SAP Uses Assessment Strategy
to Improve Candidate Experience

SAP
Best Unique or Innovative
Talent Acquisition Program
September 2017

Company Background

Company At-a-Glance	
Headquarters	Walldorf, Germany
Year Founded	1972
Revenue	22.06 billion EUR
Employees	84,183
Global Scale	Offers services globally, offices in more than 130 countries.
Customers/Output, etc.	SAP is a multinational software corporation with 340,000 customers in 190 countries.
Industry	Enterprise software
Stock Symbol	Traded as FWB: SAP and NYSE SAP
Website	www.sap.com

Budget and Timeframe

Budget and Timeframe	
Overall budget	150K Euros
Number of (HR, Learning, Talent) employees involved with the implementation?	5 employees
Number of Operations or Subject Matter Expert employees involved with the implementation?	4 employees
Timeframe to implement	6 months
Start date of the program	July 2016

Business Conditions & Business Needs

SAP makes an average of 15,000 hires a year, and 5,000-6,000 are graduates and professionals with 1-4 years of experience. At that level, there is less to differentiate candidates as their career and experiences are just building. That situation leaves too much to the subjectivity of the recruiter. The recruiter often reverts to type and makes selections based on the "best company" or "best university" but they may not be the best hires.

In mid-2016, SAP launched a new EVP message: "Bring Everything You Are. Become Everything You Want."

To ensure hires become everything they are and want to be, the company needed a supporting vehicle and turned to assessments to better understand potential talent and make informed decisions. More uniquely, the SAP team wanted to explore whether automated technology could provide a better overall candidate experience.

The company heavily invested in assessments and took a three-prong approach: online assessments at the time of application, a Facebook assessment app, and a Recruitment Game that uses assessment technology on the backend to evaluate gameplay.

The new assessments were designed to interact with other key selection objectives:

- Remove recruiter bias and subjectivity from the selection process.

- Bring meritocracy to less experienced recruitment.

- "Democratize" Graduate Recruitment and move away from the elitism of focusing on a tiny, few target universities and embrace graduates from anywhere.

- Reduce recruiter workload by reducing the number of CVs.

- Revolutionize candidate experience with instant, valuable feedback.

- Use Facebook for actual recruitment selection.

- Bring fun to the SAP Employment Brand.

- Innovate and revolutionize selection!

Overview

After looking at the current assessment model where companies require candidates to invest 20-25 minutes of time applying only to then experience the comedown of a bounce-back email informing them that a recruiter "may" get back to them if they have "the right skills and experience." In most cases, candidates know their CVs will enter the black hole of an ATS, never hearing from that company again.

This led to questions:

- Why should candidates not receive immediate feedback about their suitability?

- Why should candidates not receive detailed assessment feedback about their culture fit and role fit for a job?

- Why shouldn't hiring managers be provided more data on candidates to assess and questions based on that report to ask candidates in their interview, saving prep time?

- Why can't a candidate who joins a company have a training plan on day one based on those assessment results?

Those questions provided the framework for the new SAP culture and role-fit assessments.

Design of the Program

These three assessment solutions, combined to form a whole, represent an innovative approach to selection.

1. Insightful, instant feedback assessments.

When applying for a job, candidates have the right to feedback. No candidate wants to wait and wonder, but the majority do and that situation harms the employment brand.

To help candidates and improve the SAP brand, the company introduced immediate, insightful candidate feedback on assessments. When applying, candidates take a two-part culture and role assessment and receive a three- to four-page report immediately, detailing their fit for SAP. This report provides learning and transparency for the candidate and goes to the hiring manager with generated interview questions and a Day 1 training plan for the new hire innovatively linking selection with training and development.

