

The use of Immersive Assessments Along-side Existing Tests and Questionnaires

Assessing future performance and fit

Clearly every organisation uses assessment during selection – whether or not they use psychometric tests and questionnaires. When recruiting, someone will review a CV and decide on its relevance and there may be one or more interviews carried out at which someone – or some people – will judge the candidate. And all with the aim of making an assessment of future performance and fit with the organisation.

Of course, more sophisticated assessment techniques may bring in competency and/or value based interviews, short simulations of job tasks or situations, or a full assessment centre consisting of several exercises taken over several hours or even days – and the additional information gained through these techniques helps to better predict performance. And you and I, as consultants, know this.

But is initial recruitment – and the assessment that goes with it – changing?

An observed shift

We have witnessed three changes to the workplace that we believe impact significantly the initial assessment arena for both the applicant and the recruiting organisation – and it's about being more specific and more focused on what a job requires.

The growth of the 'pre-employment' workforce

With the growth of and investment in internships and apprentice programmes organisations can now take a much longer-term view of recruitment. Organisations and hiring managers can induct interns or apprentices and only after several months or years decide who will be offered permanent contracts. They want to be able to see how a candidate works within, reacts to and deals with specific job tasks and problems.

The need to manage the supply of talent to the business

Organisations have learned lessons from the past and they know that they need to manage the supply of people they need from the pools of talent available in the addressable labour market. How they do this varies with circumstance. Those larger organisations with dedicated recruitment resources may need to understand what specific talent is available in external talent pools and engage with it perhaps months before recruiting. Those in smaller organisations where every hour spent recruiting lowers their business productivity need to quickly identify how to short-list people with effective potential for a specific job role.

The candidate desire for better job familiarity

There is also a change in the way in which potential employees want to engage with a prospective employer. They want to better understand the job, the team and company even before deciding whether to apply. Their prolific use of apps and online technology means that they expect to do this, and the subsequent initial assessment online. They want to know that they are being seen as an individual – and that their specific skills are being assessed and recognised. As such information

presented by the company about opportunities needs to go beyond a basic corporate careers webpage and assessment beyond a standardised general ability reasoning test.

Back to basics: how organisations assess future performance and fit

Assessment techniques vary in what they are assumed to measure – personality and cognitive ability tests for example are aimed at measuring core personality traits and intellectual strengths. The rationale of the use of these measures of the ‘building blocks’ needed for job roles is that such assessments will better predict future potential, competency or capability.

Psychometric measures of personality and cognitive ability, when deployed correctly, do certainly provide stable indicators of future potential – but at a general performance level.

The content used in these measures of potential is necessarily generic, and the predictions they provide are correspondingly general. As such, they work best in classifying large groups of people and less well when comparing individuals on specifics.

The need to add specificity to the generality

Better specificity leads to better predictive capability – and a better understanding of what the job role is about and requires.

Situational judgement tests and situationally-based interviews have been developed in an attempt to differentiate the likely behaviour or performance of individuals in specific situations, however one relies on judgements of what people might do and the other on what they said they did do.

Assessment centres come closest to simulating actual work situations and participants are given an opportunity to express their behaviour, they require trained assessors to run the exercises and rate participant behaviour.

Immersive assessment, however, enables more specific situations and work contexts to be simulated. For example, in the online tool **HR Avatar**, each job role simulation is built around a specific job.

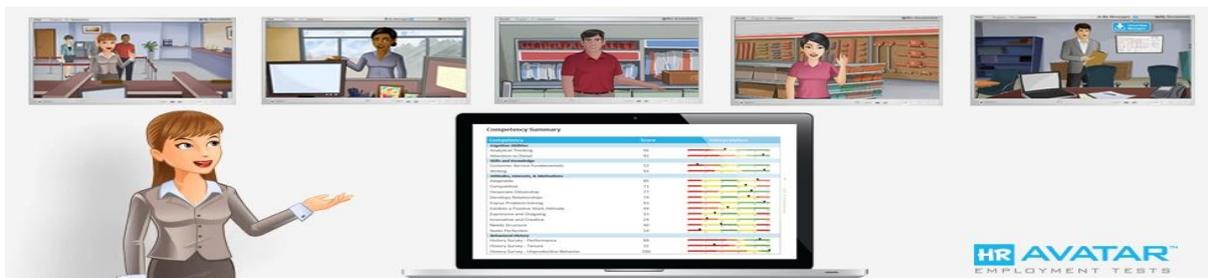


HR Avatar assessment packages are valid, reliable and fair because each specifically measures traits that have been proven to demonstrate success in the job. The animated assessments use state of the art science and technology for one purpose: to help improve selection decisions.

