

Where do we start??

- Technology - such a broad area
- The decision to invest in technology at AC can originate from any one of a number of business or personal drivers.

Aim

- Our job as consultants is to facilitate clients in making good decisions about the use of technology and give them the best opportunity to enhance their AC.
- Help them to determine the key themes that should be considered.

Agenda

- Our context - The assessment centre
- Our tools - Technology
- Our drivers - impacts on the organisation and participants

"Computers are useless. They can only give you answers."

Pablo Picasso

"It has become appallingly obvious that our technology has exceeded our humanity."

Albert Einstein

Assessment Centres

- Are not a place but a procedure
- Use multiple assessment techniques
- Use multiple trained assessors
- Incorporate views of multiple assessors into selection decisions, and these decisions are made by consensus

Typical Components

- Structured interviews
- Presentations
- Role-plays or 1-to-1 meeting
- Group exercises or 1-many meeting
- Written analysis exercises
- In-tray exercises
- Psychometrics (Ability tests or Personality questionnaires)

More recent components

- Virtual Office Simulations
- E-Tray
- Digital Analysis Exercises

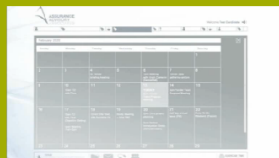
- Linking to outputs (Role-play, Presentations)

Benefits of Assessment Centre for

| Candidates | Organisations |
|---|--|
| <ul style="list-style-type: none">• Give individuals multiple opportunities to demonstrate their capabilities. | <ul style="list-style-type: none">• Assessment Centres are the best known predictor of future job performance. |
| <ul style="list-style-type: none">• Promote fair and objective assessment of individual performance through the use of a structured process. | <ul style="list-style-type: none">• Allow the organisation to compare candidates' performance against a consistent assessment framework, using a consistent methodology. |
| <ul style="list-style-type: none">• Assessment by multiple assessors minimises individual biases. | <ul style="list-style-type: none">• Competencies allow the benchmark to be set for acceptable performance, against which individual performance is measured leading to robust recruitment decisions. |
| <ul style="list-style-type: none">• Provides a preview of what will be required in the job. | <ul style="list-style-type: none">• Assess candidates' individual performance in a fair and objective, legally defensible manner. |
| <ul style="list-style-type: none">• Provides an opportunity to demonstrate the ability to carry out key aspects of the role through simulation. | <ul style="list-style-type: none">• Provide an integrated source of information about a candidate's performance across different situations and competencies. |
| <ul style="list-style-type: none">• More in depth understanding about the organisation and the role | <ul style="list-style-type: none">• Enhance the reputation of the organisation: they take their recruitment process seriously |

Technological steps

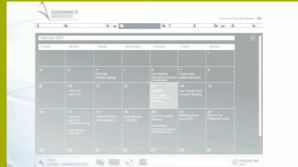
- Greater immersive assessment centres for candidates (e.g. KPMG)



- More sophisticated assessment, merged with attraction

Technological steps

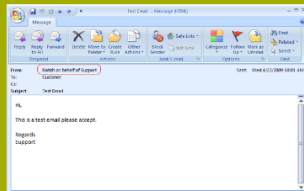
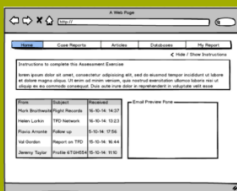
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Technological steps

- Assessments making use of dynamic content that responds to the user inputs and making use of web enabled functionality such as drag and drop



Technological steps

- Greater centralisation of assessor scores from hand-held devices used as part of a network. This is helping to remove dead time at the AC.



Technological steps

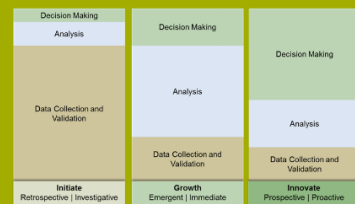
- Greater use of data from assessment centres – to inform what works, what doesn't and how to improve. The validation loop.



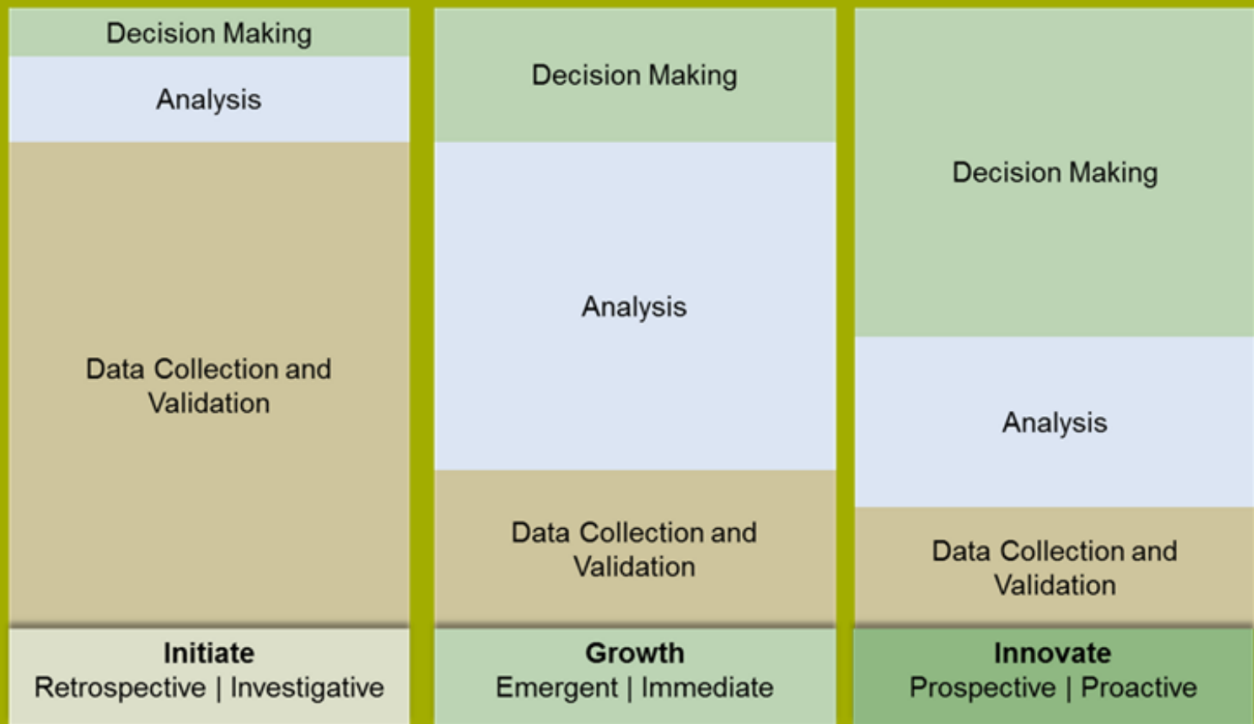
Source: KPMG, People are the real numbers: HR Analytics has come of age (2013)



