

Assessment Center

A Concept note

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What is Assessment Center

- ▶ *Assessment Center is a technique which is used for measuring certain psychological traits/ dimensions of person's competency.*
- ▶ *This includes series of work related exercises and simulations along with some standard psychometric instruments.*
- ▶ *The behavior of individual is observed by a set of trained and experience observers.*



What Assessment Centers are not

- ▶ *Multiple Interview Process*
- ▶ *Psychometric test batteries (paper & pencil tests)*
- ▶ *Individual Assessment of all sorts*
- ▶ *Multiple assessment techniques without integration of the data*
- ▶ *A building labeled assessment center*



Characteristics of Assessment Center

- ▶ *It must measure multiple factors (Qualities or Competencies)*
- ▶ *It must use multiple techniques*
- ▶ *It must have multiple observers or assessors*



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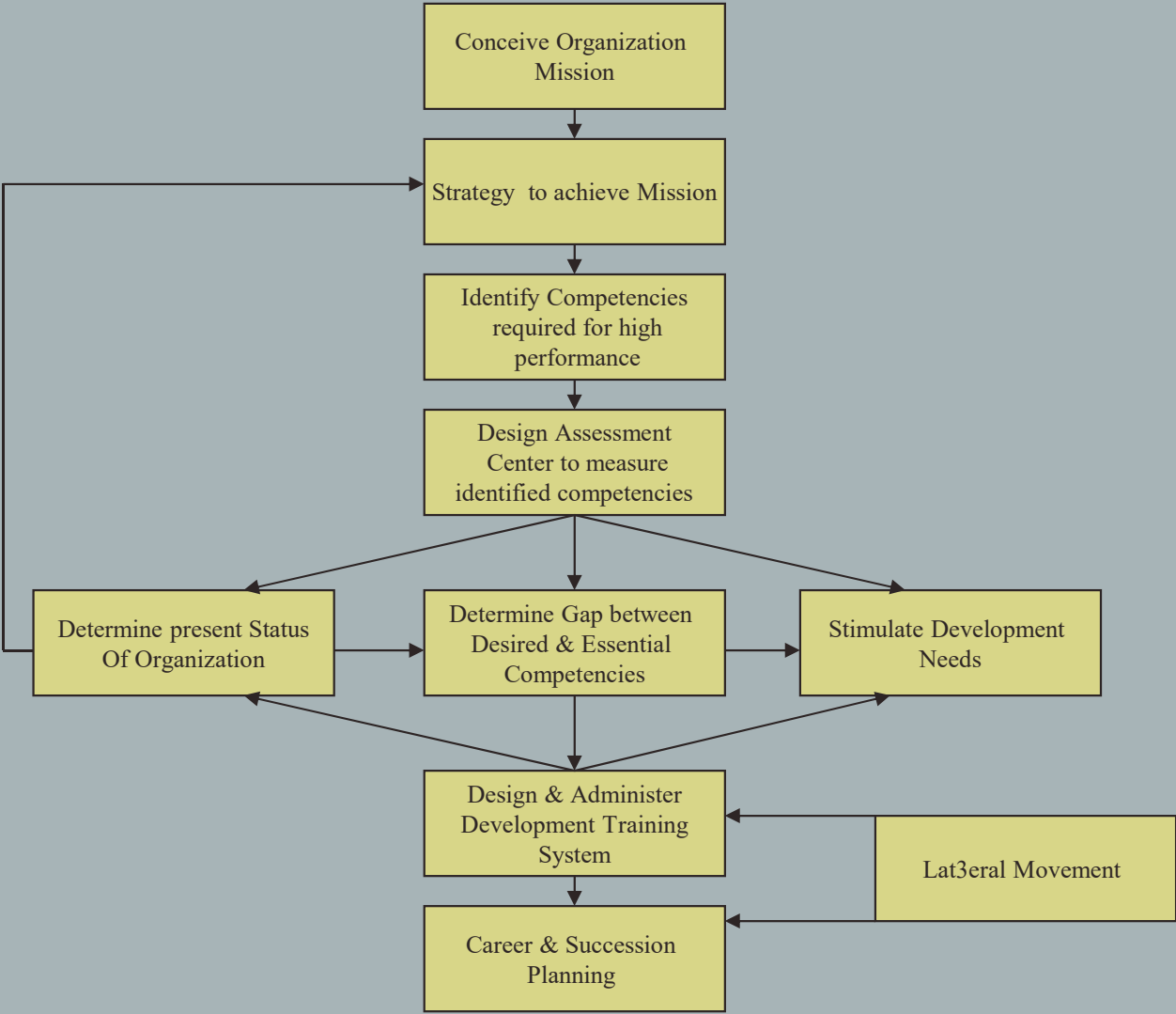


