

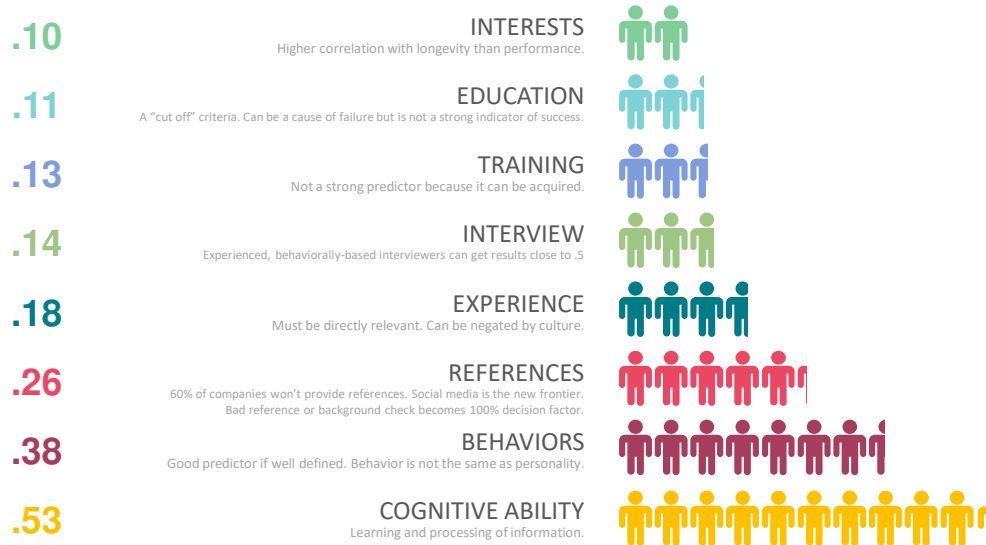
Hiring Superstars

Using Assessments To Put The Right Person In Every Job

The State of Hiring In April 2020

- Less hiring will make each hire more important.
- An abundance of available candidates. A real opportunity to recruit quality talent.
- There is less financial room for mistakes. All organizations are under financial pressure.
- Existing staff may not function as well in the new environment.

Correlation With Hiring Top Performers



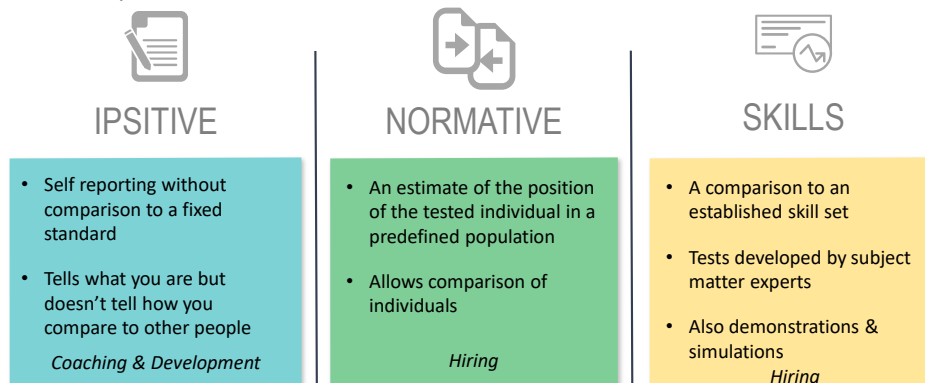
Professor Mike Smith, University of Manchester; • John E. Hunter & Rhonda Hunter, "Validity and Utility of Alternative Predictors of Job Performance", Psychological Bulletin, Vol. 96, No. 1, p. 90; • Robert P. Tett, Douglas N. Jackson and Mitchell Rothstein, "Personality Measures as Predictors of Job Performance: A Meta-Analytical Review", Personnel Psychology, p. 703, Michigan state University's School of Business

Confirmation Bias In Interviews

- Initial impressions during rapport building influence interview ratings (Barrick et al. (2010))
- Impressions are formed in as little as five seconds and influence question wording and ratings.
- Extraversion, verbal skill, physical attractiveness, and commonality correlate to interviewer ratings.

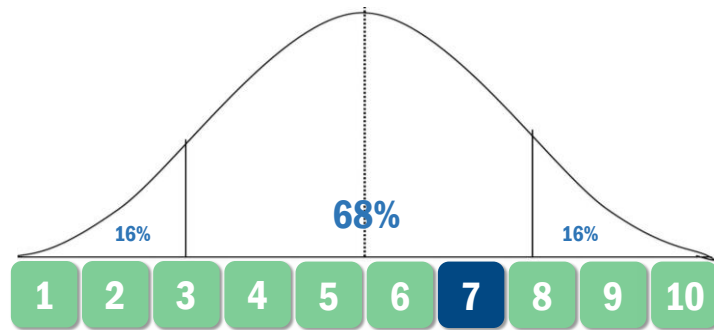
An assessment is: A process to gather information related to the ability to perform a job. This includes interviews, demonstrations and simulations as well as psychometric assessments.

Three Types of Psychometric Assessments



Using Normative Scaling

1. The candidate is compared to a fixed population that is normed to represent a working population
2. A target range is established for each characteristic to be measured
3. Target ranges for multiple characteristics are used to create a performance model
4. The candidate is compared to the model



Best Practices

- Do administer the test to every candidate at the same stage of the decision process
- Don't use any test as an exclusive hiring factor
- Do make sure that the test is relevant to success on the job
- Do use best practices to build models
- Do monitor results and maintain models



Uses for Normative Assessments

- Initial hiring
- Internal promotions
- Coaching and development
- Career pathing and planning
- Succession planning
- Team optimization
- Management advice and conflict resolution

Assessment Validity

- **Face Validity** - Does it measure what it says it measures?
- **Predictive Validity** - Shows a positive relationship between test performance and job performance.
- **Internal Validity** - How consistent and reliable are the results? Will the same person get the same results at different times?
- **No Adverse Impact** – With any component of the hiring decision.

Assessment Selection Guidelines

- Make sure that the test is appropriate for the purpose that you will be using it for
- Make sure that it is properly validated
- For hiring, make sure that it is normative, not ipsitive
- Make sure that there is an appropriate level of support available

Implementation Best Practices

- Establish your current cost of turnover and lost productivity so that you can calculate ROI and get management buy-in.
- Use an established expert to help select the best test(s) for your situation and build performance models.
- Thoroughly train all hiring managers as well as HR staff.
- Expect to bend the curve but not instantly solve all problems.