Figure 1: Assessment Scenarios
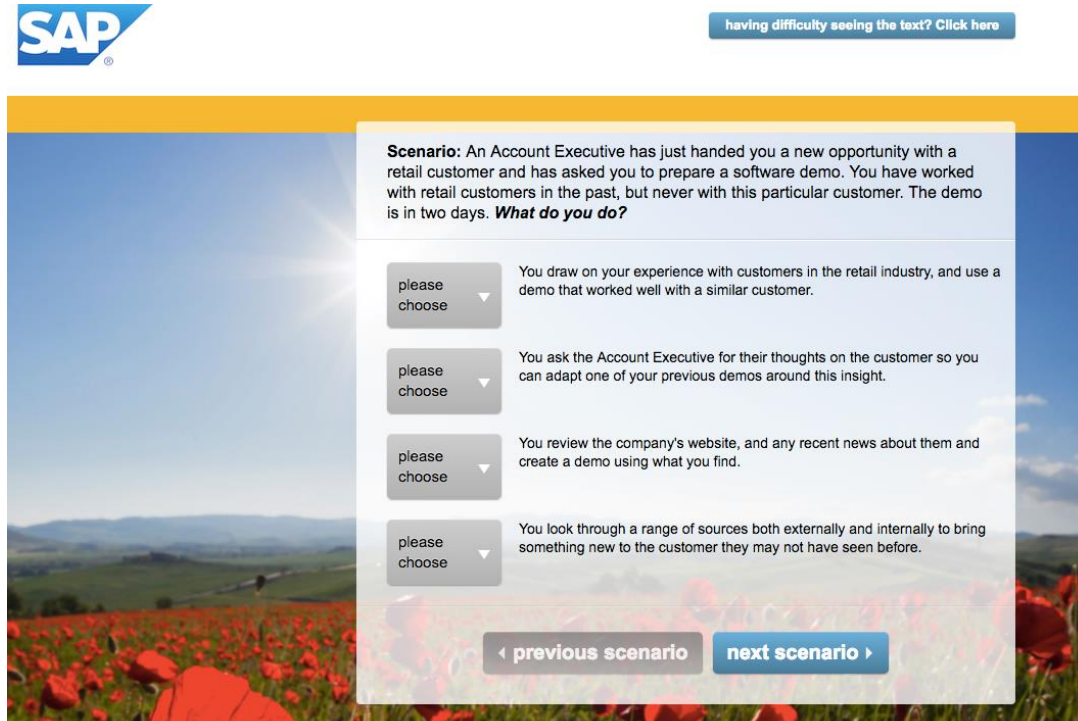
Source: SAP 2017