Common Uses of Assessment Center

- ▶ *Selection of Employees*
- ▶ *Placement of Employees*
- ▶ *Potential Appraisal of Employees*
- ▶ *Promotions*
- ▶ *Career & Succession Planning*
- ▶ *Development of Employees*
- ▶ *Estimation of training needs of the organization*

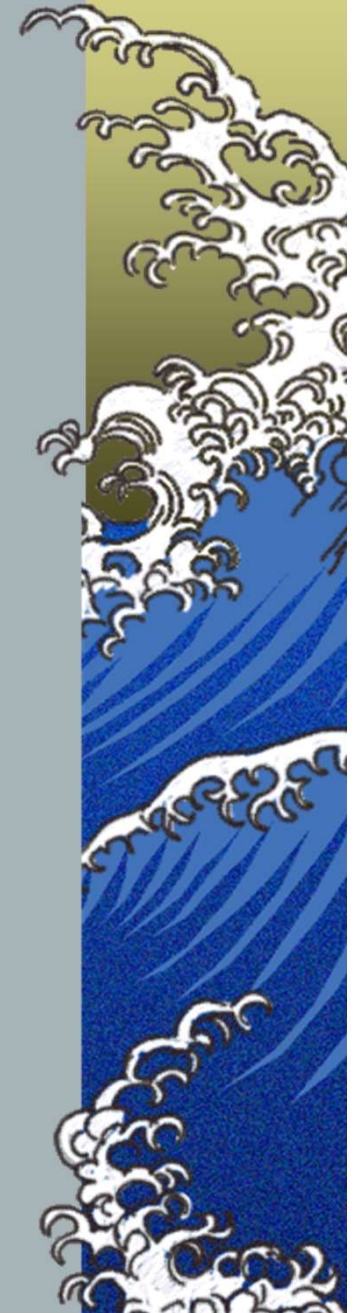


Assessment Center



Criterion for Assessment Center

- ▶ *Clear & stated Objectives*
- ▶ *Total Commitment on the part of the top Management*
- ▶ *Open Channel of Communication*
- ▶ *Trust & faith in the organization that the data will be used for the purpose that it is meant for.*



What is Competence/Competency

- ▶ *Competence refers to abilities based on work tasks or job responsibilities. Competence is akin to role definitions as they specify the contents of the job*
- ▶ *Competency refers to abilities based on behavior. These are characteristics of the person who are doing the job*
- ▶ *Competencies are the characteristics of a manager that lead to the demonstration of skills and abilities, which result in effective performance within an occupational area. Competency also embodies the capacity to transfer skills and abilities from one area to another*



Types of Competencies

Intellectual:

- *Comprehension*
- *Analytical Ability*
- *Innovation*
- *Decision Making*
- *Planning & Organizing*
- *Strategic Perspective*

Interpersonal:

- *Communication*
- *Adaptability*
- *Interpersonal Skills*
- *Ability to Influence others*



Types of Competencies

Dynamic:

- ▶ *Initiative*
- ▶ *Drive*
- ▶ *Resilience*
- ▶ *Stress Resistance*
- ▶ *Result Orientation*

Business Related:

