

Adding Value When Rapid Assessment Centres Are Requested

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In Small Groups

Identify just a few issues:

- What issues have or could arise when there is a need to run Assessment Centres quickly?
- How did you or would you handle these issues?

The Potential of ACs



Robust ACs?

- AT&T
- Armed Forces
- Now a big variation in ACs being run robustly

Why so Difficult?

- Limited resources
- Restricted budget
- Time pressures
- Does not need to be that precise
- Don't know what they don't know!

The Candidate Experience?



Assessment Centre Standards

- No standards imply that it is OK for anyone to do what they want!
- Not professional, harmful, and dangerous to individuals & organisations
- The Standards are now approved by the BPS

Timescale Challenges

- Public sector - restructuring
- Work confirmed very late
- Want ACs completed quickly
- Makes communications difficult

Competent Trained Assessors



Assessors



- Trained
- External vs Internal?
- Volume = Specialist role
- Experienced

Something's Got to Give!

- AC that accommodates 48 candidates
- am and pm ACs - 4 ½ hours
- Group Exercise
- Written Exercise
- Verbal & Numerical Test
- No time or resources to include interactive role-play exercise

Something's Got to Give!

- Online SJT & Personality Questionnaire done after AC?
- Selection interview

Candidates as Customers



- Focus on candidates as customers
- Clear communications
- A decent venue
- Candidate Feedback Report and opportunity for feedback discussion

Consultation Time?

- Dealing with very busy clients
- Identifying potential issues
- Managing the wider issues

Job Analysis

- No time for this?
- Too many roles
- Management roles
- Specialist roles
- Same AC or different AC?

AC Criteria & Exercises

- Limitations of organisational competencies
- Identify the AC Criteria
- Use Exercises that assess the criteria well

Group Exercise

- Bespoke Design

Measures:

- Leading through Teamwork
- Influence/ Relationship Management
- Planning & Organising Projects
- Judgement/ Business Acumen

Written Exercise

- No time to design; Off-the-Shelf
- Trialled
- Scoring re-worked to achieve greater efficiencies and more robust scoring



Importance of Assessor Rating Scales/Forms

- R-BARS – Results & Behaviourally Anchored Rating Scales
- 1 – 4 Scale is blunt and non differentiating
- 1 – 5 and use ½ segments to achieve greater differentiation

Specialist Assessors

- Assessors took specialist roles and only assessed one exercise all day
- Increased efficiencies
- Increased effectiveness of assessments

Wash-Up Process

- Actuarial or Discussion?
- Actuarial approach
- Leads to efficiency; also more effective
- Criterion-derived Cut-Off applied
- Error band - available for discussion

Reflections

- Client happy with ACs

We would have:

- Preferred more AC exercises
 - Preferred more notice, more time!
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- But that is the way it is!

Conclusion

- Challenges to deliver speedy AC
- 'Ideal' and 'practicalities' can be different

Things that cannot be Compromised

- Clarity of AC criteria
- Decent assessments to measure these
- Decent rating scale/sheets
- Effective Assessors
- Treating Candidates as Customers

Back to Your Issues

- Any issues not covered?
- Share any experiences ?

Questions?

- Any questions ?