Selection Case Study

Role

- Middle manager in Local Government
- Single appointment
- Key tasks
  - Managing a team
  - Developing policy
  - Working with elected members
  - Implementing change
  - Operational management

Competency Model

- Organisation already had a competency model for role
- Contained 15 competencies – too many for assessment
- Reduced to 8 to focus on for assessment
  - We look at 5
- Refocused on elements which were relevant for selection
  - Open to assessment
  - Areas more difficult to develop after appointment

Competencies

- Impact & Influence
- Initiative
- Building Collaborative Relationships
- Conceptual Thinking
- Self-Awareness & Resilience

Selecting assessments

- Range of exercises - to measure as much of the job as possible
- Clear links to competencies
- Broad coverage of role
- Focus on elements that are less open to development

Impact & Influence

- Works for win – win outcomes
- Ensures that all staff are fully engaged in achieving common goals
- Measurement options
  - Group Exercise
  - Presentation Exercise
  - Personality
  - Interview
  - Role Play

Impact & Influence - Personality

- Extraversion
  - Persuasive
  - Dominant
  - Gregarious
  - Warm
- Openness
  - Ideas Driven
  - Creative

Initiative

- Acts with a sense of urgency
- Positive about taking on new roles or tasks
- Sees change as an opportunity rather than a problem
- Measurement Options
  - Interview
  - Presentation Exercise
  - Personality
  - Group Exercise
  - In Basket exercise
  - Role Play

Initiative - Personality

- Conscientiousness
  - Achievement Oriented
  - Energetic
- Emotional Stability
  - Anxiety
- Openness
  - Independent Minded
  - Change Oriented

Building Collaborative Relationships

- Encourages everyone to identify and agree common objectives
- Builds a culture of individual and collective responsibility
- Secures the support and agreement of key players
- Measurement Options
  - Interview
  - Group Exercise
  - Personality
  - Presentation
  - Role Play

Building Collaborative Relationships - Personality

- Agreeableness
  - Trusting
  - Co-operative
- Emotional Stability
  - Calm
- Extraversion
  - Persuasive
  - Warm

Conceptual Thinking

- Able to see the broader view
- Systematic approach to analysing a large volumes of information
- Uses information effectively in coming to a decision
- Measurement Options
  - Ability Test
  - Presentation Exercise
  - In Tray Exercise
  - Interview
  - Personality Questionnaire

Conceptual Thinking - Personality

- Openness
  - Intellectual
  - Analytic
  - Clever
  - Curious
  - Imaginative
- Conscientiousness
  - Structured

Self-Awareness & Resilience

- Is able to absorb criticism and use this constructively
- Remains calm and continues to perform well in a crisis
- Keeps functioning and stays with objectives or plan of action despite ongoing pressures
- Measurement Options
  - Interview
  - Group Exercise
  - Personality Questionnaire
  - Role Play

Self-Awareness & Resilience - Personality

- Emotional Stability
  - Optimism
  - Calm
  - Relaxed
  - Emotionally Controlled
- Conscientiousness
  - Perseverance
  - Self Discipline

Final Assessment Grid	PQ	Inter-view	Group Ex	Presen-tation	Verbal Ability Test
Impact & Influence	*		**	**	
Initiative	*	**		**	
Building Collaborative Relationships	*	**	**	*	
Self-Awareness & Resilience	*	**	**		
Conceptual Thinking	*			**	**

Exercises

- 30 Scale Personality Questionnaire
- Tailored group exercise with Local Government related content – which one of 3 offices to close
- Presentation – sell the chosen office closure option to department managers
- 5 Behavioural Descriptive Questions
  - E.g. Can you describe a time when you had to work with a group of people who had different objectives from you?

Resourcing the Centre

- 8 Candidates shortlisted
- 4 Assessors for Group Exercise and Presentation
  - 2 HR and 2 Senior Managers
- 2 x 2 Interviewers
  - Each team 1 HR and 1 Senior Manager
- 1 Coordinator – also administers verbal test
- 2 Personality questionnaire interpreters
  - Provide feedback to candidates
  - Provide interpretive report for Wash Up

Assessor Training

- All assessors and interviewers are trained in role
- Attend 1 hour briefing session
  - Review of role
  - Specific of exercise
  - Receive detailed assessors manual for their exercises

