create an environment where professional development and performance excellence is rewarded. You are attentive to the needs of others and aim to build mutually beneficial outcomes. Your natural inclination towards others allows you to build strong internal and external customer relationships and wider strategic networks.





INNOVATION

Embrace differences to make innovation happen

OVERALL SCORE BENCHMARK


Your responses suggest that innovation is a natural strength and you use this to create opportunities for the business and for customers. You value experimentation and reasonable risk and believe it is important to inspire others in this regard. You seek ideas from a wide range of people, embracing diversity and inclusion whilst also leaving room for mistakes to be made.



For each Lifetime Partner behavior, a benchmark has been built to help framing the evaluation. The benchmark is based on the Development Center results obtained by managers of others companies in positions of similar complexity to yours, working across different industries.


6 | TIPS FOR YOUR FURTHER DEVELOPMENT

OWNERSHIP




- Use this strength to support team members who are having trouble in delivering their results. Ask them to describe what they have done to delegate responsibilities and follow up. Suggest any additional ways to delegate and follow-up effectively.
- Use your strength to encourage team members by rewarding them when they show initiative, and also pursue sense of urgency and ownership in meeting customers' needs.

SIMPLIFICATION




- Help your team by talking about decision making options on a relevant customer-related issue and stimulate them to consider all the choices: make a decision themselves, consult with others and then make a decision, let others make the decision. Ask them how they determine which option to use. Ask them to identify the simplest one.
- Use this strength to support your team members by asking them to identify all the stakeholders in a changing situation. For each stakeholder, ask what they expect in terms of impact, barriers, action needed, and priorities. Discuss their contribution in an open meeting, being a role model in accepting other points of view and strategies yourself.

HUMAN TOUCH



- To strengthen your skills further, promote and celebrate team working, explaining how the team working together is contributing to the company's success and to meeting customers' expectations. Give the team credit for accomplishments. Focus especially on collaboration across departments and functions.
- Use your skills to understand the characteristics of your stakeholders. Adjust your approach, style, and content according to their reactions. Consider differences in how to reward people, such as level of expertise or sophistication, expectations, and participation and apply them into team plan that can speed up their cooperation.

INNOVATION



- Develop your skills even further by creating a climate in which people feel free to present their ideas without fear of criticism. Reinforce your support for those who generate innovative ideas which improve business and customers results, asking them to present their contribution within the extended team and to share their insights.
- Do not be afraid to challenge the status quo. Ask yourself why things are as they are, and look for ways to implement positive change. Encourage experimentation and highlight all the lessons learned.

7 | POTENTIAL SCORE AND GROUP TALENT RECOMMENDATION

Potential

Realized

Mod Low

Mod High

High

The participant shows strong evidence of their potential to perform in more complex future roles through their ability to get things done, their leadership skills to move the organisation forward and their strong drive to succeed in the organisation. They demonstrate a strong desire to leverage their strengths and embrace development opportunities to grow themselves and their career.

POTENTIAL FOR STRATEGIC POSITIONS AND FUTURE CHALLENGES

Patrick's major strengths are: communication skills, people management & people empowerment, excellent customer relationships, results orientation, global mindset and interest in learning and further career development. Petr has a very high potential and could be assigned in different business areas due to his experience. We highly recommend him as a group talent.

Global Mindset


Low

Medium

High

The participant has shown both a desire for and experience of working in different locations and regions across the world or functions across the group. They are open minded and proactively look for different perspectives, backgrounds and cultures, being non-judgemental and embracing diversity. They also understand global influences and how to successfully operate in an international environment

GROUP TALENT POOL RECOMMENDATION



Based solely on the Development Centre results, the recommendation is to progress the participant to the Group Talent Pool.

On-screen dashboarding

SOVA Christine Higgs

Generali Demo Dashboard

Project timezone: Europe/Prague

Controls

Phases | Participants | Assessors | **Results** | Schedule

Results Dashboard

View individual results for each phase activity in this project. Actions

Search participants by name or label: Q DAC session date 📅 Advanced filters + Sort by Most recently added ▼