**Figure 2: Role Fit Assessment Report**
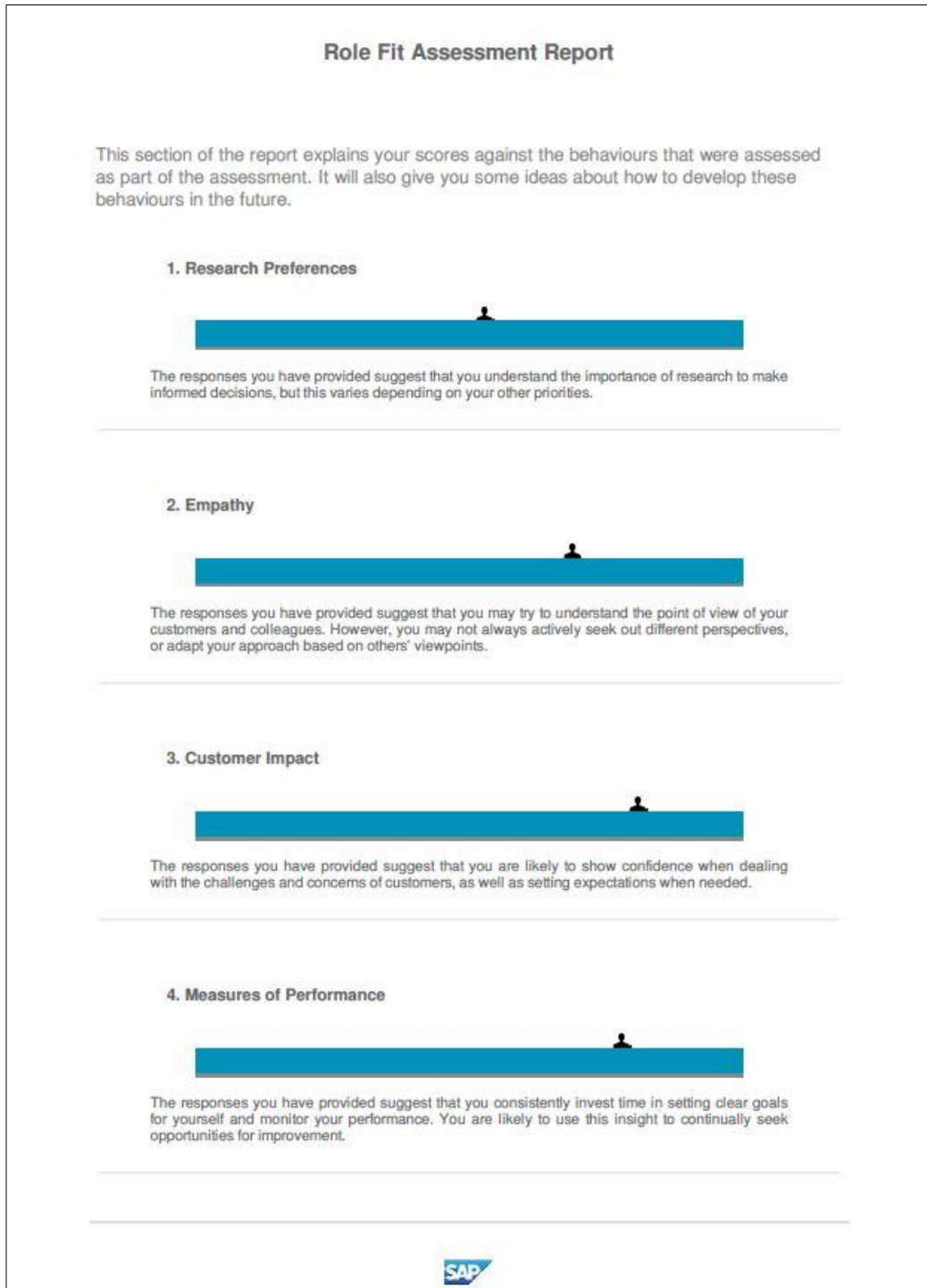
2. Innovative Facebook assessment app.

The SAP team created a Facebook Assessment app that assesses the applicant's personality profile frictionlessly with results in a few seconds. The app puts the initial assessment in a format that candidates recognize – Facebook. It embeds a consistent assessment and selection method across the three elements of the recruiting funnel.

Despite the informal and engaging aspect of the application, this method is a serious and important tool that will, over time, help build a more accurate profile of a candidate's values, motivations and behaviors than before, resulting in a significant increase in hiring accuracy. The method is a consistent end-to-end recruiting process powered by profiles for each distinct job family at every stage of the process.

