



Hire Insight Assessment Programs

Modern Methods for Predicting Candidate Job Fit and Performance

What are assessments?

As used in hiring, an assessment is any method for gathering information on candidate capability and potential, to predict how well they will perform the job and the degree to which they will fit in with the team and organization.

Every employer uses some type of assessment during the hiring process, particularly resume reviews, interviews, and reference checks. However, the most successful organizations also include modern assessment methods to help overcome the limitations of these traditional approaches, including any or all of the following:

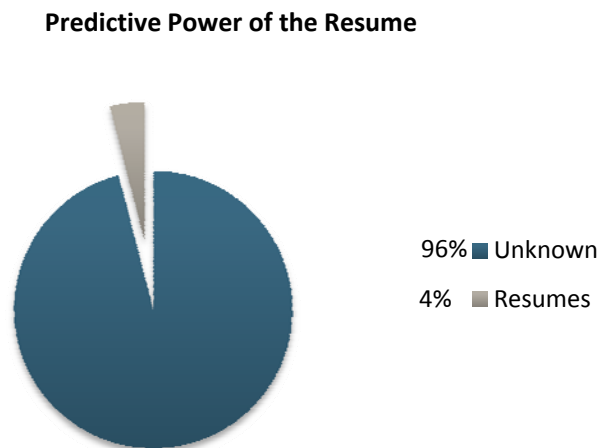
- Cognitive Ability Tests
- Behavioural / Personality Questionnaires
- Structured Behaviour-based Interviews
- Cultural Fit and Motivation Questionnaires
- Work Simulations / Assessment Centres
- Leadership and Management Skills Surveys
- Conflict Style Inventories
- Technical Knowledge Tests

Why use modern assessment methods?

Organizational performance is driven by the decisions and actions of competent employees and talented leadership, all of whom possess combinations of knowledge, skills, abilities, and other attributes necessary for success. Assessments allow organizations to measure these qualities in potential employees, predict future performance, and ultimately make better hiring decisions.

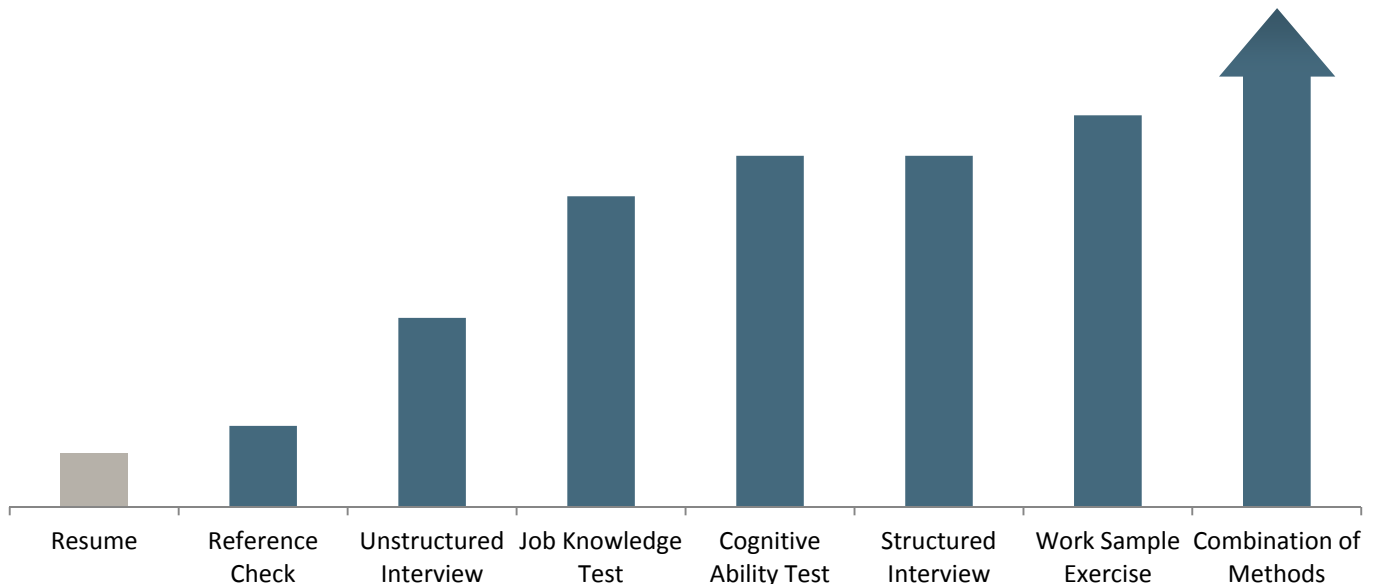
Although traditional assessment methods are well-accepted, research has shown that they are not particularly useful for predicting job performance. For example, studies have demonstrated that a resume accounts for only about 4% of candidate's future job performance; which means that 96% of the candidate's potential is still left unknown (represented by the dark blue section of the pie chart).