<input type="checkbox"/>	Participant	Hogan Personality Inventory	Hogan Development Survey	Hogan Motives, Values, Preferences Inventory	Logical Reasoning Assessment	Situational Judgment Test	BEI Interview	Business Case	Role Play	Competency Total	Potential	Global Mindset	Group Talent Recommendation	Status	Actions
<input type="checkbox"/>	Harry Jones	✓	✓	✓	✓	✓	✓	✓	✓	3.7	3.8	4.0	Yes	✓	
<input type="checkbox"/>	Steven Smith	✓	✓	✓	✓	✓	✓	✓	✓	3.0	3.2	3.4	Maybe	✓	
<input type="checkbox"/>	Nina Stave	✓	✓	✓	✓	✓	✓	✓	✓	3.7	3.1	3.2	Maybe	✓	
<input type="checkbox"/>	Maria Gates	✓	✓	✓	✓	✓	✓	✓	✓	2.7	2.8	2.4	No	✗	



400,000

APPLICATIONS ANNUALLY



Throughout the project, the Sova project team have been professional, efficient and responsive. They applied their collective psychometric and digital expertise to understand what we needed and shape the right solution to meet our objectives. Personable and fun to work with, we are excited to have Sova as our assessment partner of the future.

Heather Byass
Resourcing Development Manager,
John Lewis Partnership

JOHN LEWIS & PARTNERS

- **Requirement:** Assess all candidates against organization values behaviours
- **Solution:** Sova developed role based blended assessment starting with volume roles (retail, warehouse and logistics)
- Candidate-centric approach to ensure a friendly and professional insight into life at the John Lewis Partnership. Mobile-first platform for applicants.
- The assessment provides a job preview via real life video and scenario content.
- **Impact:**
- Significant time-saving: 50% of candidates screened out at initial process and provision of automated candidate reports.
- Strong diversity & inclusion outcomes: 50/50 gender balance / zero adverse impact across ethnic groups.
- Cost savings of > £340,000 for sifting stage alone.



Entry level hiring within US, India, Philippines & EMEA



No adverse impact across gender, age, ethnicity and disability

Assessment scores are strongly related to **'Potential for Promotion'**

Significant relationship between assessment scores and outcomes such as **'Achieves set targets'**, **'Would you rehire this person'**



Quicker and easier platform for candidates and managers to use



- **Key requirement:** Create a global solution which is fair and predictive of future performance.
- **Solution:** Development of blended assessment to include SJT items, Cognitive Reasoning and Sova's personality items mapped to Northern Trust values and competencies.
- Video interviewing consolidated as part of the overall assessment solution.
- Adjustments to reflect regional differences e.g. use of cognitive reasoning within India and Philippines.
- 20,000 candidates assessed annually.
- **Impact:** Extensive validation and adverse to demonstrate the solution is fair for all candidates and highly predictive of performance.



A fair, consistent & borderless process

Supporting the end-to-end section process for:

- Early Careers
- Contact Centre Recruitment
- Retail Branch Hiring

89% accurate at correctly identifying exceptional performers

7x more accurate than a traditional unstructured interview

CANDIDATE COMPLETION

Completion rates for the blended assessment and video interview exceeded 95%.

Diversity & Inclusion

No adverse impact based on Gender or Ethnicity. An equivalent level of diversity was maintained throughout all stages of the selection process through to offer.



Nationwide
Building Society

Requirement: Create time and cost efficiencies for volume roles.

Solution: Develop an end-to-end platform to support all stages of the selection process.

- Two stage process - Bespoke online assessments combined with video interview followed by a Virtual AC.
- The fully automated and condensed two stage process significantly reduced the admin and recruiter time required.
- Automated feedback reports were provided for each candidate at every stage of the process.

Impact:

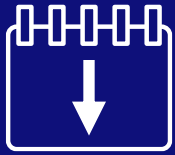
- Positive candidate feedback at every stage e.g. 97% of candidates found the assessment engaging, 94% agreed the assessment gave them a positive impression of Nationwide.
- Reduced administration by 90%, resulting in time and cost savings for Nationwide.





60,000 – 80,000

APPLICANTS PROCESSED PER YEAR



AVERAGE COMPLETION TIME
REDUCED FROM

11 DAYS TO 1.5 DAYS

INCLUSIVE INTAKE:

50:50

GENDER BALANCE

COMPLETION RATE

INCREASED BY:

60%

IDENTIFIED HIGH PERFORMERS WITH

89% ACCURACY

A/C RATIOS HALVED FROM

2:5 to 4:5



- **Requirement:** Reduce time to hire as loss of quality candidates during the multi-stage, lengthy process
- **Solution:** Bespoke, blended, mobile-enabled online assessments to identify the most suitable candidates for key Branch and Contact Centre roles and Emerging Talent Programme.
- Includes gamified content
- Video Interview and Digital AC
- **Impact:** Average completion time reduced from 11 days to 1.5 days with single platform use.
- Significant cost savings with improved quality of candidates.