

THE TOP 6 MOST WORTHWHILE MOMENTS FOR ASSESSMENTS

It is becoming more common to replace one single all-important assessment with numerous assessment opportunities. And every time you assess someone, you learn more about their psychological profile. Every assessment filters information and provides another piece of the puzzle, helping you decide if a candidate or member of staff is suitable for a particular position or career. In the sourcing and recruitment phases as well as the career phase, you can create a large number of opportunities for assessing, measuring and recording results.

Based on our experience, we have put together a top 6 that can best be used as filters early on in the process. For filtering out the characteristics that are most important to your organization, so you can spend more time on relevant talent.

6. Likelihood of counterproductive behaviour in the workplace



How does a candidate cope with resistance, dilemmas and setbacks? This can be a crucial factor for successful job performance. If this is the case, it becomes relevant to use this as a reason for assessment. This can be employed to particularly great effect for executive positions. You can find out the likelihood of counterproductive behaviour occurring and what form it will take. This sort of tool is somewhat prone to people giving socially- desirable answers and particularly with more highly educated respondents, it should be used with care when used for assessment purposes. It is best used for candidates with lower levels of education and graduate or starters positions where high volumes are still involved in the process, usually as the first tool after applying for the job.

5. Match with organizational culture



Does the candidate fit into our organization? This is a question we are often asked. You can try to get a feel for this during interviews in the course of the recruitment process. You can also get a picture using a questionnaire such as a psychometric questionnaire investigating motivation. If you know the characteristics of your own

organization's culture, you can look to see whether a potential applicant fits in with it. For example, if your organization is a typical start-up but the potential applicant has a strong need for structure and hierarchy coupled with a lack of stress, then a good match is highly unlikely. You can use this assessment as a decision-making tool for recruitment purposes, but you can also use it for self-assessment. Used for self-assessment, you communicate the characteristics of your organization's culture and let the applicant decide themselves if there is a good match, based on the questionnaire. This assessment can therefore be used at the beginning of the recruitment phase or even earlier in the candidate journey, in the sourcing phase.

This is the assessment that most clients get enthusiastic about. However, there is a downside. This type of tool is the least robust tool employed in a traditional assessment. This means there is a risk of making mistakes in your selection process. You will reject people incorrectly and allow some through to the following round who should have been rejected. Is this permissible? Are there enough available applicants? How much damage will you cause with your target population if you reject people incorrectly?

4. Testing knowledge and expertise



Often command of a particular skill or areas of expertise is a requirement for a position. Sometimes the level is safeguarded by training for a structured qualification (e.g. pilots, audiologist etc.), but this is often not the case. What then? That is the time for an assessment. There are large numbers of tools available to test all sorts of skills or areas of expertise. Suppliers of psychometric tooling often also provide this type of test. Organizations such as Cito have them ready-made on the shelf and there is a whole world of Cloud solutions available. In general, the expertise test is usually used in the recruitment phase. Candidates do have to have a strong interest in your organization if they are going to take part in this assessment. An important new development is [open badges](#). These may replace this type of assessment in the future.

3. Personality analysis



For some positions, it is crucial to have a particular personality type. Think for example about sales. In such a case, it can highly beneficial to employ a questionnaire-type personality test as a standalone assessment. This is a standard element used in assessments administered by traditional assessment bureaus. The results of these tests are taken quite seriously, although an assessment psychologist will always want to discuss the questionnaire during the interview. If you use one of these personality tests as an assessment tool, you do it to weed out the so-called derailers. Can I see any major risks? This is often done at the start of the recruitment phase. However, there are quite a few initiatives to start using this type of tool in the sourcing phase. Candidates appear relatively willing to work with this, as long as they receive relevant feedback. Many people feel the need to learn more about themselves.

2. Situational Judgement Test



There are some positions that have little need of expertise and where analytical skills make no difference. For example, think of call centre staff or security staff. In their case, the ability to assess and react appropriately to social situations is of utmost importance. These situations can be simulated. We can then determine what the desirable positive reaction patterns are. This allows us to discover whether candidates are capable of correctly assessing various social situations. Then we know if they understand how to act, thus increasing the likelihood that they will actually show the correct behaviour in real life situations. Test publishers develop this type of tool based on psychometrics. They often focus on demonstrating the psychometric quality of their tool. The disadvantage is that it is a generic tool applicable to a limited range of positions, i.e. not tailor-made or for branding. If they are asked to provide a tailor-made or brand-specific solution, then these tools often appear somewhat static. More appropriate for using if the candidate has already shown some commitment, hence in the recruitment phase. Game design studios also work in this area. They approach the Situational Judgement Test far more as a game. The fun factor is higher, therefore your budget will be spent mainly on developing gameplay, not on psychometric validity. That makes it far more suitable

for the sourcing phase and for creating interest. However, if the position is depicted realistically, then you can view this tool as a realistic job preview. As a result of scientific research, we know that this can raise the quality of selection since candidates are able to make a clearer decision and self-selection takes place before they apply for the job.

1. Aptitude tests in the pre-application phase (as self-assessment)



Traditionally, aptitude tests have been used as one of the elements in assessments given by assessment bureaus. The results of the tests are taken very seriously. A low score relative to the desirable norm in this type of test is often viewed as indicating a high risk factor. For some positions, this can be compensated by relevant experience and skills in combination with desirable personality traits. However, this type of test usually weighs heavily towards the final decision. This is linked to the robustness of the tool. Aptitude tests are extremely reliable; when repeated, there is a high likelihood that it will produce similar results. As well as this, they are also the best predictors of success for job performance. If you had to take a selection decision based on a single tool, this is your best option. This is the case for every job, from accountant to taxi driver.

If the aptitude test has such a strong influence on the selection decision, why should you use it right at the end of the recruitment phase? For a large IT organization, we placed the aptitude tests right at the start of the recruitment funnel, namely in the sourcing phase. The candidate can take a series of aptitude tests at home, anonymously, then look at the results themselves and compare it with the required norm. It also automatically gives them feedback on how they filled in the tests and suggestions on how to get the highest possible score. If they want, they can then take the tests again, answering a different set of questions, allowing them to decide for themselves if their analytical abilities match with the organization. We now know that, for this IT organization, their applicant pool has improved and that later in the recruitment phase, 30 % fewer were rejected on the basis of test results in this section. What's more, there are more applicants because this assessment has removed obstacles to applying. Apparently, many people who were actually interested doubted at first whether their level was high enough. Being able to test this themselves in advance removed this obstacle for them.



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About Starcheck:

We predict job performance using assessments and games. Well-designed and fun. With candidate experience as our starting point. Using the latest modern tools, in over 40 languages. For integration in every recruitment process, using multiple measuring moments, resulting in better talent decisions in less time.