Selection Decisions

- Results for all exercises and competencies placed on a 1-5 scale
- All assessors discussed together and agreed final competency ratings
- Best 2 candidates discussed again to evaluate their strengths and weaknesses

| Final Ratings	Cand I	Cand 2	Cand 3	Cand 4	Cand 5
Impact & Influence	Grp=3 Pres=2 PQ=4	Grp=5 Pres=4 PQ=3	Grp=3 Pres=3 PQ=4	Grp=4 Pres=5 PQ=4	Grp=1 Pres=2 PQ=3
Initiative	Iw=3 Pres=2 PQ=4	Iw=4 Pres=3 PQ=3	Iw=3 Pres=2 PQ=4	Iw=3 Pres=4 PQ=4	Iw=4 Pres=3 PQ=4
Building Collaborative Relationships	Grp=3 Iw=3 Pres=2 PQ=4	Grp=2 Iw=3 Pres=3 PQ=4	Grp=4 Iw=5 Pres=3 PQ=4	Grp=3 Iw=4 Pres=3 PQ=3	Grp=1 Iw=2 Pres=2 PQ=3
Self-Awareness & Resilience	Grp=3 Iw=2 PQ=4	Grp=3 Iw=2 PQ=4	Grp=3 Iw=3 PQ=4	Grp=3 Iw=5 PQ=4	Grp=2 Iw=3 PQ=2
Conceptual Thinking	Test=4 Pres=3 PQ=3	Test=2 Pres=3 PQ=2	Test=3 Pres=1 PQ=3	Test=1 Pres=3 PQ=2	Test=5 Pres=4 PQ=4

Qualitative Outcome Monitoring

- Does selected candidate do well?
  - Settle in quickly
  - Picks up job/training quickly
  - Do well in the long run
- Medical trainees
  - Feedback from AC assessors that quality of candidates was noticeably higher

Quantitative Outcome Monitoring

- Do new employees perform well?
  - Good performance appraisal
  - Increase in output/sales
  - Reduction in training costs
  - Reduction in attrition
- Medical Trainees
  - Fewer trainees needing additional support
  - Fewer dropouts from training

Diversity Monitoring

- Are candidates from different backgrounds equally successful?
  - Male – Female
  - Age
  - Local – Foreign
- If there are differences (adverse impact)
  - Can they be reduced?
  - Are they justifiable?

Predicting Performance with Test Score

r=0.59
- 0.2 Useful test
- 0.3 Desirable
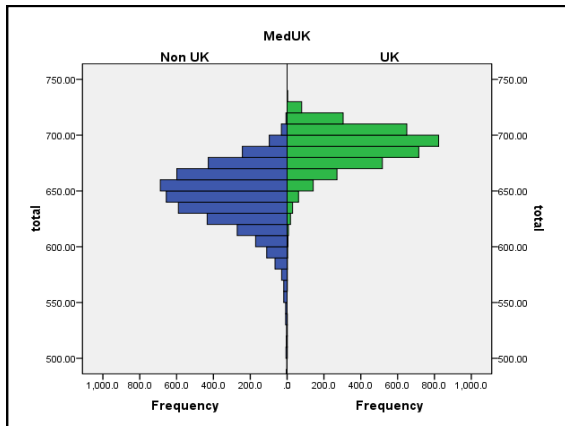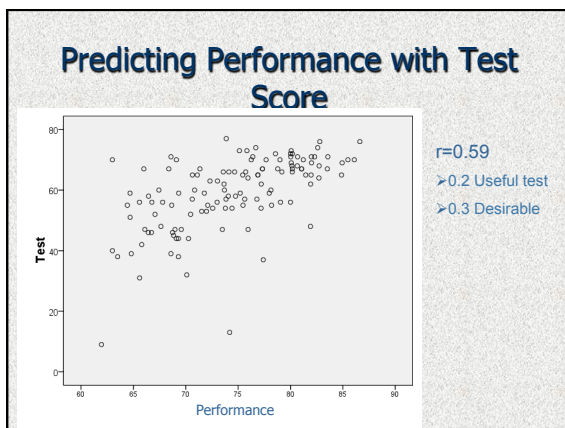
Impact of validity of 0.59

	Average and Above Performer	Below Average or Poor Performer
Pass Test (72%)	654 73%	240 27%
Fail Test (28%)	124 37%	215 63%
All Sample	778 63%	455 37%

For every 100 people selected using test 10 fewer below average performers

Utility

- Quantifying the benefit of a selection process
- Improvement in job performance value in money terms (annual)

$$y' = r.sd_y.\bar{z} + \bar{y}$$

- Total (annual) benefit of selection process

$$U = n.r.sd_y.\bar{z} - C$$