HR Avatar combines:

- Cognitive ability
- Job relevant knowledge
- Personality
- Automated writing test
- Motivational assessment
- Job simulations

Into one affordable assessment package that is ready for use on any desktop or mobile device. Each HR Avatar assessment is designed for a specific job and over 200 job-specific assessment packages are available for use in the UK.



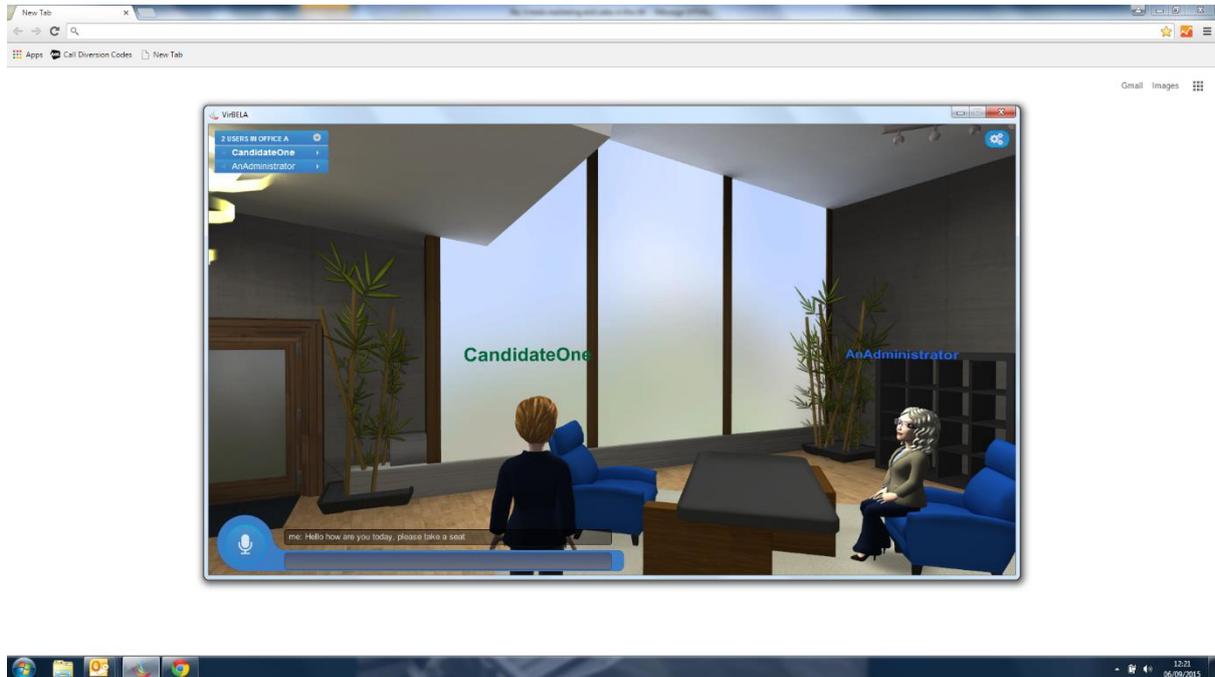
These tests are administered completely online (sent directly to the candidate) and provides the recruiting or hiring manager with a usable report which collates rich information on the candidates suitability for the role, even making a recommendation for potential interview.

Overall Score: 64.6		★★★★★	
Sales Representative - Services		Jonathan Doe	
June 18, 2014		johnnydoe22@gmail.com	
<p>The candidate's scores indicate moderate to high performance potential in most jobs. We recommend that this score be used in conjunction with a comprehensive process for evaluating potential performance, including the specific knowledge, skills, and abilities required for a particular job.</p>			
COMPETENCY SUMMARY			
Competency	Score	Match for Job	
Attitudes			
Attention to Detail	75.0	★★★★☆	
Analytical Thinking	66.6	★★★☆☆	
Skills and Knowledge			
Fundamental Sales Concepts	46.2	★☆☆☆☆	
Sales Situation Analysis	58.3	★★☆☆☆	
Writing	64.0	★★★☆☆	
Attitudes, Interests, & Motivations			
Needs Structure	65.0	★★★☆☆	
Seeks Perfection	55.0	★★☆☆☆	
Corporate Citizenship	80.0	★★★★★	
Exhibits a Positive Work Attitude	80.0	★★★★★	
Adaptable	55.0	★★☆☆☆	
Expressive and Outgoing	75.0	★★★★☆	
Competitive	10.0	★☆☆☆☆	
Develops Relationships	75.0	★★★★☆	
Enjoys Problem-Solving	60.0	★★★☆☆	
Innovative and Creative	90.0	★★★★★	
Behavioral History			
History Survey - Performance	67.5	★★★☆☆	
History Survey - Tenure	67.5	★★★☆☆	
History Survey - Unproductive Behavior	100.0	★★★★★	
COMPARISON			
Test-Taker Group	Percentile	0 10 20 30 40 50 60 70 80 90 100	
Overall	67th	[Progress bar]	
HR Avatar Free Demo	59th	[Progress bar]	
Percentile scores indicate how the candidate compares to other test-takers within various groups. The candidate scored equal to or better than the fraction of test-takers indicated by the percentile.			