Figure 3: SAP Facebook Page
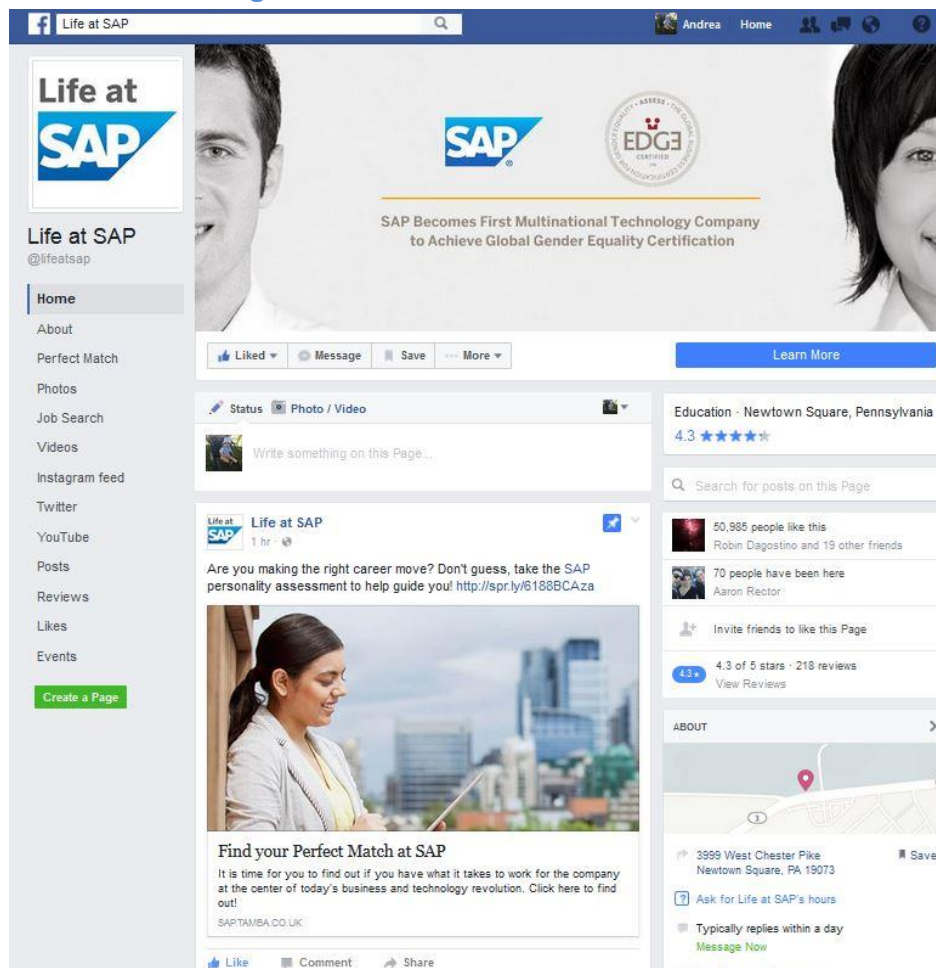
Source: SAP 2017

3. Creating a fun recruitment game.

Playing games is, of course, fun, and the SAP team created a recruitment game that encourages candidate interaction with its brand. SAP partnered with The Chemistry Group and GameSparks to design a game for any platform/device that engages candidates in scenarios that demonstrate some of the sectors that SAP plays in: Sport, Entertainment, Recruitment, and Security.

The Game

- Is sharable, hosted on "Life at SAP" Facebook page and the company's careers site.

- Presents the player with different scenarios. For example, at the recruitment level, players have to successfully navigate candidates to the correct interview room without crashing into obstacles such as plants and chairs. Candidates need to finish their interview before the next candidate enters the room. The pace and tempo is upped with more candidates bounding onto the screen for interviews and pandemonium ensues when candidates crash into one another.

- Can be shared and played by anyone or used for specific events, i.e., career fairs.

Figure 4: Game Screenshot

Source: SAP 2017

Delivery of the Program

By partnering with The Chemistry Group, the SAP team developed global assessments for selection and development to ensure a smooth approach for candidates, recruiters and hiring managers from attraction, to application, to onboarding and to in-role development. This process initially attracts and recruits the right individuals, then allows those individuals to own their self-development during their careers at SAP.

The global nature of the tool drives consistency and provides meaningful insight and conclusions on global data across business functions. Additionally, the combined approach allows insight from selection to inform development and vice versa.

The customized assessments were built against the SAP global competency framework using data from high performers to measure values, motivations and behaviors, which are part of The Chemistry Group's WGLL™ process.

By removing traditional measures such as academics and experience, SAP seeks to broaden the talent pool and increase diversity by removing bias. The value for the candidates is in the real-time feedback they receive to help them to understand their strengths and development areas, massively boosting candidate experience.

The biggest challenge was integrating the assessments into the ATS. SAP's ATS, RCM (a product of SuccessFactors, a SAP company) has the ability to integrate assessments at the requisition level with three different assessment providers.

Unfortunately, none of those existing providers were The Chemistry Group. Thus, the SAP team embarked on a custom integration project, which extended timeline from three months to six.

