

Recruitment Research confirms poor practice

Recent **rts** recruitment research has confirmed that there is a need to improve recruitment practices but there is a reluctance to pay for them. The national average in other industries is as much as £3,950, whereas dealerships are more likely to be spending a maximum of £755.

This piece of research was carried out by automotive experts **rts** based around earlier research, in 2008, into employee retention which highlighted that a major factor of people leaving was linked directly to poor quality recruitment.

Managing Director of **rts**, Richard Wells, comments *"I have already, backed by **rts** research into recruitment processes, concluded that current poor dealer line management competence is a serious potential "blocker" to delivering top quartile results of Customer Satisfaction/Loyalty, Sales Volumes, Gross Margins, ROI and ROCE."* Wells also believes that as the industry continues to recruit 'people like us' from within the sector, opportunities are being missed to break into new, high-quality talent pools.

Some of the poorer practices, found across the industry, included recruitment techniques such as;

- 'word-of-mouth' as source of new starters
- recruiting from the 'old boys' networks
- making on-the-spot offers
- 1 to 1 unstructured, informal interviews

rts believe that whilst these methods are hardly professional it is, in some cases understandable, where dealers are running lean and needing to find quick replacements.

Many recruiting managers suggested best practice methods were simply too expensive, too time consuming and too politically incorrect to be effective for them. In fact **rts** found reluctance, across the industry, towards using professional recruitment agencies despite some 80% of businesses outside the industry using them as a first port of call. Many businesses within the industry felt agencies let them down when it came to cost, time to recruit and quality and quantity of candidates.

Innovative approaches to recruitment were found to be patchy throughout the industry but some businesses were found to be embracing new methods. Autoglass, like Asda, put primary emphasis on soft skills when recruiting for new starters on the premise that technical competence can be taught. Wells states *"from our previous research and extensive experience, **rts** know assessing innate behaviours as well as technical skills is essential in achieving a customer-focused work force."*



The **rts** research revealed strategic recruiting of talent is another key area where the majority fail to impress. Whilst strategic recruitment is common place in other sectors there are only a few examples, such as Sytner Group, who stand out from the crowd in the motor industry. There was a strong interest in recruiting Sales Executives and Service Advisors from industries where customer qualification, rapport building and product knowledge are key competences but this was rarely part of any formal strategy and there was limited evidence of managers being recruited outside of the industry.

"The research provided plenty of examples of recruitment practice that falls well short of the mark but the research does highlight a few exemplary examples of businesses bucking the trends and reaping the benefits of structured and strategic recruitment plans", Richard Wells, Managing Director **rts** Consultants.

Attached photograph: **Richard Well, MD.jpg**

Note to editor: **rts** always appears a lower case, bold italic.

Lesley Jefferson, Lead Researcher of RTS Consultants (UK) Ltd., will be available for interview by appointment, any journalist wishing to pre-arrange interviews with Lesley Jefferson, Richard Wells or other **rts** employees should contact **Kirsty McNally, PR & Communications Co-ordinator** at kmcnally@rts-uk.co.uk or on +44 1249 450957.