Other traditional methods, like unstructured interviews and reference checks, account for about 14% and 6% of performance, respectively.



Research on the validity of the modern assessment methods and approaches listed above have been more promising. For example, studies have demonstrated that a single well-designed cognitive ability test can be 6.5 times more powerful than a resume in terms of its capacity to predict job performance. These numbers make a lot of sense if you consider that education and experience (i.e., the information in a resume) has far less of an impact on performance than an employee’s ability to learn from that experience, solve work-related problems, and demonstrate good judgement in applying their knowledge and skills (i.e., cognitive ability).

Relative Predictive Power of Various Assessment Methods



It’s also important to note that similar studies have shown that using the right combination of modern assessment methods is much more effective at decreasing hiring risk than depending on a single instrument alone.

Why do I need a Hire Insight assessment program?

There are five key benefits to using a Hire Insight Group assessment program when screening and evaluating potential hires.

1. We only include **High Quality Assessment Instruments** that are proven to be valid and reliable indicators of job performance. In many cases, these methods require extensive training and certification to use and interpret properly, which is something that we ensure our consultants and associates possess before engaging in a client project.
2. We develop **Assessment Programs**, as opposed to using a single “off the shelf” test or questionnaire. As indicated above, a wider variety of job-relevant assessment methods allows us to provide a more accurate and comprehensive view of candidate potential and, in turn, help you make more informed decisions.

Remember that no one test or questionnaire is perfect. People are very complex and we can only hope to decrease uncertainty (not eliminate it entirely) by gathering as much job-relevant data as possible.

3. We conduct a **Needs Evaluation** before each hiring project to ensure that we understand all of the factors important to success. This includes the:
 - Impact of the hiring decision (i.e., risks and consequences of a hiring mistake)
 - Job responsibilities and objectives
 - Challenges that incumbents will face once hired, immediately and over the coming years
 - Team and organizational culture
 - Characteristics of successful and unsuccessful employees
 - Critical position competencies

With a deeper understanding of key success factors, we are much better equipped to choose the right assessments that will help you make more confident hiring decisions.

4. Hire Insight programs are **Customized** to ensure that any feedback and reports that we provide to you speak directly to the attributes required for success in a specific role, in a certain team, within your particular organization. This results in an assessment that is tailored, relevant, and ultimately more useful to you in making the right choice between candidates.
5. The assessment programs are **Scalable** in that we can easily support client projects of any size, scope, and timeframe; they can be conducted remotely, anywhere in the world, through online expert systems, conferencing technology, or our extensive network of associates; and we can also provide all assessment services in both English and French.

As a member of The Leadership Store partnership we have access to a group of firms who adhere to our talent management philosophies and standards, a network of Trusted Associates who have considerable training and experience in Hire Insight service offerings, and an Extended Associate Network of providers who offer complimentary services should the need arise.

