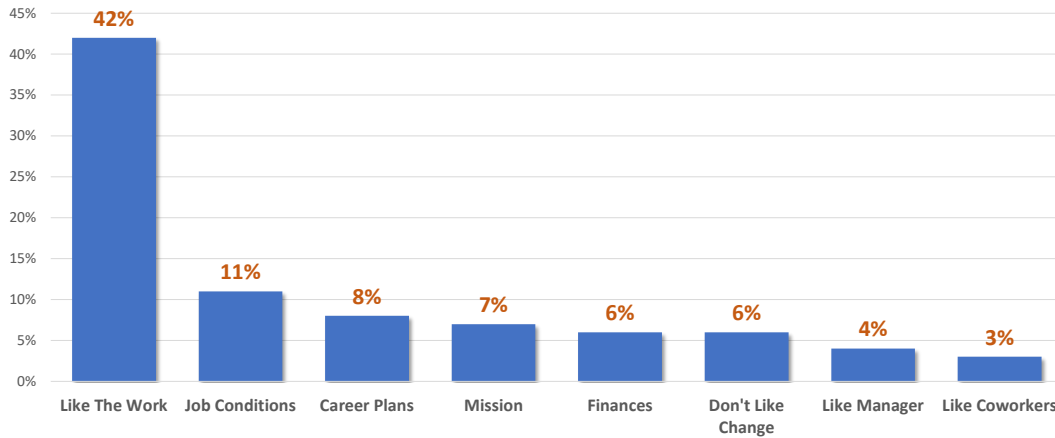


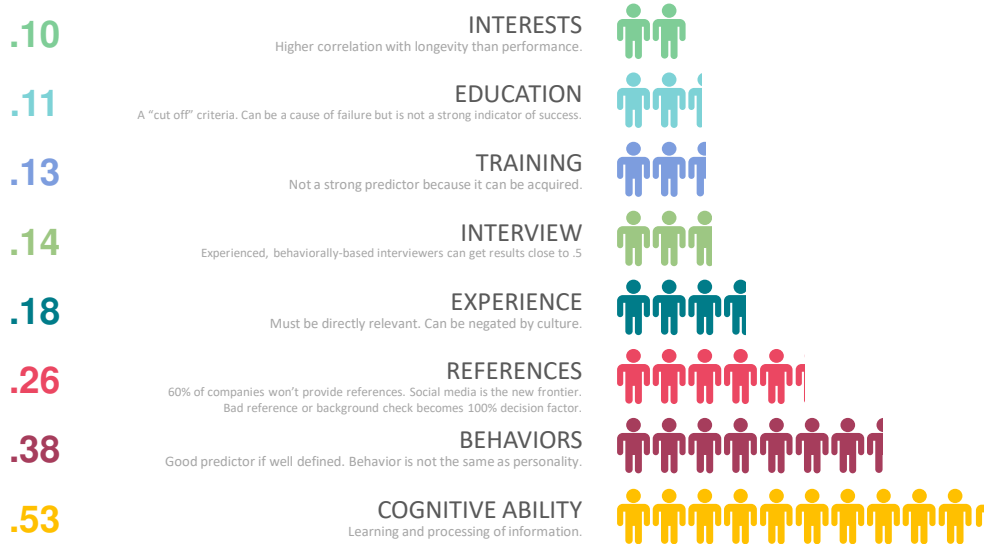
Superstar Hiring

Using Assessments To Select, Develop, and Retain A High Performing Workforce

Why People Stay



Selection Factor Correlation With Hiring Top Performers



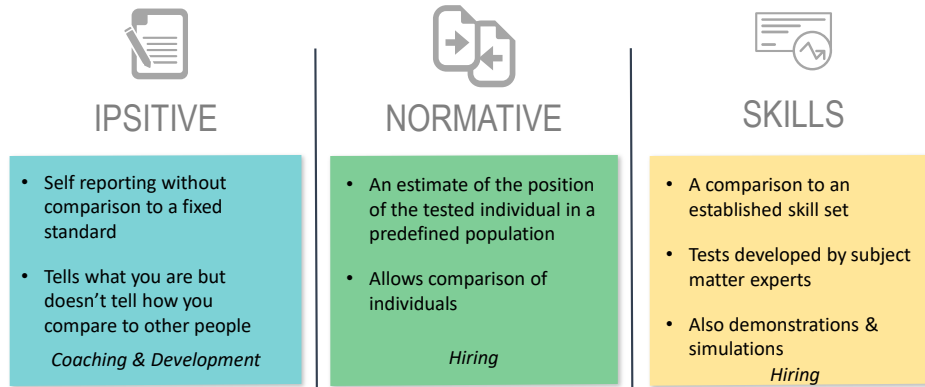
Professor Mike Smith, University of Manchester; • John E. Hunter & Rhonda Hunter, "Validity and Utility of Alternative Predictors of Job Performance", Psychological Bulletin, Vol. 96, No. 1, p. 90; • Robert P. Tett, Douglas N. Jackson and Mitchell Rothstein, "Personality Measures as Predictors of Job 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.