- ▶ *Business Understanding*
- ▶ *Customer Focus*



How to Identify Competencies

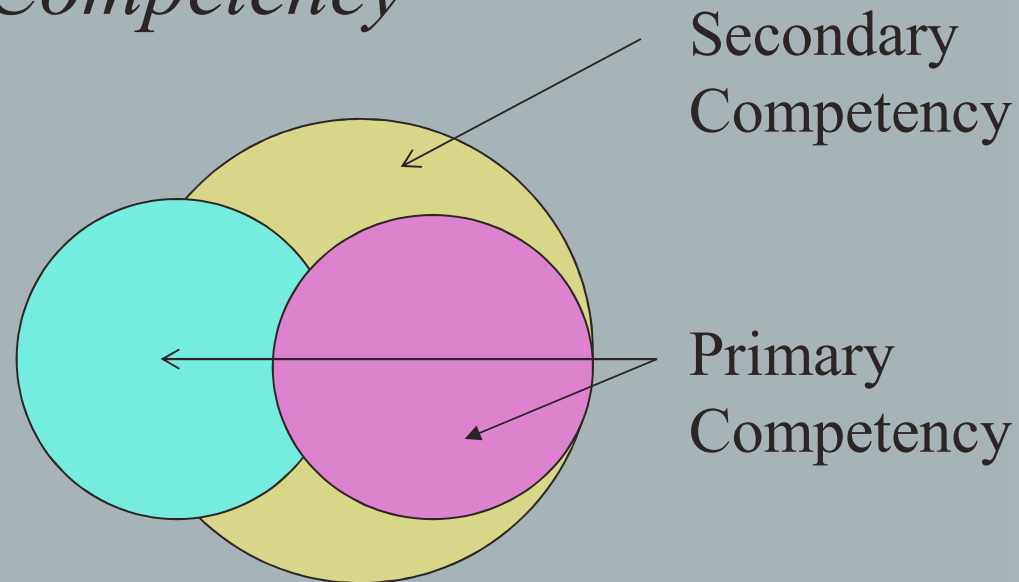
- ▶ *Proprietary Methods*
- ▶ *Repertory Grid*
- ▶ *Critical Incident Methods*
- ▶ *Behavioral Event Interview (BEI)*

*Once Identified, needs to re-validate through
Questionnaire or Brain Storming Session*



