HR Assessment Trends

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KORN FERRY

Korn Ferry is a global people and organizational advisory firm.

We help leaders and organizations succeed by releasing the full power and potential of people.

Solution Areas

- Organizational Strategy
- Assessment & succession
- Talent Acquisition
- Development
- Reward & Benefits
Topics We’ll Cover Today

- Benefits of using assessments
- How to identify a quality assessment
- Growing trends in assessments
- Integrated approach to using assessments in talent management
Show of hands…

How many people here have had experience using assessments previously to hire candidates?
1. Define what success looks like, to define the talent that you need.

2. Assess talent, to understand the talent that you have and the talent coming in.

3. Build talent pipelines through development, engagement, and attraction of key talent.
Business Impact of Assessments

Add objectivity to talent processes
Improve quality of hiring decisions
Increase performance
Increase sales
Reduce turnover
Improve employer brand
Identify high potential
Enhance development efforts
What makes a good assessment?

- Highly role valid (a window into the role and culture)
- Fun and engaging to complete
- Quick, no lengthy tests
- Fair – awareness of their rights to a fair process
- Transparent – candidates desire feedback on results
- Mobile device accessible preferable

However, assessments still need to be:
- Valid, predictive of performance
- Reliable
- Legally defensible
- Efficient to use
- Secure
**Data collection** – mobile, technology enabled, simulations, gamification, neuroscience, web-scraping

**Data analysis** – measurement & scoring, AI, machine learning, text analysis, and natural language processing, network analysis

**Data visualization** – presentation of data to support interpretation
Gamification

- Incorporates elements of games into the design.

- **Benefits:**
  - Brand-enhancing
  - Can be applied to assessing personality or aptitude
  - Engaging to some applicants
    - More tolerant of time in assessment
    - Reduction in attrition
    - Higher yield

- **Considerations:**
  - Less appealing to older candidates, non-gamers
  - Lower face validity can detract from perceived fairness
  - Longevity, e.g. development time, continued relevance to changes in role
Realistic Previews

Designed to help candidates “self select” whether to proceed or not with application.

Not scored, but provides candidates with quick feedback on their responses to the situations.

They have the benefit of:
• Removing unsuitable candidates early
• Motivating good-fit candidates to apply

Research shows that they:
• Have a positive effect on early staff turnover
• Improve the quality of candidates at later stages.
• Help employees adapt to the company culture faster
Situational Judgement Tests

- Provides candidates with **insight into situations** they will likely face.
- **Scored**, based on the responses the candidate chooses for each question.
- Helps recruiters/HR make better, more informed screening decisions.

**Key advantages?**

- Candidate like them!
- Shown to be **strong predictor** of future job success.
- **Fast, cost effective, fair**, and **objective** assessment.
- Closer to resembling a live simulation assessment, but faster and more cost effective.
SJT Testing Innovations

• Blend of static images, motion graphics, video
• Audio voice over or written sub-titles
• Adaptive technology: presents different questions based on how the candidate answered the previous question.

Provides:
• Improved candidate experience – feels realistic
• Accurate reflection of how candidates deal with situations.
• Increased test security – Candidates receive different questions
• Longer shelf-life – less question exposure and reduced likelihood of applicants receiving the same assessment questions.
Other Assessment Methods

Virtual Reality
- Starting to be used in recruitment
- Taking RJP to a new level
- Engaging, positive branding

Considerations:
- Costly to develop
- Device availability limited
- Nausea is a challenge
- Psychometric quality?

Neuroscience
- Broad term used to refer to tools grounded in understanding how the brain functions

Considerations:
- Job-relatedness, reliability, or prediction of outcomes?
- Data security, legal, and ethical risks?
Web Scraping

What it does:
- Pulling massive data from the social media sites
- Analyzed using AI (artificial intelligence) and text analytics

Used to support:
- Sourcing candidates that best fit job demands from multiple sources, fast
- Stack rank candidates based on specific criteria
Assessment data analytics to answer talent questions like:

- Comparing leaders to support succession planning
- Comparing leaders to others at high-performing companies
- Where are the gaps and vulnerabilities in the succession slate?
- What are the implications for your org strategy and talent pipeline?
- Cohort development investment recommendations.
- Addressing emergent systemic or cultural issues.
Analytics

Text Analytics
Deriving insights from written information
- **Basic**: frequency with which words are used, word clouds
- **Advanced**: Derives themes from written text, comment coding

Natural Language Processing
Interprets text and language, and *draws out insights*
Example KF innovations:
- Engagement and Culture surveys use sentiment analysis
- KF Advance interview app interprets video interview data
Integrated approach to assessing talent
Integrated Approach to Talent Management

- Apply **consistent frameworks** for role definition, job sizing, career pathing.
- Using **AI** to enhance recruitment sourcing
- Assessments against profile criteria for **hiring**, **succession planning**, and **development**.
- Ensure appropriate, competitive, and fair **compensation** across roles to attract, engage and retain talent.
- **Engage and enable** your employees to achieve higher business and people results.
What to assess for?

Our holistic framework drives our approach to assessing talent.

Research shows these four qualities are highly predictive of performance, and other talent outcomes:
- Engagement
- Retention
- Productivity
- Leadership effectiveness
- Potential

Assessing fit to profile predicts performance AND engagement.

- High-fit-to-profile compared to average-fit led to 3.5 times (250%) more likely to be highly engaged.
- High-fit-to-profile compared to low-fit were nearly 13 times (1,200%) more likely to be highly engaged.

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<thead>
<tr>
<th>Accountabilities</th>
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<tbody>
<tr>
<td><strong>What you do.</strong></td>
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<tr>
<td><strong>Competencies</strong></td>
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<tr>
<td>Skills and behaviors required for success that can be observed.</td>
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<td><strong>Experiences</strong></td>
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<td>Assignments or roles that prepare a person for future roles.</td>
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<tr>
<td><strong>Traits</strong></td>
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<tr>
<td>Inclinations or natural tendencies a person leans toward, including personality traits.</td>
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<tr>
<td><strong>Drivers</strong></td>
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<tr>
<td>Values and interests that influence a person’s career path, motivation, and engagement.</td>
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Blended Assessment Experience

Blended assessment approach has significant benefits.

**Increased validity**
Targets role using combination of competencies, traits, drivers and cognitive abilities defined by the Success Profile.

**Reduced risk of adverse impact**
Multi method assessment are proven to reduce risk of adverse impact.
Self-Assessments

- Uses **forced-choice item response format**, reducing “faking good”

- Hones in on candidates’ likely strengths and development areas

- Rank ordering statements makes for a faster experience than answering each question separately
Short, adaptive aptitude tests

- Adaptive technology allows accurate assessment of aptitude in far less time.
- Feels equally challenging to all candidates, no matter what level.
- Cheat resistant with large, randomized item banks the assessment draws from.
- Candidate practice site available.
Assess against Success Criteria across employee lifecycle

Hiring reports with interview questions

Professional Development

Potential

Internal Selection and Succession
Thank you