

Case Study // Aviva - Embedding Strengths-based Recruitment across the UK Business



Aviva is the world's sixth largest insurance group and the largest in the UK. It has 45,000 employees in 28 countries around the world who serve over 53.4m customers. Aviva Group Centre, the head office operations situated in London, was listed as one of the Sunday Times 100 Best Companies to Work For in 2011.

The Challenge

Aviva needed to differentiate itself in how it recruited and developed talent. Strengths-based recruitment was identified as the best methodology to attract, identify, select and retain talent, while simultaneously living the internal brand promise of 'No one recognises you like Aviva'. Recruiting people with the right strengths to deliver in their role was a crucial first step - and one which proved to deliver significant business results.

Capp's Approach

Capp delivered a series of initial pilot projects for strengths-based recruitment that all delivered compelling business improvements. As a result, in 2008 and 2009, Aviva implemented strengths-based recruitment across the UK General Insurance business, covering a total of 130 roles. Capp worked with Aviva to:

- Identify what differentiated high and low performers in a role
- Establish the key strengths that delivered high performance in a role
- Advise on attraction advertising that attracted people to the roles on the basis of their strengths
- Design the strengths-based recruitment process and decision rules
- Build the strengths-based interview for the role, including scoring cut-offs and decision rules
- Train interviewers and managers on how to use the strengths-based interview
- Provide manager toolkits with tips and techniques for managers on how best to manage people with the strengths that were recruited for the role
- Deliver our Strengths-based Recruitment Accreditation Programme for the internal Aviva recruitment team, in order to build internal capability to provide ongoing support.

: Rachel Russell, HR
 : Business Consultant,
 : Aviva says "We're
 : delighted with our
 : success using strengths to
 : help identify if someone
 : is right for a role.
 : Strengths interviewing
 : allows us to focus on
 : individuals, what they
 : enjoy doing and what
 : they'll be good at. It
 : shifts the emphasis from
 : a traditional competency
 : view, assessing people's
 : past, to what their future
 : potential. Strengths
 : recruitment helps us
 : find the right people
 : for Aviva, who'll be
 : motivated and energised
 : in their work."

Results

Results from Aviva's internal evaluation of strengths-based recruitment, relative to the previous competency-based recruitment, showed:

- Cost per hire reduced from £950 to £577 - a 39% cost reduction
- Attrition over 12 months reduced by 50%
- Customer satisfaction up by 14.5%
- Quality up by 14.5%
- Call average answer delay down by 54%
- Sickness absence reduced by 4.1%
- Faster induction - 1 week induction rather than 2-3 weeks
- Enhanced employee engagement and morale
- Greater diversity of employees - across age, ethnicity and (non-)industry experience
- Improved candidate experience and perception of both employer and consumer brand.



Results cont'd

The success of strengths-based recruitment with Aviva has led to:

- Aviva being Finalists in the Personnel Today Awards for Innovation in Recruitment and Retention
- Published case study features in *Strategic HR Review*, *Recruitment Consultant*, and *Call Centre Focus*
- Invited conference presentations at the CIPD Recruitment and Retention Conference and the 2nd Applied Positive Psychology Conference.