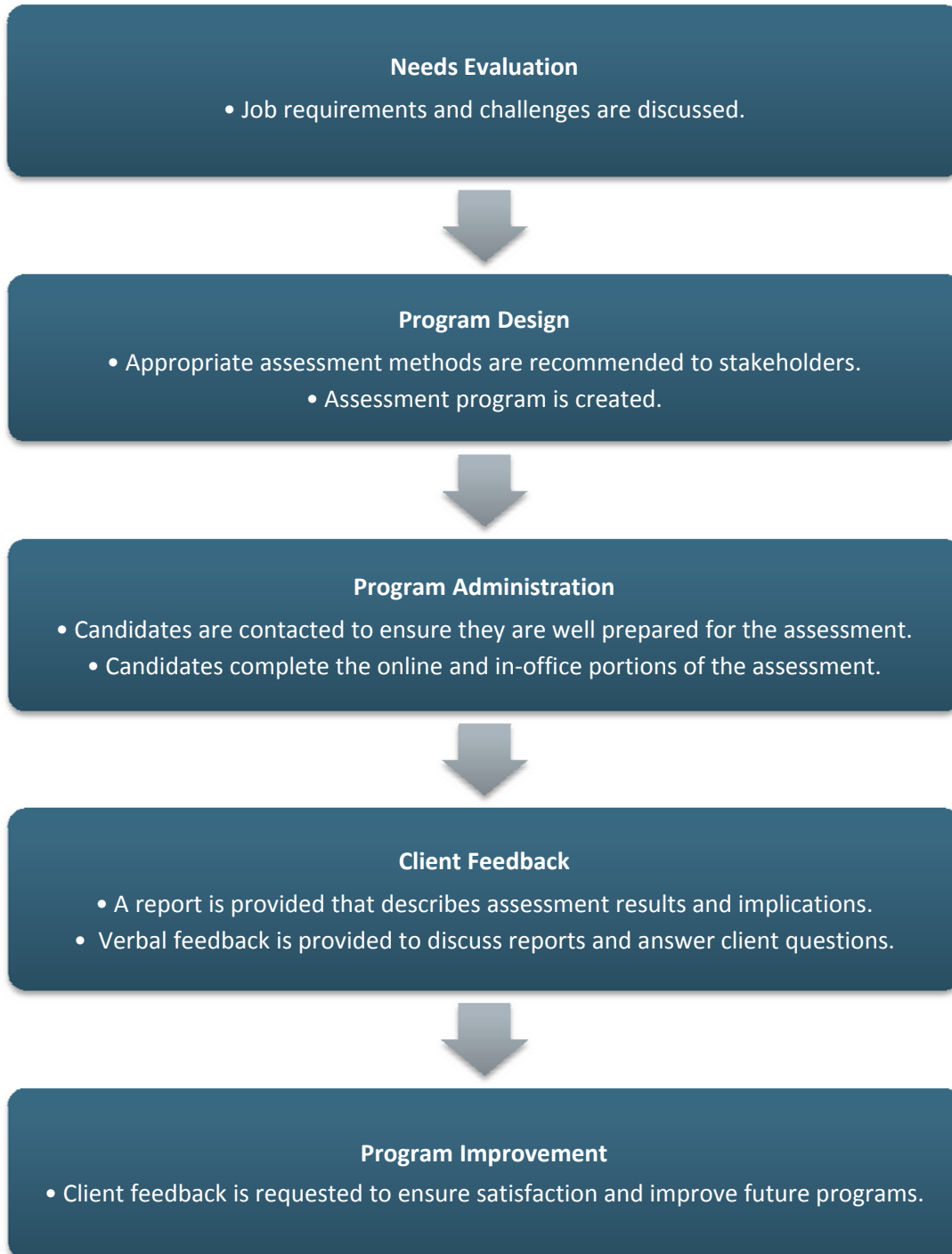
What this means is that the assessments cannot only be expanded quite easily, but can also be integrated with other aspects of your talent management cycle, from development to succession planning.

For more information on The Leadership Store, please visit www.leadershipstore.com.



What are the steps in creating and administering a Hire Insight Group assessment program?

