



Predicting and selecting the best early careers talent at Cadent Gas

The challenge

Cadent Gas is a gas distribution company that owns, operates and maintains the largest natural gas distribution network in the United Kingdom, transporting gas to 11 million homes and businesses across England. With a rich heritage that can be traced back as far as 200 years, Cadent Gas looks after 82,000 miles of gas pipes. The company is powered by nearly 6,000 employees.

A critical element of maintaining its competitive advantage and industry leading customer satisfaction scores requires a dedicated focus on attracting and retaining outstanding talent at every career stage including early careers.

The business invests heavily in finding the best future talent for both its graduate scheme and industrial placements (IPs).

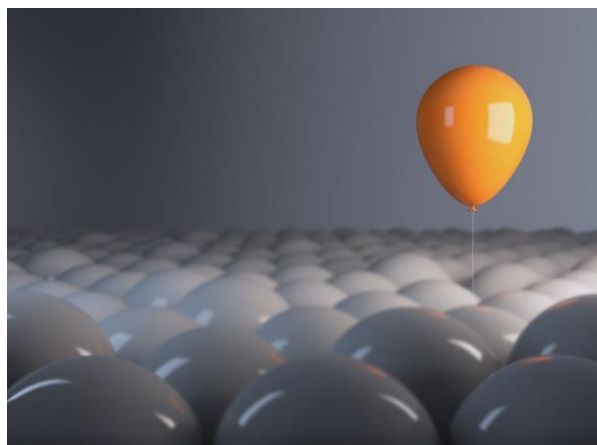
With an unwavering commitment to diversity, equity and Inclusion (DE&I), and building a talent population that reflects the community it serves, Cadent wanted to ensure the best talent was selected fairly, objectively and without bias.

With over 2000 applicants for circa 40 places, the business needed to ensure that hiring decisions were driven by quality data and insights.

The HR Director and Talent Acquisition Team wanted to complement their current process. This meant bolstering CV sifting and assessment centre elements with the objective and predictive psychometric assessment of potential.

The goal was to find the best and brightest future talent with the potential to develop and grow into high-performing colleagues who could support the ambitious strategy of the business.

Using the unique data insights from the comprehensive graduate selection process and performance metrics from those selected, the business also wanted to identify success criteria for future campaigns.



The approach

Peoplewise partnered with the HR Team and business stakeholders to understand the needs and current process, and jointly agree a plan of action and measures of success.

The first obstacle was to fairly assess the circa 2000 applicants, to select those with the highest potential for future success. This needed to be done in a cost-effective way while providing every candidate with a valuable experience.

Using our British Psychological Society (BPS) registered **PsyCap Potential** assessment, all 2000 applicants were invited to complete Part 1 of the assessment that measured their Mental Agility, the single best predictor of potential (Anderson, N., & Cunningham-Snell, N., 2000). The Mental Agility component is both language and education agnostic. This means that factors such as socio-economic background do not bias the process.

The highest performing 12.5% were selected for the next stage. All unsuccessful candidates were selected out and received a graduate development report based on their individual scores. As Mental Agility is state-based, individuals could use the report to develop themselves meaningfully.

The remaining candidates completed Part 2 of the PsyCap Potential assessment, the predictive personality component.



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This stage assessed and benchmarked the candidates against the remaining four psychological capabilities that predict potential at work. Detailed data profiling outputs were shared with the client and informed the construction of the interview and assessment centre phase.

Interview questions were generated for the assessors based on the individual's results of PsyCap Potential. This saved the Cadent team time and effort and allowed them to use objective data on the candidates' strengths and development areas.

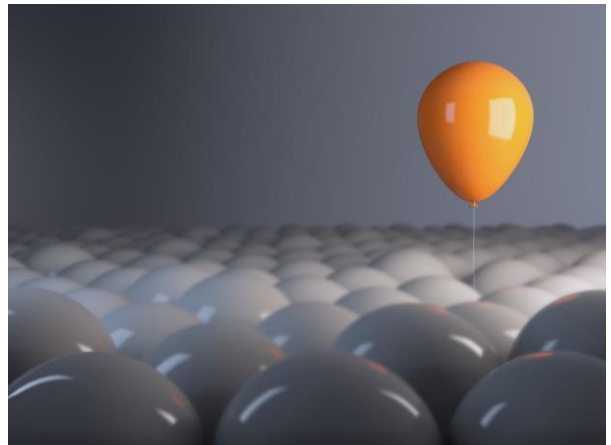
Following this stage, the Cadent HR team and Peoplewise reviewed the comprehensive data set on the remaining candidates and conducted a detailed calibration session to integrate and validate assessment centre and PsyCap Potential data. This greatly supported the decision making.

Over 150 candidates were selected out at this stage and each was provided with a detailed and personalised report highlighting their strengths and areas for development. As a state-based assessment, the PsyCap Potential development report details valuable behavioural insights that candidates can use to develop themselves.

The remaining 41 candidates were made formal offers and received a personal development report which fed into their personal development plans as part of their induction process.

Data from the successful candidates was collated throughout the process and used to create a subsequent role success profile.

Biographical information such as age, diversity and sex were collected and analysed alongside performance and retention data over the following year to benchmark the success of the process against previous years.



The impact

-  41 successful candidates were scientifically and fairly selected from over 2000 applicants
-  100% of candidates received personalised feedback reports
-  The cohort outperformed previous intakes on all ROI metrics including performance and employee commitment ratings
-  Talent retention was 100% at 12 months, not achieved in previous years
-  The cohort were more diverse than any previous year and more reflective of Cadent's customer based
-  Subsequent role success profiles were carried forward for the graduate and industrial placement populations

"Without a doubt, this has been the best graduate recruitment process we have ever engaged in. The net result has been a stronger, more representative and more motivated cohort compared to other intakes and higher performance!"

Cadent Gas