

# RAC Auto Windscreens show McQuaig's Diversity

**RAC Auto Windscreens used *The McQuaig System*™ to identify and retain candidates for its nationwide team of windscreen fitters.**



## The challenge

RAC Auto Windscreens was using a face-to-face interview system to identify potential candidates for its 800-strong workforce of windscreen fitters. However the company was finding that an unacceptable proportion of candidates either didn't complete the four-week training course, or left the post after only a few months.

In any face-to-face interview process, selectors are drawn naturally to those

candidates who articulate well. RAC Auto Windscreens was discovering, however, that articulation doesn't necessarily equate to suitability.

In 1998, after one division alone had lost 21 fitters from an initial intake of 50, the company approached The Holst Group. It wanted to find a way of identifying those candidates who were best suited to the job, most likely to complete the training, and most likely to become long-standing members of its windscreen-fitting team.

## The solution

RAC Auto Windscreens' Human Resources Director, Peter Fanning, had used the McQuaig Assessment and Development System while working for another company, to identify suitable candidates for management positions.

"Although I knew and trusted McQuaig, I wasn't sure that it could be applied in a more manual environment", he said. "But, nothing ventured nothing gained, I took the challenge to Mike Edwards at The Holst Group and he embraced it enthusiastically".

The McQuaig System is an aptitude and occupational testing procedure that defines a candidate's temperament and personality type, and allows the prospective employer to compare the candidate against the requirements of the position. The Holst Group devised a pilot scheme in which 30 of RAC Auto Windscreens' long-standing fitters took part in the McQuaig Word Survey® and Occupational Test®. Through the pilot scheme, and all the time working closely with RAC Auto Windscreens' personnel department, The Holst Group was able to develop a clear picture of the type of

temperament and personality needed for the job.

The windscreen repair specialist was looking for 'urgent co-operators' - prospective fitters who were deliberate, conscientious and thorough, and happy to follow routines. At the same time, though, they needed to demonstrate drive and flexibility, with an ability to interact sociably with customers.

This was a very specific requirement, but the flexibility of The McQuaig

System meant that The Holst Group was able to adapt the conventional system's tests to meet the challenge. Working with an occupational psychologist, and using the results of the pilot scheme, the company devised a McQuaig-based occupational test that was specific to RAC Auto Windscreens' needs.

## The results

RAC Auto Windscreens introduced its tailored McQuaig System in 1999, using it to select 53 candidates for its team of windscreen fitters in its East Midlands, East Anglia and Home Counties division - the same division that had seen such dramatic attrition the year before. The results were immediate, and astounded Peter Fanning.

"During that year we lost only four fitters from the initial 53 - and two of those left before they completed the training course. This improvement in retention was unprecedented and vindicated entirely my faith in the McQuaig System," he said.

Mr Fanning attributes the results entirely to the selection system, maintaining that all other operational aspects of the division were unchanged since the previous year.

"It was the same management team, using the same procedures and systems, and doing the same job. The only difference was that the new fitters we had selected were better suited to the job - and this was due entirely to the work that The Holst Group had done with McQuaig." The company has since extended its McQuaig-based selection system to other divisions, with similar results.

**"Having used the McQuaig System in a previous company, I was keen to use it to solve the challenges I was faced with here."**

**P Fanning**

Morale at RAC Auto Windscreens has benefited too. In divisions that have implemented the system, the annual 'Colleague Survey' reveals that manager approval ratings outperform the rest of the company to a significant degree.

"This means that staff in these divisions are happier with their management teams - not necessarily because the management teams are any better than elsewhere in the company, but because the staff themselves are better suited to their jobs and to the

**"One of the McQuaig System's greatest strengths is its flexibility. This ensures that it is transferable from industry to industry, and from level to level."**

**P Fanning**

working environment", Mr Fanning said. This job satisfaction has translated into improved customer service, with RAC Auto Windscreens' fitters receiving a greater number of compliments from satisfied customers than ever before.

Finally, the McQuaig-based selection system also helps Mr Fanning identify potential managers among the various intakes of windscreen fitters.

"So far the system has been spot on. The guys we've identified have been promoted and have taken to their new positions like ducks to water. It's amazing to see how accurately the paper-based analysis is reflected in real life."

To find out how your organisation can benefit from The McQuaig System please contact:

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