

Surviving Assessment Centres

OR

It is not what you do its how you do it....

Katharine MacLavery
Occupational Psychologist
Hays Assessment Services



Who uses such techniques

- 40% of employers use ability tests*
- 34% of employers use assessment centres *
- 75% of FTSE use assessment/testing

*CIPD Recruitment and Retention Survey 2005

What are competencies ?

Competencies are behaviours that individuals demonstrate when undertaking job-relevant tasks effectively

Common competencies

- Communication
- Customer Focus
- Teamwork
- Leadership
- Problem Solving
- Developing Others
- Planning and Organising

Typical competency definitions

Communication

The ability to send clear and convincing messages.
The use of an engaging style fine tuned to the particular audience and which invites a dialogue.

Planning and organising

The ability to realistically schedule work and organise resources so that a project or goal is achieved within agreed time and cost parameters.

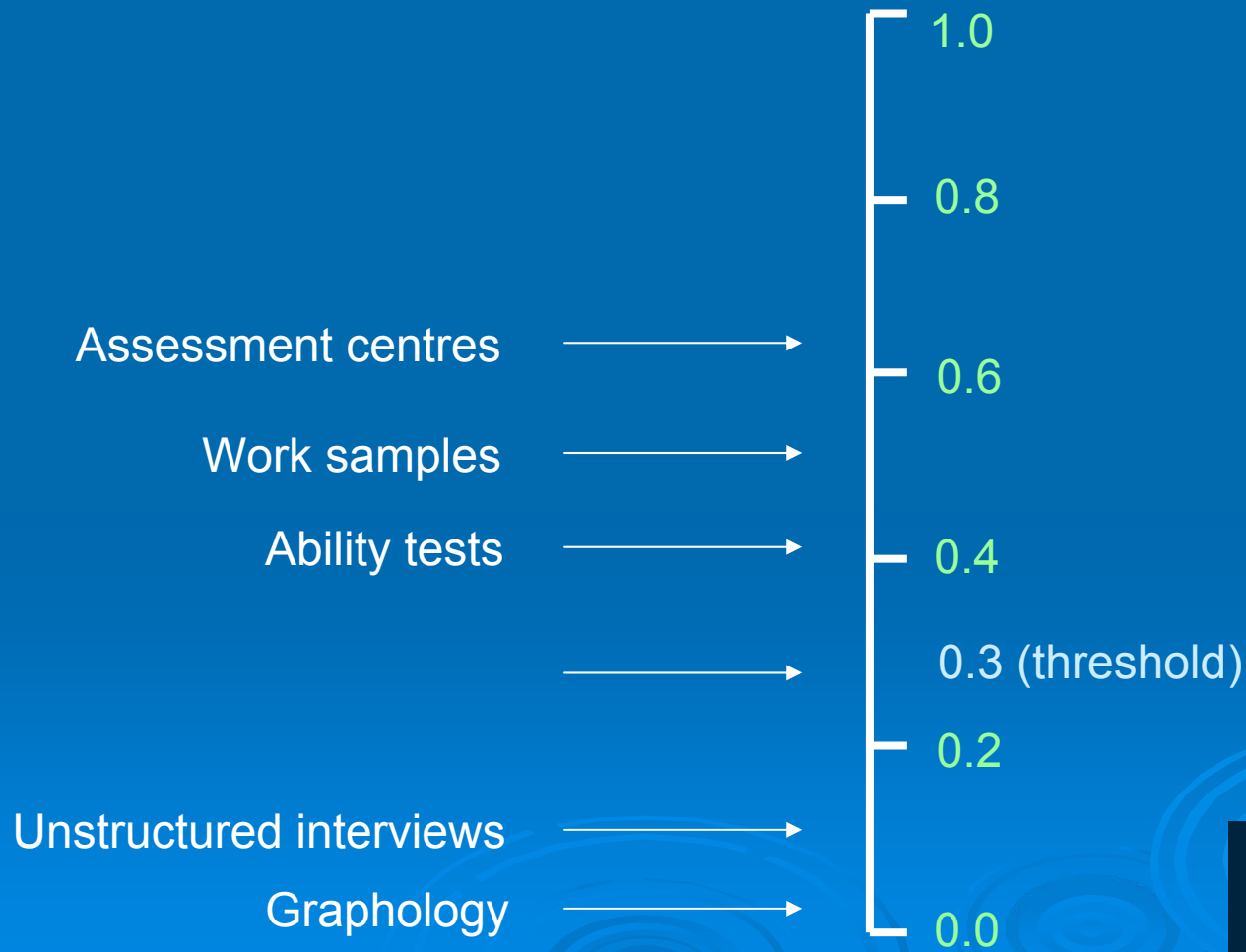
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Assessment Centre approach

- Assess competencies determined by job analysis
- Uses multiple assessment techniques
- Uses multiple trained assessors
- Assessors pool information to arrive at a consensus decision

Predictive accuracy of different selection methods



Competency Matrix

Competency/ Exercise	Interview	Role-play	Written Exercise	Group Exercise
Communication			✓	✓
Customer Focus			✓	✓
Problem Solving	✓	✓	✓	
Team-working	✓			✓
Leadership	✓	✓		
Developing Others	✓	✓		

Assessment Centres - what to expect

- To meet with other candidates
- To participate in various activities which may include
 - Presentation
 - Role Play
 - Written Exercise
 - Competency Based Interview
 - Aptitude Tests
 - Personality Questionnaire
 - Group Discussion

Executive Profiling – what to expect

- Written analysis /In-tray exercise
 - Pen and paper
- Ability Test
 - Pen and paper or on-line
 - Verbal and Numerical Reasoning
- Personality Profile
 - On line completion
 - Validation interview with trained professional
 - Verbal/written feedback for client

Personality Questionnaires

- Self report, not timed
- Preferences NOT abilities
- Best practice recommends that candidates should not be short-listed out on basis of their personality
- Statements
 - “I am comfortable in social situations”
 - “I am determined to beat the opposition”

Team Working/Relationship Building

Team focused, approachable and willing to work cooperatively.

Shares information and ideas and values the input of others in any context or group.

Empathetic, supportive and sensitive to others' needs, aware of their impact on other people and will alter their goals/approach accordingly.

Focused on building and developing internal and external relationships with key internal and external partners.

Director of Finance – Walbrook Group

Relationships with People

OPQ32i

Influence

- Persuasiveness – Strong preference
- Controlling - Strong preference
- Outspoken - Strong preference
- Independent minded – Typical preference

Sociability

- Outgoing – Typical preference
- Affiliative - Limited preference
- Socially confident – Strong preference

Empathy

- Modest – Typical preference
- Democratic – No preference
- Caring – No preference

Areas to Probe

- Specific examples of when they have proactively and positively built relationships with others
- What tactics and techniques do they use to win people round?
- How do they ensure they take people with them?
- Specific examples of when they used a softer approach to reach their end objective
- What teams are they members of and what do they believe they contribute?
- What impact do they believe they have on those around them?

Why companies use assessment

- Can be cost effective and time efficient
- Provides a realistic job preview for candidates
- Involve line managers in decisions
- Positive candidate experience – good PR exercise
- Strategic value
- Good predictive validity

How to prepare to succeed

- Attitude
- Research
- Participate !
- Capitalise for feedback for next time

Presented by

Katharine MacLavery

Assessment Consultant

Hays HR Services

13-15 Carteret Street

St James's Park

London

SW1H 9DJ

07841 364631

katharine.maclavery@hays.com