Although we believe in using a rigorous process, it can take as little as 24 hours to create and administer an assessment program. The key steps include:





Hire Insight Assessment Programs

Suggested Assessment Packages and Pricing

A Hire Insight Group consultant will help you choose the options that are most appropriate for your specific hiring project. However, the following tables may provide some insight into potential programs that could be created.

Please note that you may add or remove any of the methods suggested below, depending on need and budget. However, as the impact of your hiring decision increases (e.g., senior-level roles), you should consider adding additional methods to increase the amount, depth, and relevancy of the information you will receive from the program, so that you can further reduce hiring error and better predict job success.

Administrative / Operational / Front Line		
Method	Description	Cost
Conscientiousness and Dependability	A short online questionnaire that identifies potential employees who will have good attendance records, are good team members, are reliable, and are quality and customer focused. It also predicts candidates who are less accident prone in safety critical environments.	\$15
Checking	Measures a candidate’s ability to compare information quickly and accurately, which is important in any role where perceptual speed and high standards for maintaining and monitoring quality and quantity are required.	\$25
Calculation	Measures a candidate’s ability to add, subtract, divide and multiply numbers quickly and accurately. The Calculation test is valuable when assessing an individual’s potential in any role where calculation and estimation, as well as auditing and checking the numerical work of others, are required.	\$25
Job Knowledge	Tests that evaluate specific job-related skills, knowledge, and capability (e.g., computer programming skills, accounting, following instructions).	\$100
Client Feedback	Includes a 30-minute client feedback session.	
Total		\$165

Sales and Customer Service		
Method	Description	Cost
Behavioural Styles and Personality	Questionnaires that provide information on a candidate's preferred style of behaviour, and typical approach to interacting with people and completing work-related tasks and projects.	\$450
Inductive Reasoning Ability Numerical Reasoning Ability Verbal Reasoning Ability	<p>Ability Tests that measure individuals' problem-solving skills and learning agility. These tests have been shown to be some of the best predictors of job success available and include the following.</p> <ul style="list-style-type: none"> • Inductive reasoning ability (working with incomplete data, seeing trends, and solving novel problems). • Numerical reasoning ability (making inferences from numerical, statistical, and financial data). • Verbal reasoning ability (understanding and evaluating written information). 	
Cultural Fit and Motivation	Questionnaires that explore the various aspects of the organization, work environment, and job tasks that would lead a candidate to experience higher levels of job satisfaction and engagement. This information is especially important in maintaining cultural values and increasing retention.	\$200
360° Reference Check	Provides comments and ratings from candidates' former managers, peers, direct reports, and clients on up to 10 critical competencies.	\$250
Client Feedback	Includes a one-hour client feedback session and comprehensive report, with structured interview questions, development recommendations (e.g. books, courses, activities), and up to 10 competencies included.	
Total		\$900

Professional Level		
Method	Description	Cost
Behavioural Styles and Personality	Questionnaires that provide information on a candidate's preferred style of behaviour, and typical approach to interacting with people and completing work-related tasks and projects.	\$450
Inductive Reasoning Ability Numerical Reasoning Ability Verbal Reasoning Ability	Ability Tests that measure individuals' problem-solving skills and learning agility. These tests have been shown to be some of the best predictors of job success available and include the following. <ul style="list-style-type: none"> • Inductive reasoning ability (working with incomplete data, seeing trends, and solving novel problems). • Numerical reasoning ability (making inferences from numerical, statistical, and financial data). • Verbal reasoning ability (understanding and evaluating written information). 	
Cultural Fit and Motivation	Questionnaires that explore the various aspects of the organization, work environment, and job tasks that would lead a candidate to experience higher levels of job satisfaction and engagement. This information is especially important in maintaining cultural values and increasing retention.	\$200
Structured Interview	Involves in-depth questioning to explore the individual's past behaviour around work-related competencies. The questions ask for examples of a situation/event, the individual's behavioural response to that situation/event, and the result or outcome of that response.	\$1000
360° Reference Check	Provides comments and ratings from candidates' former managers, peers, direct reports, and clients on up to 10 critical competencies.	\$250
Client Feedback	Includes a one-hour client feedback session and comprehensive report, with structured interview questions, development recommendations (e.g. books, courses, activities), and up to 10 competencies included.	
Total		\$1900