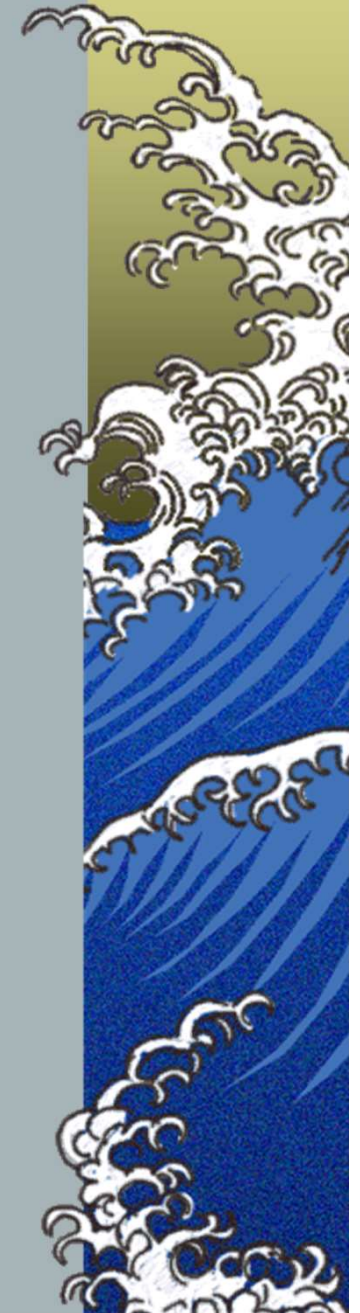
Types of Competencies

- ▶ *Primary Competency*
- ▶ *Secondary Competency*



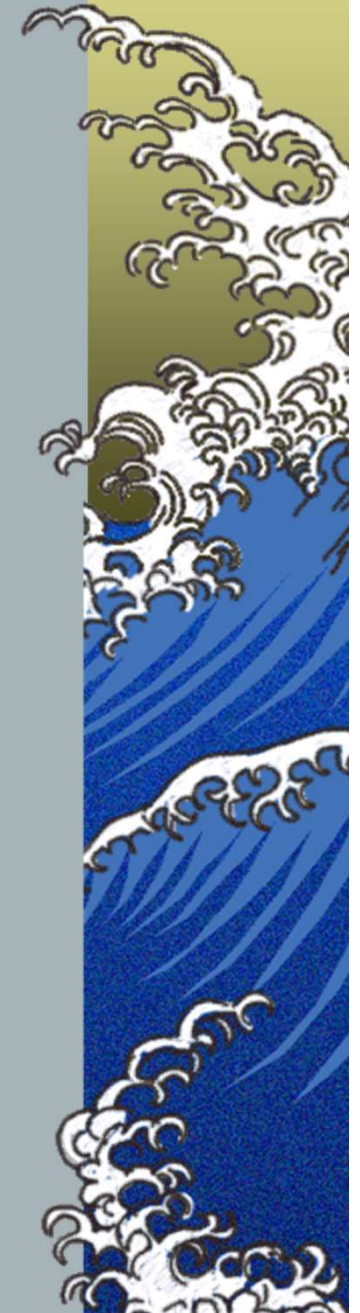
Primary Competencies

- ▶ *Analytical Skills*
- ▶ *Communication*
- ▶ *Customer Focus*
- ▶ *Decision Making*
- ▶ *Interpersonal Skills*
- ▶ *Lateral Thinking*
- ▶ *Planning & Organizing*
- ▶ *Strategic Thinking*
- ▶ *Team Work*



Secondary Competencies

- ▶ *Managing Business Alliances*
- ▶ *Problem Solving*
- ▶ *Project Management*
- ▶ *Relationship Building*
- ▶ *Customer Delight*
- ▶ *Leadership*
- ▶ *Coaching & Counseling*



How to Measure Competency

▲ *Measure on 7 Scale parameter*

1. *Poor*
2. *Well below average*
3. *Below average*
4. *Average*
5. *Above average*
6. *Good*
7. *Outstanding*

Also to focus at Frequency & Quality of Demonstrated Behaviour

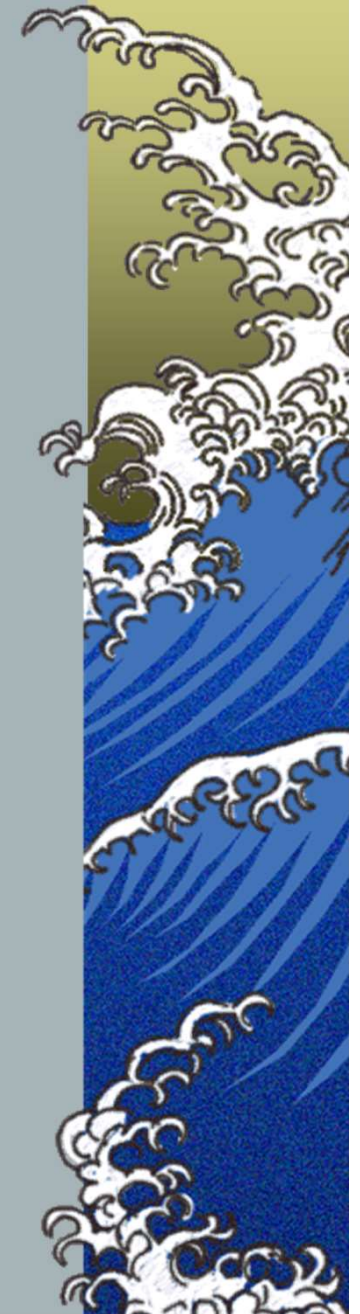


Basic Consideration for designing Assessment Center

- ▶ *Population*
- ▶ *Application*
- ▶ *Competencies*
- ▶ *Face Validity*

Characteristics to keep in mind:

- ▶ *Multiple factors or competencies*
- ▶ *Multiple Technique*
- ▶ *Multiple observation or assessors*



Grouping of Competencies

- ▶ *Intellectual – Knowledge driven*
- ▶ *Interpersonal – Relationship Driven*
- ▶ *Dynamic – Situation Driven*
- ▶ *Business Related – Business Driven*



Stages for Group Development

- ▶ *Formation - groups coming together*
- ▶ *Exploration - finding out the good/bad*
- ▶ *Competition - groups to get view accepted*
- ▶ *Cooperation - groups start seeking help*
- ▶ *Discipline - groups work in harmony*



Assignment for Assessment Center

▲ *Interactive Exercises*

1. *One to one*
2. *Group interactive*
3. *Group discussions*
4. *Ranking exercise*
5. *Committee exercise*
6. *Case discussions*

