

Guide to Selecting the Right Employee Assessments

This guide is designed to help hiring managers, team leads, HR Directors or other leaders, **find the best suited employee for each position in your organization and avoid making hiring mistakes.**

The best suited employee goes beyond the training and skills demonstrated on a resume or discussed in an interview.

The best suited employee is one that naturally fits into the company culture and enjoys doing the type of work required by the role.

Often, a hiring manager will have a keen eye for identifying this in an interview, but there are the occasional exceptions that are misjudged, or that do not interview well. Additionally, as organizations grow, there is a need for an objective standardized hiring process.

I am sure if you are reading this guide, you have experienced the following situation: Someone was hired or promoted into a role because the manager “liked” the person or thought he or she deserved the promotion, as opposed to because the person is the best person suited to do the type of work offered by the role.

Finding the right match between the employee and the role increases productivity and retention, while reducing risk. A positive attitude is contagious and engaged and motivated teams stick around longer and get more done.

Employee assessments can provide valuable insight into each person’s individual motivating needs and to what type of work they are best suited, in an objective, unbiased way.

This is why so many companies are now relying on employee assessments as an essential step in the hiring and succession planning process.

This guide will walk you through 11 of the most important considerations when selecting an employee assessment solution.

1. What kind of assessment(s) do you need?

One of the first steps should be to define what you would like to know about your people. Think about which factors impact success in your business.

Here are some important factors to consider regarding the differences in various employee assessment solutions:

- Objectives of the assessment
- Format
- What is being measured
- Free or forced choice methodology
- Complexity and time required to complete
- Ease of administration – online, in person etc
- Cost per assessment and pricing structure
- Cost per assessment review or interpretation
- Training offered to use the assessments effectively

The Hire Caliber Talent Solutions

At Hire Caliber Talent we leverage 2 main assessment solutions, the [Predictive Index](#)® and The [Professional Learning Indicator](#)®.

The Predictive Index® is the solution we use most often. With over 2 million PI surveys completed annually the PI is one of the most accurate and well validated employee assessments available anywhere.

The PI is a highly scientific, behavioral assessment solution that provides managers with information that can use in assessing the motivations and behavioral drives of employees and potential new hires.

The [job PRO assessment](#) is the companion to the PI. The job PRO survey takes inventory of the most important and critical requirements of the role and provides a job specific behavioral profile. This profile serves as a benchmark to compare potential candidates against.

The third assessment solution we use at Hire Caliber Talent is the Professional Learning Indicator (PLI). The PLI measures “cognitive agility”, how quickly does a person process information and arrive at the correct answer.

The PLI helps to identify a candidate’s capacity to learn new information quickly.

2. What is the assessment designed to measure?

Every assessment solution has its own specific uses. When considering an employee assessment solution for your organization it is important to consider exactly what you are interested in measuring and how you will use the information.

Employee assessments can be used to measure:

- Learning abilities
 - Verbal, Mathematical and Abstract
- Personality traits
- Behavioral drives and motivations
- Honesty and integrity
- Job specific skills
- Moral
- Capacity to deal with stress
- Fit to role
- Engagement
- Job specific knowledge
- Physical and abilities tests
- Work related simulations

Selecting the right assessment solution for your company

When considering all of the different types of assessments available you should consider the level of the organization it will be used for.

For example, if you are hiring a senior executive with 15 years experience in a specific field, the chances are he or she will not have to learn a lot of new knowledge quickly – so a cognitive abilities assessment (PLI) may not be appropriate. However if this senior executive is required to lead a team or business unit through change, then

understanding their behavioral motivations, drives and capacity for stress may be very important (PI).

For a second example, consider a front line sales position, chances are the sales rep has limited past training and will be required to learn new sales skills, product knowledge and develop many new contacts. In this example both the behavioral profile and the capacity to learn new information would be very important.

3. What are the Risks with Using Assessments?

Any assessment solution you select for your organization **MUST** meet certain legal and professional requirements for reliability, validity and effectiveness.

Using free or low cost internet based assessments can lead to disaster if you select the wrong solution or do not implement it effectively.

Here are some important considerations to help you avoid legal or ethical issues when selecting an assessment solution.

Any employee assessment you select should meet the following requirements:

- Free from bias related to age, gender, language and race
- Available in the candidate or employees native language
- Easy to properly administer
- Able to produce validate and reliable results
- Access to up to date validity data
- Have a scientifically validated assessment methodology with job specific validity studies*

*Job related validity studies provide an additional level of confidence for any organization using employment assessments as they provide concrete data to prove the effectiveness of the assessment for use in your specific industry or job. These studies can also help you identify the real return on investment as you can benchmark results of past organizations in similar situations.

