

## HRO Mini Assessment Center

The HRO Mini Assessment Center is a blend of advanced personnel assessment techniques optimized to produce **reliable results in the most efficient way**. The strength of HRO's technology is in the choice of instruments and in a well trained, cohesive assessment consultant team.

### Fields of use:

- Employee selection;
- Employee development;
- Succession Planning.

### Assessment Center Brief Introduction

An Assessment Center can be defined as "a variety of testing techniques designed to allow candidates to demonstrate, under standardized conditions, the skills and abilities that are most essential for success in a given job" (Coleman, 1987). Assessment Centers usually include personality testing, job-related simulation exercises, interviews, and other optional objective tests. Therefore, Assessment Center is a method, and not a specific place (center). Since Job Simulation is the most often used evaluation method, people also often refer to Job Simulations as Assessment Centers.

Job Simulations are designed to imitate a particular task or skill needed for the job in question. A group of Testees perform realistic management tasks under the observation of trained appraisers. Several trained observers are used; judgments about behavior are made and recorded. In an assessor discussion these observations and ratings are pooled. The process results in Evaluation Reports of the performance of the Testees on the required dimensions.

The recommended number of Evaluators is 3-5 depending on the number of Testees. Besides experts, the evaluator team can also include personnel from client organizations. All evaluators must receive training for ensuring objective, fair and reliable results.

The content validity is crucial in designing all part of the Assessment Center. There must be a procedure for translating the job analysis information into development or choice of the test; there must be a robust link between the task portion, and the knowledge, skill, and ability portion of the job analysis in order to provide a firm foundation for the construction of the Assessment Center. (Schippmann, 1990)

### HRO assessment methods:

- Leaderless Group Discussions
- Case studies
- In-Basket Exercises
- FiT In™ Personality Inventory
- HRO MQ (Motivational Questionnaire)
- Other objective capability tests.

## **1. Leaderless Group Discussion (LGD)**

The leaderless group discussion is a type of assessment center exercise where groups of applicants meet as a group to discuss an actual job-related problem. As the meeting proceeds, the behavior of the candidates is observed to see how they interact and what leadership and communications skills each person displays (Schultz & Schultz, 1994).

### **1.1 Field of use**

LGD is suitable for assessing mid- and high level managers both in recruitment and in the appraisal and development of existing staff. Raters evaluate each group member's acceptance by the group, individual influence, leadership ability: persuasiveness, assertiveness, response speed, confidence and body language, etc.

### **1.2 LGD Implementation**

Testees grouped into teams of 6-8 people, and sit in a position that is suitable for discussion. The Facilitator gives them the discussion topic and background information and gives them instructions for the discussion.

## **2. In-Basket Exercise**

With this exercise, the Testee is faced with an accumulation of reports, memos, notes of incoming phone calls, letters, and other materials collected in the in-basket, and the Testee is asked to take appropriate action on each of these materials. For example, he or she must write letters, notes or agendas for meetings. The results of the testee's actions are then reviewed by the trained evaluators.

The exercise can highlight skills and specific knowledge of Testee in certain areas. Skills usually evaluated: analysis, planning, forecasting, organizing, judgment, decision making, delegating, communication; and specific knowledge in the area of operations, sales, finance, HR, etc. Some personality traits also can be evaluated like confidence, proactivity, precision. (Motowidlo, Schippmann, Prien, & Katz, 1990)

### **2.1 Fields of use**

The In-Basket is suitable for assessing mid- and high level managers both in recruitment and in the appraisal and development of existing staff. Because this exercise takes quite long time (2 hours), this exercise is usually used as one of the last test in recruitment.

### **2.2 Implementation**

The Facilitator gives the documents to the Testee (usually a dozen of documents, depending on the position and evaluation purpose), and requires to process the tasks in a time period (usually 2 hours). The instruction also includes the description of the simulated situation and available resources. After processing the tasks, Testee needs to explain (orally or in writing) the reasons of his actions.

### **3. Team Game**

Testees divided into temporary teams, and the team needs to accomplish a specific task (it is usually a challenging task that requires coordination and joint effort).

#### **3.1 Field of use**

The Team Game is suitable for assessing mid- and high level managers both in recruitment and in the appraisal and development of existing staff. It is suitable to assess competencies such as cooperation, communication, decision-making, organization, assertiveness, and confidence.

#### **3.2 Implementation**

A specific Game is selected according to the competency requirements. The Facilitator gives formal instructions to the team (a groups of cc. 5-7 people), and starts the exercise. After accomplishing the task, the Facilitator leads a discussion about the Game.

### **The Assessment Center Implementation Process**

- Understanding basic requirements, determining need for Assessment Center
- Job Analysis, competency modeling, defining the assessment dimensions
- Developing competency descriptions and rating standards
- Choosing the appropriate Assessment Center methods
- Preparing the applied exercises and tests (designing the LGD materials, In-Basket documents, Team Game task and discussion topics, etc)
- Evaluator training
- Arranging venue
- Conducting the exercises and the rating
- Statistical analysis of results
- Preparing reports
- Providing feedback to the participants
- Finalizing and presenting the results.

### **HRO Experience**

Assessment Centers raise high requirements towards the evaluator(s). At HRO, we stress the importance of careful preparation, design and project execution.

HRO possesses significant intellectual property and know-how in personnel assessment. We brought FiT In™, an advanced vocational personality inventory to life by 1.5 years of localization and development process in Shanghai. HRO has a strong, cohesive, well trained Assessment Consultant Team. Our leading international expert is Ms. Karin Kutnar, with 12 years HR experience, including HR Manager for Philips and Neckermann, and a lecturer of HR Management in Vienna.

We are committed to quality and service; and looking forward to putting our experience into your service. Please contact us for further information.