▲ *Written Exercises*

1. *In basket exercise*
2. *Analytical exercise*

▲ *Active Exercise*

▲ *Psychometric Tests*

▲ *Interviews*



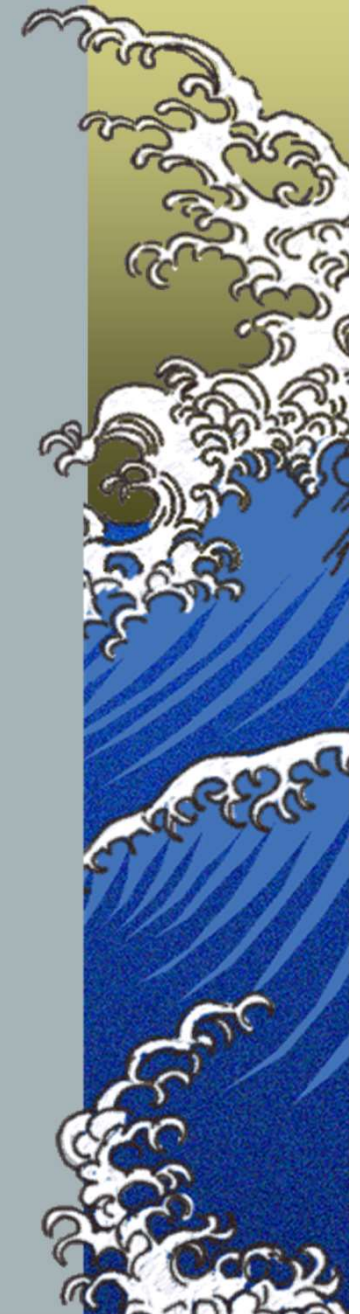
Documentation in Assessment

★ *Preparatory Documents*

1. *Noting Sheet for recording Behaviour*
2. *Competency Dictionary*
3. *Check list for administration*
4. *Personal Information Questionnaire*
5. *Participants Distribution Sheets*

★ *Exercise Material - Observation Sheet*

- ## ★ *Rating Sheets - Interview Rating Sheet* *- Final Rating Sheet*



Attributes for Assessors

- ▶ *Desire to be an assessor*
- ▶ *Knowledge of target organization/job*
- ▶ *High level of Energy and Maturity*
- ▶ *Managerial Criteria*
- ▶ *Interest in people*
- ▶ *A perspective observer who listens well*
- ▶ *Ability to learn*
- ▶ *Systematic and well organized*
- ▶ *Articulate in group and individual situations*
- ▶ *Free from biases*
- ▶ *High personal work standards*
- ▶ *Adaptability*
- ▶ *Good at Counseling*
- ▶ *Devotion of time*



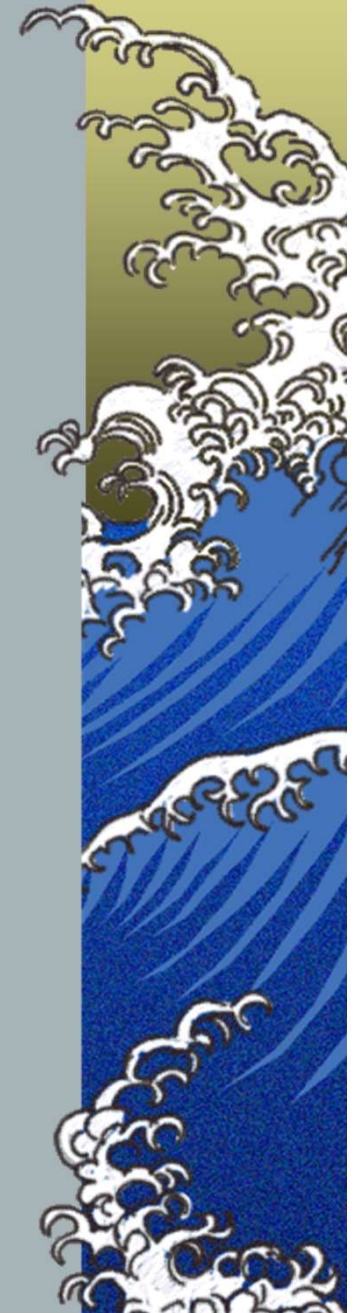
Stages of Assessment

- ▶ *Introduction*
- ▶ *Identification of Required competencies*
- ▶ *Observing & recording behavior*
- ▶ *Classification & grouping of Competencies*
- ▶ *Integration*
- ▶ *Report Writing*
- ▶ *Feedback*
- ▶ *Pilot Assessment Center*