Additional things you may want to consider:

- Availability of case studies
- Access to a science or research department for support
- Access to technical support
- Testimonials from highly respected organizations in your industry

4. Is the assessment licensed or pay-per use, what are the other costs associated with the solution?

It is important to consider all of the costs associated with the solution you select. Some vendors of employment assessments will charge per use or based on a package of a set number of assessments.

Others will charge an annual license to have unlimited access to using the assessment as much as needed.

The Predictive Index and PRO are both licensed annually based on the employee headcount at the organization.

The Professional Learning Indicator is offered in both bundled packages of 25 or 50 assessments or unlimited annual licenses based on headcount.

Depending on the needs of the organization difference cost structures may be advantageous. However our experience has been that providing unlimited access to the solution gets the best results as managers are encouraged to use the assessments as needed, and a larger pool of data is generated, leading to more information for future business decisions.

5. Does the Employee Assessment solution have industry specific validity or case studies?

As mentioned above in section 3 the availability of validity studies can reduce risk as it provides additional support for compliance with legal standards.

Validity studies can also be used to determine the value of a specific assessment for your organizations needs by understanding how similar organizations have used the assessment and applied the data in the past.

6. What is the availability of technical support?

Be sure to carefully consider the availability ongoing support to use the assessment solution.

Consider the vendors capacity to support your organization. If you solution is internet based, do they have live support or will you have to wait for a ticketing system to reply to your questions when you need help.

An employee assessment solution is only as effective if your staff is able to use the assessment system to get the needed information easily and interpret it properly.

7. Does the vendor offer training to use the assessment solution and interpret the results?

This can be a huge hidden cost an employee assessment solution. Some vendors offer the assessments at a low cost, and then charge high consulting fees every time an assessment needs to be interpreted.

Other solutions, like the PI and PLI come with a training program where managers attend a training session to learn how to interpret the results independently.

This knowledge transfer process ensures that everyone responsible for using the employee assessment solution understands it, and has the capacity to use it properly.

8. How will this assessment solution impact my bottom line?

This often boils down to: how is the information or data gathered by the assessment used to impact the business in one of 3 areas

- **Increase Revenue or Profits**
- **Reduce Costs or Expenses**
- **Reduce Risk**

The data provided by the assessment should be easily quantifiable and measurable against key success factors in your business.

For example – can you take the data provided by the assessment and compare it to top performing sales reps, to determine which behavioral factors the top performers have in common.

9. Does the assessment solution have built in group analytics

Teams are more important in today's working environment than ever before. When considering an employee assessment solution, you may also want to consider the availability of build in group or team analytics functionality.

Does the assessment have the ability to run reports or generate data on a team, to identify strengths, weaknesses gaps and needs?

10. What is the candidate or employees experience when taking the assessment?

Consider factors such as how much time the assessment takes to complete, is the assessment easy to take or is it complicated. What is the candidates experience like when taking the assessment.

It is important to remember that the recruiting and interviewing process goes both ways. If an employee assessment solution is too complicate or tedious to complete, it may turn away high quality candidates before you have a chance to consider them.

Consider that a negative experience during the recruitment process and ruin the potential ROI from an employee assessment solution due to the opportunity cost of losing good candidates.

11. How useful, actionable and easy to understand is the assessment report or output?

When you are considering the various employee assessment solutions, be sure to review the output or reports provided once the assessment is completed.

Sure a 20 page report may be very thorough, but is it really useful and actionable? How much of that information is really needed to make a decision about the candidate or employee? Will managers read a 20 page report about every hire?

The most useful and actionable reports are generally fairly short in length and provide an executive summary of the key takeaways about the candidate or employee.

Consider that you will want an assessment report that provides results and data, timely (ideally instantly) that both you and your teams can easily understand and use to help you make more informed business decisions about the candidate, team and organization.

Conclusion

Employee assessments can provide a huge competitive advantage to organizations that use them properly. However as with any business investment, careful analysis and time investment upfront is required to select the right assessment for your organization.

For more information on the Predictive Index, PRO or Professional Learning Indicator Employee Assessment, or to request a free demo, visit the [Hire Caliber Talent Website](http://www.hirecalibertalent.com/)

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Who is Hire Caliber Talent?

A Toronto, Ontario based Management Consulting Company, specializing in [personality and cognitive assessments](#).

We also provide workforce analytics, executive coaching and sales training services, all based on the use of human capital data.

Though strategic partnerships we can also offer [executive talent sourcing](#) and specific talent recruiting services.

Our Mission:

To Help Companies Hire, Develop and Retain a Higher Caliber of Talent.

Our suite of [Employee Assessment and Talent Management Solutions](#) give you the information to make the right talent selection, promotion and management decisions.

You will quickly see how powerful it can be to have scientifically validated workforce analytics at your fingertips. This objective data shows you exactly how to lead, motivate and inspire your people.

For more information on [Service, Software Licensing and Consulting Support pricing click here](#).

To Book a FREE Software demo or [request a consultation Click here](#) or use the contact info below.



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