

THE PBC POCKETBOOK OF SELECTION METHODS



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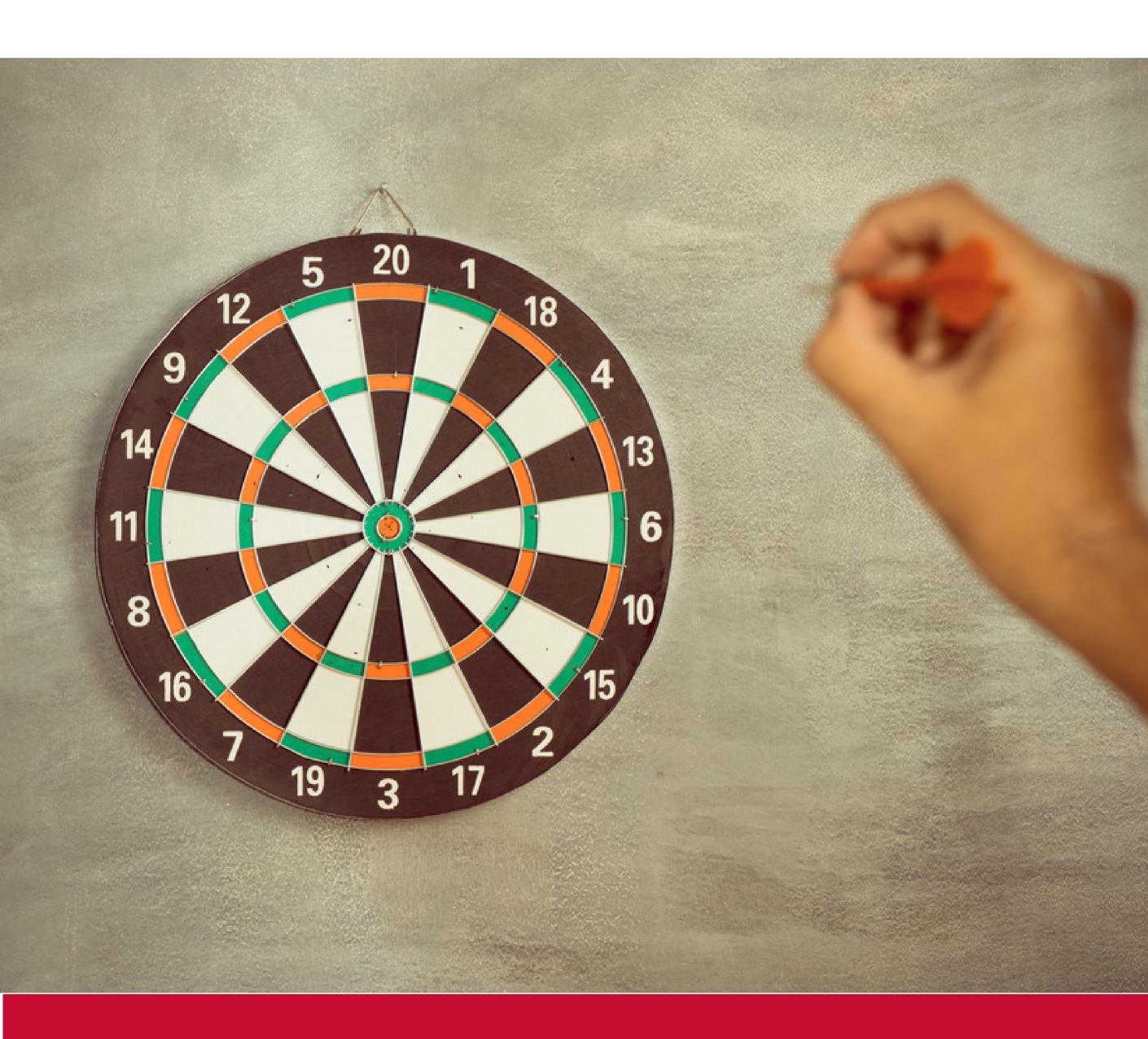
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THE AIM IS SIMPLE:

USE THE MOST PREDICTIVE ASSESSMENT METHODS, WHILE ENSURING A POSITIVE CANDIDATE EXPERIENCE.



Designing a best practice assessment process is not easy. Numerous factors need to be considered and reconciled.

Two of the most important considerations today should be the candidate experience and the predictive validity of the assessment methods used.

The candidate experience begins at the application stage, and continues right through to the reference checking and offer stage. Every interaction with the organisation leaves the person with an impression of how they value their people, which may affect their decision to accept or reject your offer.

The predictive validity of the assessment method refers to the extent to which the performance on the assessment method (e.g. interview) is able to predict actual job performance.

Assessment methods that are high in predictive validity will increase the likelihood of identifying the best candidates for their organisations.

In practice, reconciling the candidate experience with the most valid methods of predicting job success is a fine art. Many assessment methods that are high in predictive validity will not necessarily provide a positive candidate experience and vice versa.

In this booklet, we discuss some of the most frequently used assessment methods with commentary regarding each method's typical predictive validity and associated candidate experience,

We also provide insight into how the candidate experience and the reliability can be improved.







An assessment centre is a multi-method, multi-rater process of assessing candidates against job related capabilities. Candidates are observed and evaluated by multiple assessors in simulated work environment.