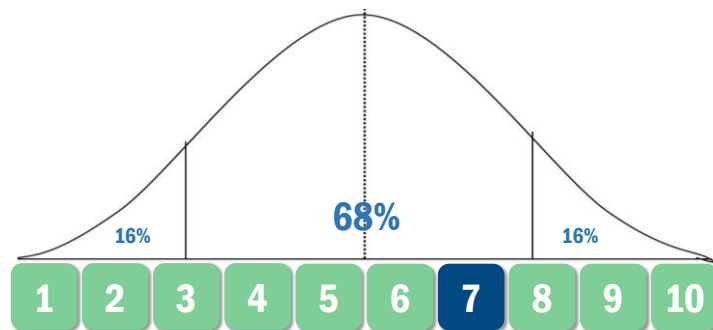
An assessment is: A process to gather information related to the ability to perform a job. This includes interviews, demonstrations and simulations as well as psychometric assessments.

Three Types of Psychometric Assessments



Use Normative Scaling For Hiring

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 and make sure that the test is relevant to success on the job.
- Do use best practices to build, monitor, and maintain models.

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

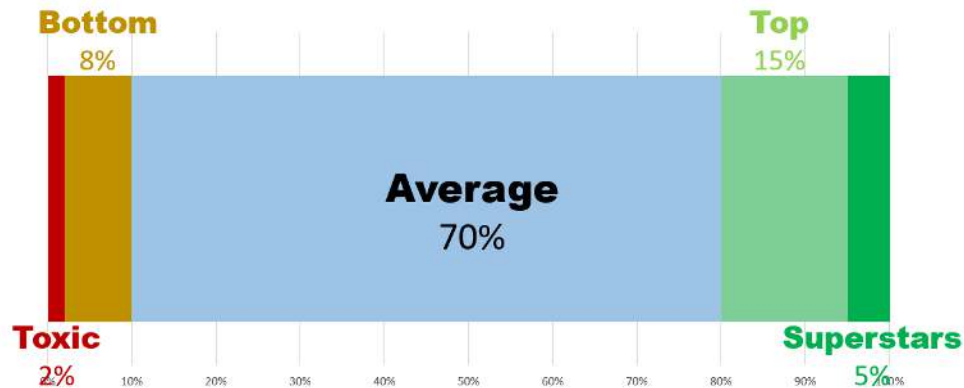
Implementation Best Practices

- 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.
- Train all hiring managers as well as HR staff. It can be done quickly, but it must be done.
- Expect to bend the curve but not instantly solve all problems.

Developing Your Workforce

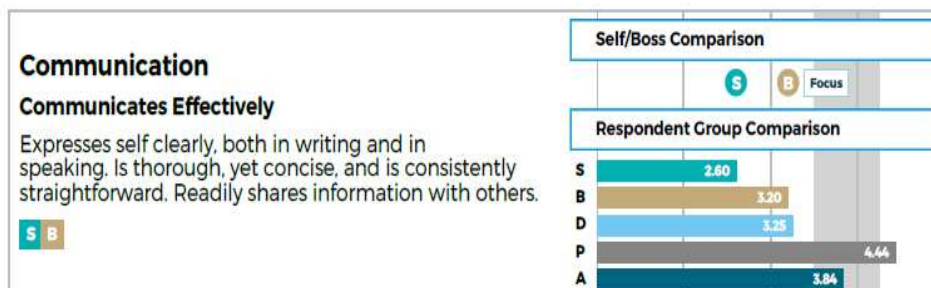
- You already have most of your staff.
- It is cheaper to keep someone than to replace them.
- It builds confidence and loyalty because it places a high value on people.
- You can teach and develop skills, but it is difficult to modify behaviors significantly.

Typical Workforce Performance Makeup



360 Multi-rater

Concept: A participant is rated by people they interact with to get a comprehensive view of their skills. Evaluates skills, not behaviors because behaviors generally can't be trained for.



DISC Profile

Concept: The DISC model is based upon the four quadrants model developed by William Marston and is useful for discussions about people's personality similarities and differences.

- Increase personal & team awareness
- Optimizing team membership
- Interpersonal problem solving
- Management & conflict advice

Strengths

Concept: You can get the best out of everyone by using their strengths rather than trying to fix their weaknesses.

- Place people in jobs that use their natural strengths after they have been selected using a normative assessment

Emotional Intelligence

Concept: The ability to identify and manage your own emotions and the emotions of others.

- Increase management & leadership skills
- Interpersonal problem solving
- Coaching and development