Managerial Level		
Method	Description	Cost
Behavioural Styles and Personality	Questionnaires that provide information on a candidate's preferred style of behaviour, and typical approach to interacting with people and completing work-related tasks and projects.	\$450
Inductive Reasoning Ability Numerical Reasoning Ability Verbal Reasoning Ability	Ability Tests that measure individuals' problem-solving skills and learning agility. These tests have been shown to be some of the best predictors of job success available and include the following. <ul style="list-style-type: none"> • Inductive reasoning ability (working with incomplete data, seeing trends, and solving novel problems). • Numerical reasoning ability (making inferences from numerical, statistical, and financial data). • Verbal reasoning ability (understanding and evaluating written information). 	
Cultural Fit and Motivation	Questionnaires that explore the various aspects of the organization, work environment, and job tasks that would lead a candidate to experience higher levels of job satisfaction and engagement. This information is especially important in maintaining cultural values and increasing retention.	\$200
Management and Leadership Styles	Questionnaires that evaluate preferences, attitudes and behaviours on key dimensions of management and leadership.	\$200
Structured Interview	Involves in-depth questioning to explore the individual's past behaviour around work-related competencies. The questions ask for examples of a situation/event, the individual's behavioural response to that situation/event, and the result or outcome of that response.	\$1000
360° Reference Check	Provides comments and ratings from candidates' former managers, peers, direct reports, and clients on up to 10 critical competencies.	\$250
Client Feedback	Includes a one-hour client feedback session and comprehensive report, with structured interview questions, development recommendations (e.g. books, courses, activities), and up to 10 competencies included.	
Total		\$2100

Executive Level		
Method	Description	Cost
Behavioural Styles and Personality	Questionnaires that provide information on a candidate's preferred style of behaviour, and typical approach to interacting with people and completing work-related tasks and projects.	\$450
Inductive Reasoning Ability Numerical Reasoning Ability Verbal Reasoning Ability	Ability Tests that measure individuals' problem-solving skills and learning agility. These tests have been shown to be some of the best predictors of job success available and include the following. <ul style="list-style-type: none"> • Inductive reasoning ability (working with incomplete data, seeing trends, and solving novel problems). • Numerical reasoning ability (making inferences from numerical, statistical, and financial data). • Verbal reasoning ability (understanding and evaluating written information). 	
Cultural Fit and Motivation	Questionnaires that explore the various aspects of the organization, work environment, and job tasks that would lead a candidate to experience higher levels of job satisfaction and engagement. This information is especially important in maintaining cultural values and increasing retention.	\$200
Management and Leadership Styles	Questionnaires that evaluate preferences, attitudes and behaviours on key dimensions of management and leadership.	\$200
Assessment Centre Exercises	Can include any combination of the following, depending on client needs. <ul style="list-style-type: none"> • In-basket exercises, designed to represent real work tasks. These would include tasks or files that need to be organized, prioritized and/or resourced. These can require the individual to make decisions, generate strategies and/or write reports. • Role play exercises, designed to represent real job scenarios in which a candidate interacts with a direct report, customer, or colleague. • Presentation exercises, which require candidates to analyse a large amount of information, usually in the form of a case study about an organisation, and present their findings and recommendations. 	\$1500 per exercise
Structured Interview	Involves in-depth questioning to explore the individual's past behaviour around work-related competencies. The questions ask for examples of a situation/event, the individual's behavioural response to that situation/event, and the result or outcome of that response.	\$1000
360° Reference Check	Provides comments and ratings from candidates' former managers, peers, direct reports, and clients on up to 10 critical competencies.	\$250
Client Feedback	Includes a one-hour client feedback session and comprehensive report, with structured interview questions, development recommendations (e.g. books, courses, activities), and up to 10 competencies included.	
Total		\$3600