PREDICTIVE VALIDITY

High, but depends on

- Quality of assessment activities
- Assessor skills

CANDIDATE EXPERIENCE

It generally provides a positive experience for the candidate as it allows them to demonstrate their competencies more than once in different situations

- Ensure the activities measure the relevant competencies
- It needs to be well run, ensuring candidate comfort and accessibility
- Ensure assessors are appropriately trained



Cognitive testing measures a candidate's ability to learn quickly, comprehend information, and use logic and reasoning to solve a variety of problems. Workplace cognitive tests include general mental ability tests and aptitude tests. These can be completed online or onsite.

PREDICTIVE VALIDITY

High, but depends on

- Relevance of test to role
- Availability of appropriate test norms
- Reliability and validity of test items
- Different, but equivalent, forms of the test, being available

CANDIDATE EXPERIENCE

- Candidate's experience can be good depending on their internet connectivity and stability if completing online
- It also depends on the candidate's comfort with cognitive tests

- Ensure appropriate selection of test
- If the candidate has internet difficulties, provide option to sit the test in person on site
- Test administrators appropriately trained

PERSONALITY ASSESSMENT



DEFINITION:

Personality assessments identify a person's natural behavioural tendencies. Most often completed online.

PREDICTIVE VALIDITY

High, but depends on

- Appropriate alignment with the role based on criterion-related research
- Availability of appropriate norm group
- "Fakability" (easier to fake if it is easy to guess what the items are measuring)
- Use of appropriate report output

CANDIDATE EXPERIENCE

- Candidate's experience can be positive if they are comfortable completing selfassessment measures
- They might also enjoy not having time pressure

- Appropriate selection of assessment and report output
- Validity is further enhanced when combined with cognitive abilities

STRUCTURED INTERVIEW



DEFINITION:

A structured interview comprises a series of competency based questions that are aligned to the competencies required in the role. Responses to such questions are evaluated against pre-determined success criteria and interviewers are trained in how to interview and evaluate fairly and consistently. Structured interviews typically inquire about past behaviour but they may also investigate behaviour in hypothetical situations. It can be conducted via video if necessary.

PREDICTIVE VALIDITY

High, but depends on

- Interviewer's skills
- Use of role-relevant and competencybased interview questions
- Evaluation method must be considered and aligned with competencies

CANDIDATE EXPERIENCE

Candidates' experience can be good depending on the interviewer style and skills

- Provide interviewer training for consistency and quality
- Ensure good interview design
- Panel interview may be better than individual interview due to the risk of individual biases



Workplace simulations or work samples are assessments that are based on actual work tasks, for example, role plays, business case studies, group discussions, and presentations.

PREDICTIVE VALIDITY

Moderate to high, but depends on

- Quality of evaluation guidelines
- Inter-rater reliability and consistency

CANDIDATE EXPERIENCE

- It can provide the candidate with a realistic job preview
- Allows the candidate to demonstrate their practical knowledge and approach to real life situations

- Trial the exercise to ensure sufficient content and context are provided to elicit the desired behaviours
- Incorporate feedback from subject-matterexperts to ensure appropriateness of tasks
- Ensure raters are properly trained



Situational judgement inventories present candidates with a brief work-related situation and then ask how they should or would respond, typically using multiple choice options. The situations are usually derived from critical incident interviews with job experts and represent real situations that are fairly common, but difficult or challenging to address.

PREDICTIVE VALIDITY

Moderate to high, but depends on

- Relevance to the role requirements
- Ability to measure the required competencies
- Strong and validated scoring system

CANDIDATE EXPERIENCE

- Can be fun to take
- Does not feel like an assessment
- Provides some realistic job preview

MAXIMISING VALIDITY AND EXPERIENCE

Ensure the activity measures the relevant competencies



Gamification is the concept of applying game thinking and game mechanics to online recruitment activities. Candidates become engaged in work related scenarios that enable them to demonstrate their problem solving capabilities.

PREDICTIVE VALIDITY

Low, but depends on

- Relevance to the role requirements
- Ability to measure the required competencies

CANDIDATE EXPERIENCE

- Can be fun to take
- Does not feel like an assessment

- Ensure the activity
 measures the relevant
 competencies
- Ensure it does not discriminate against those with less experience with it, if technology is not an inheritent job requirement

UNSTRUCTURED INTERVIEWS



DEFINITION:

An unstructured interview occurs when questions asked of the candidate do not directly relate to the competencies required in the role. As such, there is a lack of a structured evaluation process and interviewers may ask different questions of each candidate.

PREDICTIVE VALIDITY

Low, related to

- Lack of structure and consistency
- Increased risk for interviewer bias

CANDIDATE EXPERIENCE

Candidate experience's can be positive depending on interviewer's style and skills

- Provide interviewer training to reduce bias and provide a more standardised interview process
- Structured interviews tend to be more valid than unstructured interviews, and may enable a more consistent candidate experience





Assessment Centre

High *

Cognitive Assessment

High*

Personality Assessment

High*

Structured Interview

High *

Workplace Simulations

Moderate to High *

Situational Judgment
Inventories

Moderate to High*

Gamification

Low *

Unstructured Interviews

Low

* Conditions Apply

Reference List

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ABOUT PBC & HOGAN

Peter Berry Consultancy (PBC) represents Hogan Assessment Systems (Hogan) in Australia. For the past 25 years, PBC has provided customer-focused, evidence based solutions that enable organisations to select the right people, develop key talent, build better leaders, and enhance organisational performance.

Hogan is an international test publisher that delivers personality and cognitive ability assessment solutions. Hogan's international research team sets industry standards for international selection and development testing, and has positioned Hogan as a global leader in assessments.

PBC and Hogan draw on the latest findings and research practices to develop new assessments, reports, and other tools to meet emerging market needs.

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