

# Best practices in Assessment Processes

Although the term 'assessment processes' can describe internal evaluation systems - such as those used to review and map out the existing talent within your business - it is most often used in the context of recruitment.

It is no secret that a poorly executed recruitment process can be extremely costly to your organization. In fact, a survey conducted by The Australian in 2013 estimated that making the wrong hiring decision can cost a business 250 per cent or more of that employee's salary.

However, with the right assessment processes in place, your organization can take steps toward improving its recruitment strategies and making more effective hiring decisions.

## The four key components of effective assessment processes

While it's true that the skills and capabilities of your potential employees will play a big part in how well they excel in a particular role, one of the most common mistakes organizations make during the recruitment process is allowing this to be the sole factor in making hiring decisions. It is simply no longer enough to just consider whether a candidate can perform the functions required of the role.

In order to assess if someone will not only perform the role well, but stay with the company for the foreseeable future, other factors also have to be considered.

Here are four critical components of the assessment process to use to make better recruitment decisions.

### 1. Analyzing past behavior

It's often been said that the greatest indicator of future behavior is past behavior, and this is a great philosophy to carry into your recruitment assessment processes.

Make sure to ask your candidates about past circumstances that may be relevant to the role they are applying for. Inquire about previous workplace challenges they have faced, and the way they responded to these situations, to see if these responses reflect the qualities you are looking for in your new hire.

### 2. Assessing cultural fit

Although performance and potential productivity are important factors in any good recruitment decision, it's essential that you do not undervalue cultural fit.

Many businesses fail to consider how candidates will fit into the existing working environment. However, by ensuring the values of the candidate match up with the values of your organization, you can maximize the chance that the two parties will have a long and successful relationship.

### 3. Personality profiling

Personality profiling, can give you a good understanding of the motivation of prospective employees and the drivers that an individual has when they are looking at moving into a new role.

This process can also map out and reveal 'work masks' - that is, differences between how individuals might behave at work and how they might behave in their everyday life. This can give you a better idea of how they would like to be managed and what

will motivate them if chosen for the role.

### 4. Reference checking

Another important but often-neglected component of assessment processes is reference checking. Many businesses fall into a confirmation-bias orientated, 'tick-the-box' approach when undertaking this step, essentially having made up their minds about a candidate before picking up the phone.

While this isn't necessarily a bad thing, it can lead to hirers not giving reference checking enough weighting when making a final decision. One solution to this might be to reference check earlier during the recruitment process, so this information can be used to better inform and validate future decisions.

## How can technology improve my assessment processes?

One of the biggest barriers preventing HR departments and hiring managers from paying attention to these aforementioned components of assessment processes is lack of time. When you have candidates to review, and a time-critical position that needs filling, it can be easy to allow important steps to fall by the wayside.

Technology provides you with the tools to automate some of the time-consuming, manual aspects of recruitment such as automatically screening candidates based on essential criteria. It also enables you to assess potential candidates from within your organization, perhaps based on your succession plan.

At the end of the day, successful recruitment comes down to the available resources at your disposal. By using technology to grow these resources, you can help eliminate the dreaded bad hire and get on with the long-term goal of growing the organization.

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