

# The Assessment Centre Standard: Practical Recommendations on Getting the Effort Right

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# Question?

- *For those involved in Assessment Centres, what have you seen happen that really should have been better?*

# Assessment Centre Standards

- AC Standards developed by group of Occupational Psychologists
- Co-conveners: Helen Baron and Max Choi
- Involved significant expert team
- Launched in 2015

# The Need for AC Standards



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# The Need for AC Standards

No formal standards or accreditation to confirm competence

Anyone can!!!:

- run an AC
- design AC exercises
- Act as an assessor
- provide AC training and AC services

# Where Next with the AC Standards?

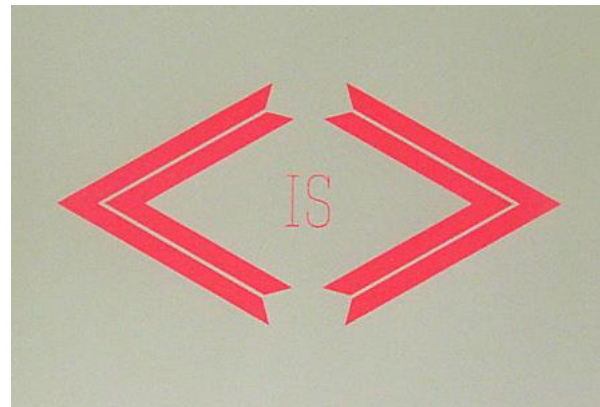
- The AC Standard now in place and we are now seeking views on whether accreditation will be beneficial
- Potentially for individuals, organisations, suppliers

# Getting ACs on Target



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# OVER DOING IT!



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# Assessment Criteria (Competencies)

- George A Miller's Magic number 7 ( $\pm 2$ )
- (51% ACs measured +7 competencies)
- Based on job analysis evidence
- Maximum 4 competencies per exercise
- Tests and specific exercises: 1 or 2
- Measure each competence twice is enough
- (57% competencies measured +3 times)

# AC Global Challenges

- The need for a consistent approach
- Reducing complexity
- Competencies that work globally for an organisation

# AC Global Challenges

## Exercises:

- Must work and not bias certain groups

## Tests

- Tests that work globally e.g. international Scenarios Test

# Assessors Taking on Too Much



- Too many roles
- Long hours
- Leads to poor assessment quality

# Assessors



- Multiple roles vs Specialist role
- over-worked vs focused
- Trained for their role
- Experienced & competent

# Specialist Roles

- Assessors taking on specialist roles assessing only one exercise
- Designated Role-players
- Highly Competent in their roles

# Unnecessarily Too Complicated



- Exercises over-engineered/ too ambitious
- Trying to measure too many things
- Not piloted
- May have cultural, diversity, and equality issues

# Wash-Up Process

- Apply Less is More
- Actuarial process – based on evidence-based job analysis
- Efficient
- Reduces error creeping in



# Insufficient Effort in Key Areas

Understand ‘what is really important’

Key areas to focus on to put in more effort

Case comment illustrations

with AC Standard Reference

# 'Front end' communications

*Are you going on this development centre thing?*

*- Yes, but I don't know why*

*- Any idea what it's about?*

*- No idea, I think it's just a training course*



## **Section 5.39 – Informing Participants**

All receive appropriate, timely, and clear communications and are well briefed

# Train competent assessors

We think it is essential to train your team in assessment before the centre

- Absolutely agree
- Great!
- Can you do it in an hour, I don't think I can get them for more than that – they are all really busy



**Section 4.44.4 and Appendix 2**  
Assessors shall understand the principles of effective assessment, and be competent in the specific methodologies used in the centre.

# Clarify rating scales

*Are you happy with the rating and scoring going on this centre?*

*-Yes, we have been doing it for some time  
4 is 'walks on water', 1 is 'why are they here'!*

*-No, for this one 10 is 'walks on water'*



## Section 7.5

The client shall ensure...decision makers are supported by a person who is appropriately trained and understands the meaning of AC data

# McLaren MP4-12C



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# Importance of Assessor Rating System

**Tyres = Ratings!**

- BARS – Behaviourally Anchored Rating Scales
- 1 – 4 Scale is blunt and non differentiating  
**(as good as a bald tyre!)**
- Introduce  $\frac{1}{2}$  segments to achieve greater differentiation
- Design effective system – minimising error

# Fix approach to overall rating

*Now we put in the scores, does the highest one win?*

*-Not necessarily, you can talk a score up or down*

*- Also how about just doubling the scores from day 2?*

*- Good idea, they were just warming up day 1*



**Section 7.4 Arithmetic approaches shall be used to determine the Overall Centre Rating whenever the Centre is designed to facilitate selection decisions**



# Give quality feedback

These reports are great, there is so much information in there it will be really useful

- What plans do you have for ongoing development?
- Not sure really, I think it is for the individual to take responsibility for that with their line manager
- Nothing really came of that centre, a bit of a waste of money



Section 5.9 – Planning the Feedback  
Section 8.14 – Communicating Feedback  
Section 9.6 – Long term evaluation

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# Summary

We have explored two major reasons why AC effectiveness may suffer:

1. AC practitioners being unrealistic and too ambitious in design
2. Insufficient effort in key areas in implementation

We hope to have provided practical guidance to deal with these issues and for you to achieve more effective ACs

# Any Questions?

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