Source: Sullivan, J (2013) Using People Analytics to Reinvent HR



Analytics Maturity. Source: Greencastleconsulting 2013



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So what does all this mean for those involved in assessment centres?

The experience for assessors is changing

- Assessor facilitation is being replaced with automated instructions at set points in exercises.
- Assessors are using iPads/tablets to record notes during assessments and classify and evaluate performance after exercises.

The experience for candidates / participants is changing

- Candidates are engaging with more immersive exercises combining audio-visual/multimedia elements to create realistic representations of life in role.
- They are seeing more of the true organisation and role via the technology it uses
- The decisions they make are reacted to dynamically by back end systems. E.g. end one task and another automatically starts.

The experience for AC Managers and Administrators is changing

- Data being centrally pooled from multiple devices (laptops, iPads/tablets) for aggregating purposes
- Assessment data is instantly available in a variety of formats for interpretation

Considering the drivers for introducing technology

The organisational viewpoint

“We have heard others in the industry considering all sorts of technology for their ACs and we may consider this. Broadly, what will the introduction of technology mean for...”

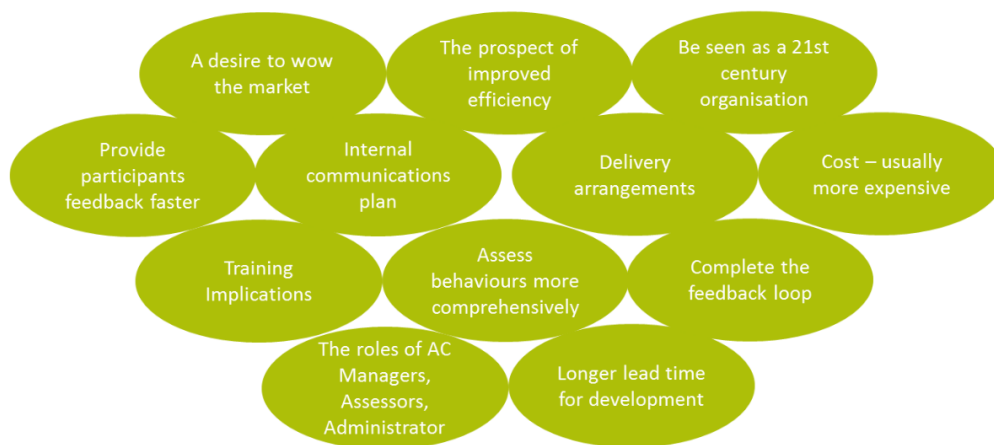
- ...the data collected at the AC?
- ...the standardisation of the AC?
- ...establishing ROI or the validity of the AC?
- ...the efficiency of the AC?

Participant perspective

“I’m attending an AC with a leading graduate recruiter. Broadly, what will this mean for...”

- ...the type of activities I will likely engage with at the AC?
- ...how I might describe the AC afterwards?
- ...what I will mentally take away from the AC?
- ...the accommodations I will have at the AC?

Q. How might the drivers for clients determine how technology could be used at an AC?



Q. How might decisions to use technology at the AC impact on:

Different participant groups?

Different types of organisations?

There are four general themes in how technology can advance our design of assessment centres.

These themes provide great starting points for considering how we might appraise decisions regarding technology.

Our four general themes - Client considerations and Technology Benefits

- How using technology can improve the **reputation** of an organisation and how individuals perceive the brand as a result.
- How technology can enhance **assessment** in terms of the data elicited and information conveyed.
- How technology can improve our understanding of the **validity** or effectiveness of assessment centres.
- How technology can improve the **efficiency** of assessment centres.

Our four general themes - Client considerations and Technology Benefits

- **Reputation**
- **Assessment**
- **Validity**
- **Efficiency**

RAVE

"You can't just ask customers what they want and then try to give that to them. By the time you get it built, they'll want something new."

Steve Jobs

We hope the general themes are helpful as anchors for productive conversations about technology at the AC.

Penna

Thank you