



Wickland Westcott



Two roads diverged in a wood and I  
took the one less travelled by, and  
that has made **all the difference.**

ROBERT FROST

**walk with** Wickland Westcott

Maximising the Value of Assessment Centres

**John Milsom, Head of Talent (North)**

T: 01625 508100

M: 07767 601563

E: [john@wickland-westcott.co.uk](mailto:john@wickland-westcott.co.uk)

W: [www.wickland-westcott.co.uk](http://www.wickland-westcott.co.uk)

**walk with** Wickland Westcott

## Objective

**Provide practical ideas and a way of thinking for increasing the value of assessment centres**

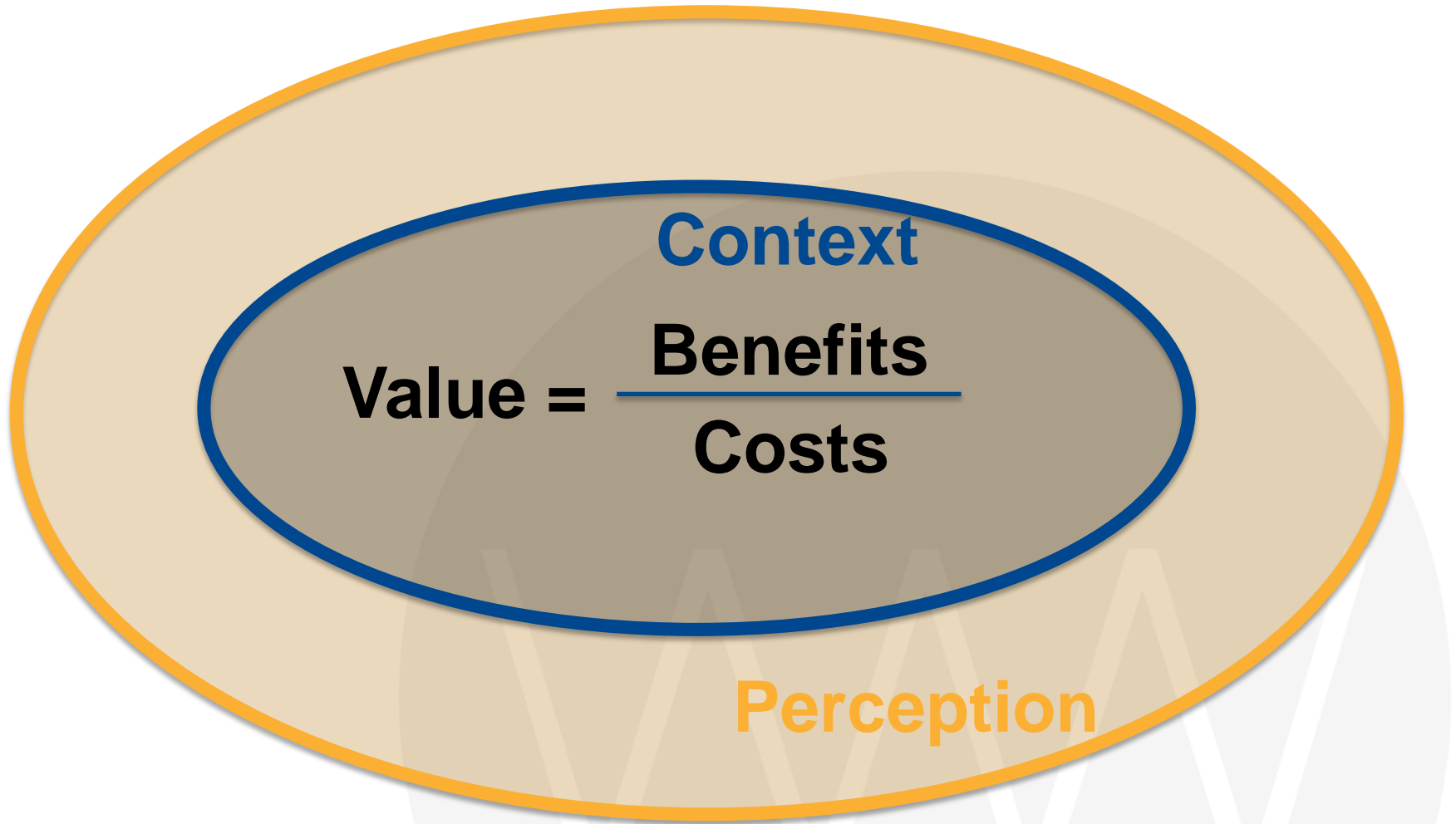


# Process

- > Outline a simple framework for considering value
- > Explore the factors that influence value
- > Exchange ideas for using this framework to increase value within organisations



# Defining Value



**Stakeholder  
Involvement**

**Accuracy**

Right people  
selected

Stakeholder  
engagement

Improved  
organisational  
performance

Fairness

Lower staff  
turnover

**Observable  
Data**

Development  
gaps evidenced

Unearthing hidden  
gems (untapped  
potential)

Self selection

Clear rationale  
for decisions

Supporting  
organisational  
change

Testing suitability  
for progression

Participants  
engaged in the  
results

**Face Validity**

**An Indicator Of Potential**

# 12 Ways Of Increasing Accuracy

1. Clear instructions
2. Multiple assessors
3. Tailor assessment criteria
4. Invest in exercise design (rather than criteria design)
5. Larger number of shorter exercises
6. Clear scoring system and marking guides
7. Select your assessors (use specialists in tandem with line managers)
8. Train assessors
9. Mechanical integration of ratings
10. Inclusion of peer evaluation
11. Make criteria explicit
12. Use the data gathered to drive development

# Costs

- > What are the costs associated with running Assessment Centres?
- > How can we reduce these costs?



# Context

## > Utility

- Utility is driven by (a) validity, (b) financial impact and (c) number of candidates to be recruited
- Financial impact and number of vacancies will vary
- The right balance and approach will vary



## > Demand/supply

- Do we need to invest in attracting or screening candidates?

## > Shared understanding of the role

- Is everyone within the organisation on the same page?
- Do participants have a clear understanding?

# Perception

- > Value is also subjective



- > It is therefore up to us to ensure the benefits are understood
- > We need to continually monitor performance and highlight successes, as well as focussing on costs and maximising the positive impact
- > It will also help if we emphasise the right benefits, and avoid overselling

# Summary

- > Session objective: Provide practical ideas and a way of thinking for increasing the value of assessment centres
- > Key take-away: Consider Benefits, Costs, Context and Perception
- > No one right way

*THANK YOU – QUESTIONS?*