The assessment is automatically sent to every applicant per job requisition. Internal candidates either can be included or excluded, depending upon the business need for each requisition. In the ATS, RCM, the candidate's score for both culture fit and role fit are displayed and recruiters can sort on that score.

The pass/fail benchmark is set at a certain percentage, so the system also tells the recruiter if the candidate is "recommended" or "not recommended" right in the candidate list screen.

Measurable Benefits

The SAP assessment process is fundamentally changing the possibilities within recruitment. As the team continuously rolls out the assessments into new areas, interesting statistical changes accrue:

- Average Time per hire: reduced three weeks due to assessment technology.

- Quality of Hire of Sales Candidates: Risen by 35%, assessed by reviewing the sales targets of new sales hires, measuring at 6-month/12-month/18-month intervals.

Assessments

- Taken by 33,000 people in 2016 (August 2016 launch).

- Results from global focus groups in 12 countries: 88% of employees said they would find a personality and job role profile useful even if it meant they weren't a fit for the current position.

- Reduced recruiter workload by 39%, based on the number of candidates screened in 2015 per job and the number YTD in 2016.

- SAP hired from 401 universities where it previously had hired no one. Significant because it means recruiters have moved away from the "Elitist" graduate model of the past and are hiring based on merit and skill sets – a huge win for democratization of recruitment.

- 97% of candidates in focus groups say that assessments provide them with a "greater candidate experience," and 99% prefer knowing straight away if they are a good fit for SAP.

Facebook App

- 54,000+ click throughs since Q3 2016 launch.

- 2,065 new candidates in ATS.

- 87% of those surveyed said role match was appropriate for them.

Game

- 8,257 unique candidates played since Q3 launch.

- 3,168 new applications from gamers YTD, as tracked by RMK (recruitment analytics tool).

- 54% of first-time players played at least 5x.

- In a game player survey, 84% of players gave the game 5/5 stars.

Overall

Contrary to traditionalist concerns, incorporating assessments into SAP's Talent Acquisition process has enhanced the candidate experience by providing real-time feedback candidates so desire.

Candidates receive a three- to four-page assessment report immediately upon completion to read and digest.

Isn't that a better candidate experience than a bounce-back email or being ignored because of subjective decisions made about place of education or place of prior employment, all because of misconceptions about what type of background is required to do the job well?

At SAP, it is.

About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Inspiring a Better Workplace Experience

Our mission: Empower excellence in organizations around the world through our research and tools each and every day. At the core of our offerings is a Membership Program that combines research, benchmarking and unlimited access to data and analysts. The Membership Program offers insights and best practices to enable executives and practitioners to make the right decisions about people, processes, and systems, coalesced with analyst advisory services which aim to put the research into action in a way that is practical and efficient.

Membership Offers Tailored Support

Our membership delivers much more than research. Membership provides you direct access to our seasoned team of thought leaders dedicated to your success, backed by a rich member community, and proactive support from our client services team.

RESEARCH ACCESS & EVENTS
• Reports
• Case Studies, Frameworks & Tools
• DataNow® & TotalTech®
• Webinars and Research Spotlights
• Annual HCM Conference

ADVISORY SUPPORT
• Ask the Expert
• 1 on 1 Consultations
• Research Briefings
• Benchmarking

CLIENT SUCCESS PLAN

• Your Priorities
• Executive Sponsor
• Client Associate
• Monthly Meetings

Strategic Consulting Offers Expert Solution Development

Our consulting draws on constantly updated research and hundreds of case studies from around the globe. We provide services that simplify and target efforts to produce business results.

BENCHMARKING

• Competitive/Comparative
• Maturity Model
• Custom Research

STRATEGY

• Business Case
• Planning
• Organization & Governance

TECHNOLOGY SELECTION

• Vendor Selection
• Architecture Design
• Systems Evaluation

DEVELOPMENT & INTEGRATION

• Program Design
• Assessment
• Survey
• Process Integration

For more information, contact us at success@brandonhall.com.