Detail	Interview Guide
<p>Analytical Thinking ★★★★★</p> <p>Score: 66.6 Percentile: 54th</p> <p>Interpretation: Strong scores in this area correlate with above average performance for many jobs.</p> <p>Usually able to think in a thoughtful, discerning way. Capable of solving difficult problems, planning many-faceted tasks and projects, organizing multiple resources, and analyzing complex data with only occasional assistance. Usually able to quickly recall and use information when needed or appropriate.</p>	<p>Tell me about a complex problem, situation, or planning task you had to deal with. What were the challenges and how did you overcome them?</p> <p>1 2 3 4 5</p> <p>Example lacks complexity. Data seeking is limited, analysis may be lacking, actions unclear, not relevant, or ineffective.</p> <p>Example is moderately complex. Shows some analytical thinking and problem solving. Actions have mixed or limited effectiveness.</p> <p>Example shows complexity. Thorough investigation of all areas that might affect the decision. Actions clear, relevant, and effective.</p>

Virtual worlds allow people to be brought together in an assessment context from where they are working and in assessments by **VirBELA**, hiring managers can meet and assess participants virtually in structured exercises from wherever they are in the world.

Below we see an assessor who could be a manager sitting at their desk starts a one-to-one interview with a participant who could be anywhere in the world, the interviewee is anonymous to reduce bias, a simulation can easily be injected and other assessors can attend without being seen or influencing the flow.

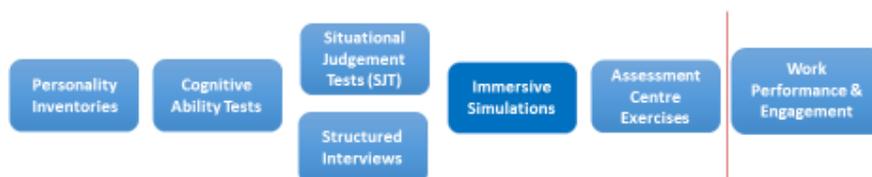


How immersive assessment adds to more traditional psychometric assessment techniques

To understand the value that this new form of assessment offers we need to look at what it can provide. There are many possible forms of immersive simulations; two types are used in assessment:

- The **'looking in' simulation** where the participant has a fixed viewpoint into the simulation and the world and avatars appear before the participant (e.g. **HR Avatar**);
- The **'walking around' simulation** where the participant can walk through a virtual environment and engage with other avatars (e.g. **VirBELA**)

Immersive assessment sits on a continuum of assessment techniques between situationally based techniques and assessment centres.



As such, immersive assessment can be used at many stages in the talent pipeline, either alongside or in place of more traditional psychometric assessments.

- At the **frontend of the talent pipeline** to both attract and assess future candidates in the available talent pools;
- **Within the talent pipeline to assess specific behaviours** before or after the use of more generic personality and cognitive ability techniques;
- To **develop virtual assessment centres** for use to decide between or stream short-listed candidates

It enables:

- Pre-applicant talent pools, interns and apprentices to better understand the specific role tasks and demands; as the participant actually engages with the job its better than a job preview
- Situational Judgement Tests to be replaced early in the post-application stage with a richer simulation experience for the candidate and hiring manager
- A complementary set of information for assessment centres and interviews
- Self-assessment to inform career planning and 'next steps' for current employees.

t-PHI on Immersive Assessment

Our belief in immersive assessment has led us to research and find what we see to be the best tools for this purpose – and they're available to you.

Our offer – what to do next

1. Talk to us about immersive assessment the roles you and your client may want to look at.
2. Trial **HR Avatar** by choosing a job role from the **HR Avatar** list. There are over 200 in the US database to select from.
3. Sign up for a complimentary trial.

Contact Us Today: <http://www.t-phi.co.uk/>