



## **Situational Judgement Tests that deliver results for Mars**

Immersive assessments that provide  
realistic job previews

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## Background

For more than a century, Mars, Incorporated has been driven by the belief that the world we want tomorrow starts with how they do business today. This idea is at the centre of who they have always been as a global, family-owned business.

Today, Mars is transforming, innovating and evolving in ways that affirm their commitment to making a positive impact on the world around us. Across their diverse and expanding portfolio of confectionery, food, and pet care products and services, Mars employ 125,000 dedicated associates who are all moving in the same direction: forward. With \$40 billion in annual sales, they produce some of the world's best-loved brands including EXTRA®, M&M's®, SNICKERS®, TWIX®, PEDIGREE®, ROYAL CANIN®, SKITTLES®, UNCLE BEN'S®, and WHISKAS®; and take care of half of the world's pets through pet health services AniCura, Banfield Pet Hospitals™, BluePearl®, Linnaeus, Pet Partners™, and VCA™.

## Objective

Mars have trusted us to take care of their graduate talent streams since we became their strategic partners in 2012. We've consistently designed recruitment process outsourcing (RPO) solutions for them that are laser-focused on finding exceptional future talent.

Our innovative volume recruitment programme is based on a streamlined four-stage process that's supported by our cutting-edge technology. It includes a shortened application form, online tests, telephone interviews and assessment centres.

Mars needed an early talent recruitment process at the forefront of pioneering technology that would serve three main purposes:

- Deliver future-proof talent that stands out from the crowd
- Improve candidate experience in an engaging way
- Raise overall efficiency by freeing up recruiter time and resources

Situational Judgement Tests (SJTs) play an important role in our state-of-the-art assessment strategies. They're designed to provide realistic job previews by assessing a broad range of behaviours linked to performance – while sifting out high volumes of applicants without false negatives or adverse impact.

## Solution

The SJTs we design are highly effective self-selection tools that are proven to predict candidates' future success. Hosted on our award-winning Leap platform, SJTs gave Mars a more engaging way of providing an authentic job preview while telling their story and showcasing their brand.

Unlike traditional ability tests that measure only one aspect of cognitive ability, SJTs can be customised to assess a spectrum of behaviours that identify potential. Automating organisations' future talent recruitment processes also brings time and cost saving efficiencies.

The entire recruitment process was managed by our personally developed applicant tracking system (ATS), Ambertrack. Applications were screened manually, telephone interviews carried out and assessment centres seamlessly operated – with Mars receiving real-time reporting throughout.

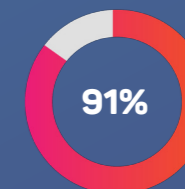
We also massively improved candidate experience by enabling applicants to schedule their own assessments, giving them access to personalised online accounts from their own devices, and maintaining personal communication every step of the way.

## Results

A predictive validity study proved that SJTs were powerful tools that successfully helped Mars discriminate between high and low performing candidates, without creating any adverse impact.

By creating an SJT where items differentiated between high and low performers, we were able to sift out 40% of applicants and effectively help control the quality of Mars' future talent pipeline. Although there were fewer candidates reaching the assessment centre stage, 196 compared to 232 the previous year, they were of a higher quality – subsequently freeing up time and resources further down the process.

Mars candidates' average Net Promoter Score (NPS) – which is used to measure satisfaction across different stages – was +69, way above the industry average of +24. And, dropout rates were reduced by 10%, with 91.3% of candidates staying engaged throughout the process compared to 81% from the previous year.



91.3% Of candidates stayed in the process compared to 81% in 2019

Overall NPS of +69 compared industry standard of +24

## Client quote

"Amberjack's knowledge, strong execution and high levels of candidate care ensure we recruit the exceptional talent Mars needs."

Future Talent Manager, Mars

## Candidate quote

"The Situational Judgement Test was particularly impressive – it was extremely thorough and specific to the graduate role that I had applied for."