Common Errors in Assessment

- ▶ *Error of Leniency*
- ▶ *Errors of Contrast*
- ▶ *Errors of Central Tendency*
- ▶ *Halo/Horn Effect*
- ▶ *Logical Error*
- ▶ *Contagious Bias*



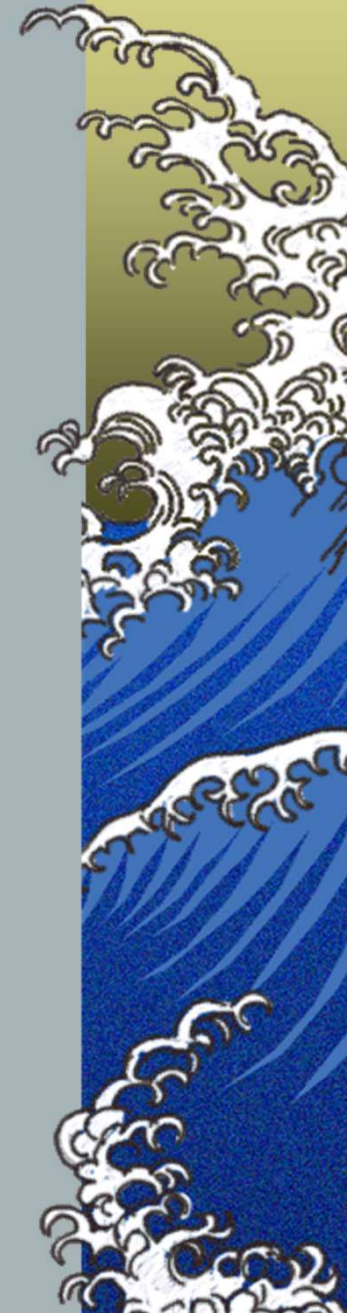
Life after Assessment Center

- ▶ *Developmental Plans*
- ▶ *Competency based workshops*
- ▶ *Job Rotation & Enrichment*
- ▶ *Project Based Learning's*
- ▶ *E-learning*
- ▶ *Open University Program*
- ▶ *Monitoring Progress*
- ▶ *Talent Management*



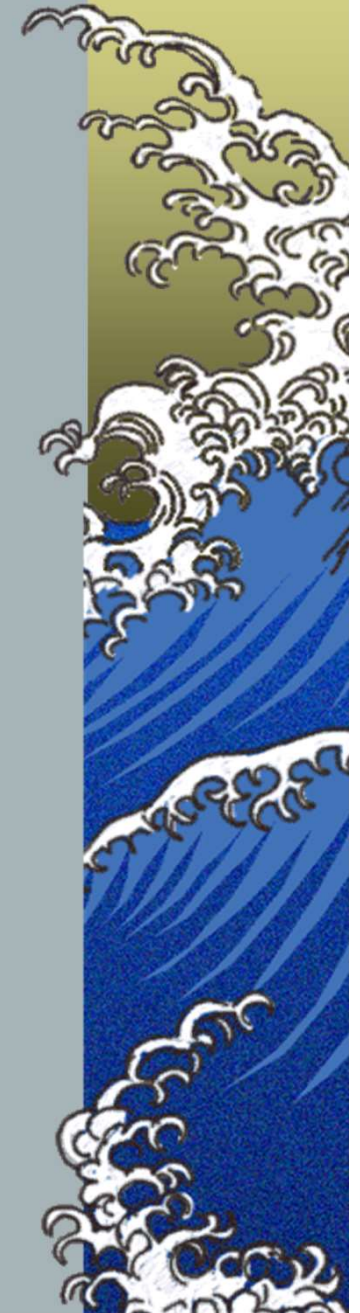
What is Talent

- ▶ *Natural Endowment or ability of a superior quality*
- ▶ *Specific mental or physical aptitude; an innate ability to perform successfully in a particular field.*
- ▶ *Gifted people collectively*



