

# WORKSHOP

## **The Earth is Not Flat! Evidence-based Assessment Centres**

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# Workshop Objectives

- Applying an evidence-based approach in practice
- Improving future ACs
- Sharing ideas
- Working on practical solutions together

# The 'Helium' Stick

**Our Expectation**  
can be different from  
**Reality**



# Flat earth?

*Pythagoras: “The earth is round”*

*Greek Chorus: “You are joking – right?”*



For Assessment Centres (ACs), we now have a similar issue:

- *“You are assessing too many competencies in that exercise”*
- *“Your Assessors have got too many roles”*
- *“Wash ups do not work” “You are joking – right?”*

The evidence is all there – but people don’t believe it!

# AC Validity Meta-Analysis

Study	Validity Coefficient Consensus	
Arthur et al. (2003)	0.36	<ul style="list-style-type: none"><li>• Ability test validity <math>\cong</math> 0.50</li><li>• Structured Interview Validity <math>\cong</math> 0.50</li></ul>
Hardison and Sackett (2004)	0.26	
Hermelin et al (2007)	0.27	
Dilchert et al (2009)	0.36	
Kuncel, et al (2013)	0.28	
Meriac et al (2014)	0.40	

# Paradox: Why is AC Prediction not Better?



Centre  
Design

Assessor  
Behaviour

Decision  
Making  
Process

Poor  
Standards of  
Practice

# Evidence (that the Earth isn't flat)

- **Decision Making Process**
  - **Mechanical Versus Clinical Data Combination in Selection and Admissions Decisions: A Meta-Analysis** (Kuncel, N 2013)
  - Accuracy in prediction of job performance in ACs was improved by 50% when data was combined mechanically rather than holistically.
- **AC Design**
  - **Number of Assessment Center Dimensions as a Determinant of Assessor Accuracy** (Gaugler, and Thornton 1989)
  - Assessors who rated a small number of dimensions classified behaviours more accurately and made more accurate ratings than assessors who rated a large number of dimensions.
- *There is more research evidence for us to use when we get into the work groups!*



# Assessment Centre Standards

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



# Workshop Areas

AC Design

TK & Max

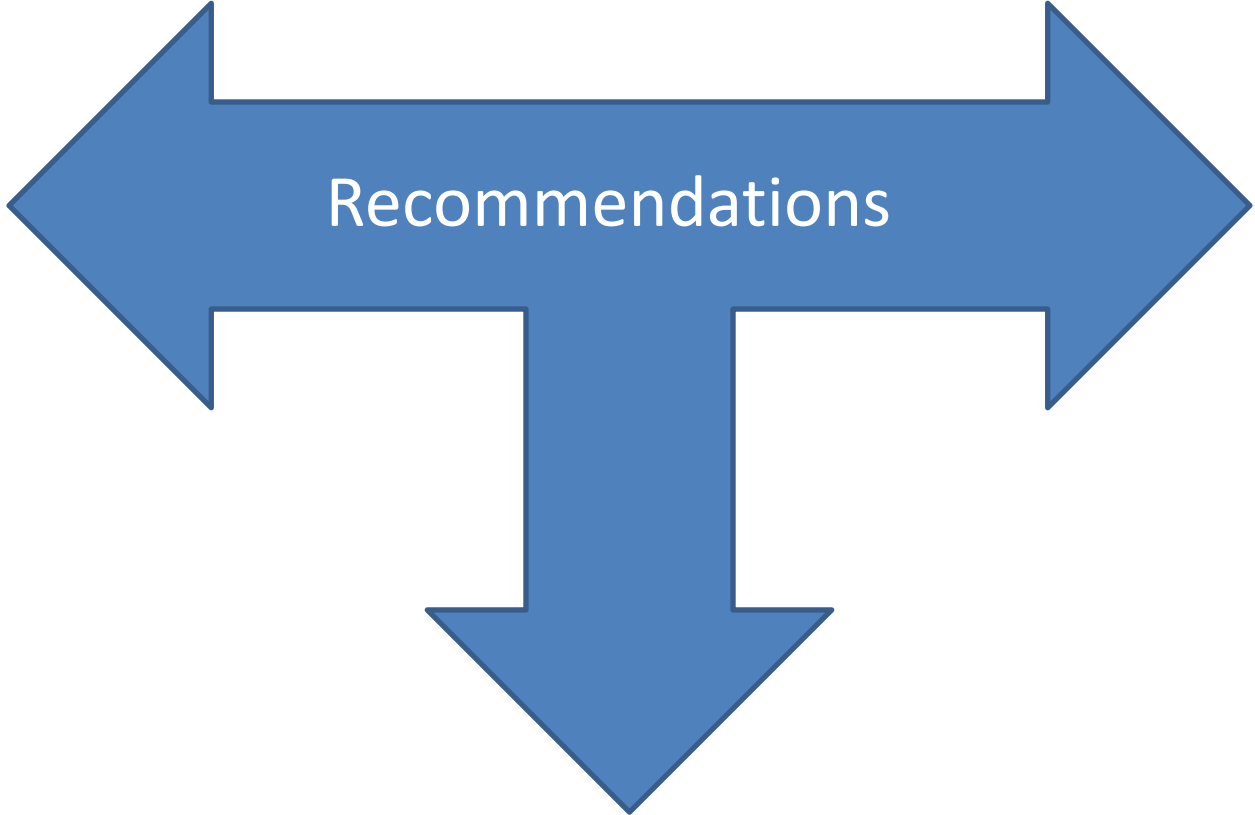
Decision Making  
Process

Helen

1. Consider the research evidence
2. Draw conclusions from the research
3. Overcoming barriers to change (overcoming the view that the earth is flat!)
4. Work on possible ideas for improvements

# Output

Training Needs



Evidence Based Approach

AC Design