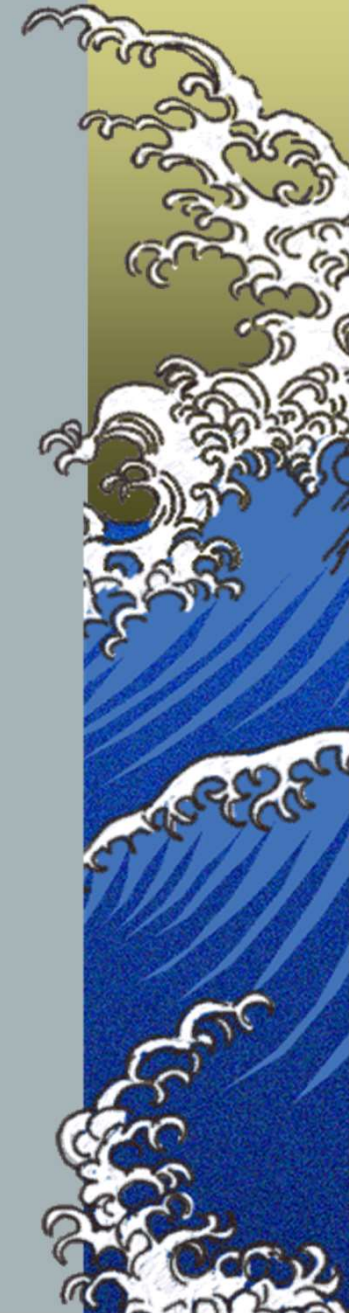
How to Identify Talent

- ▶ *Competency based Interviews*
- ▶ *Performance appraisal ratings*
- ▶ *Psychometric instruments*
- ▶ *Work ability tests*
- ▶ *Assessment center*



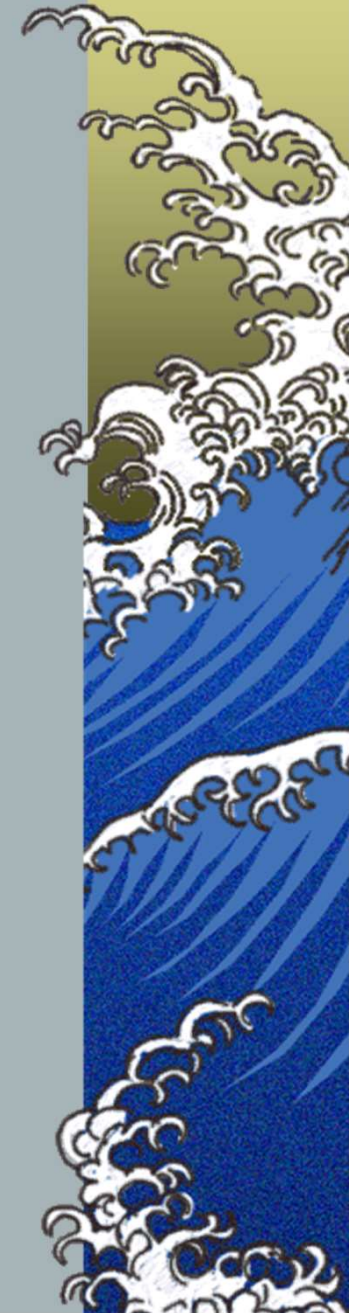
How to Develop Talent

- ▶ *Training Program for*
 1. *Skills building*
 2. *Knowledge building*
 3. *Attitude building*
- ▶ *On the Job Training*
- ▶ *Project based learning*
- ▶ *Competency based workshop*
- ▶ *Job Rotation/Enrichments*
- ▶ *E - Learning*
- ▶ *Learning Center/Library*



How to nurture Talent

- ▶ *Establishing Communication Channels*
- ▶ *Extending Personal Touch*
- ▶ *Recognition Schemes*
- ▶ *Rewarding Talent*
- ▶ *Rewarding Career Progressions*
- ▶ *Periodic Review*
- ▶ *Feed Back & counseling session*
- ▶ *Investment in people relations*



Thank You

