



Perkumpulan
Assessment Center
Indonesia



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THE USE OF TECHNOLOGY IN ASSESSMENT CENTER

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Outline

Technology Enhancement In Assessment

Advantages And Challenges Of Technology
– Enhancement Assessment

Live Or Online Assessment Distinction

Critical Issues In Implementation

International And National Professional
Standard And Guidelines



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Technology Enhancement in Assessment

Technology Enhancement in Assesment

The majority of Assesment Center (64%) now use some form of technology

(Gibbon, Hughes, Riley, Thornton & Sanches 2013)



- More often to support the administrative side than to enhance or facilitate the participant experience
- But Participant experience technologies are increasingly common eg
 - Delivering online or computer based simulation (Lievens Van Keer & Volckaert, 2010)
 - Role Plays via phone, email (Gowing, Morris, Adler & Gold, 2008)
 - Use of animation and virtual reality, (Hatfield, Gurira & Harvey 2013; Hawkes 2013)

Technology Enhancement in Assesment

Technology is being incorporated to improve the functionality, efficiency and media richness of all aspect of the AC process



Administrative Process :

- Schedulling
- Assessor rating and integration
- Video capture for purpose assessment, feedback and assessor training



Simulation Exercises :

- Remote assessment
- 2 and 3 D representations
- Animations
- Avatar

Advantages and challenges of technology – enhancement assessment



Scalability

Efficiency

Cost/Impact

Realis

Psychometrics



Investment

Shift in Thinking, Culture of Assessment

Technical and non-technical Disruption

Assessor Role and Process Changes

Translation to Virtual Environment

Security of Content and Data



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Live or Online Assessment Distinction

Live or Online Assessment Distinction

Live Assessment :

- Read facts about a situation, makes notes
- Assesse go to a room to interact with assessor
- Free responses
- Interactions are closer to a real live work sample
- Assessor evaluate interaction

Online Assessment :

- Information presented by characters and material
- “Real time”
- Close-ended responses
- Interpersonal interactions measured indirectly
- Can “interact” with multiple people

Live Assessment



Advantages

- Rich open ended responses
- Direct observation of behavior
- Closely resembles the job (ie nature of the responses)
- More direct measure of some competencies (interpersonal skills, oral communications)



Disadvantages

- Not completely standardized
- Resource constraints (money, personel, time)
- Restricted to single interaction when in reality different interactions may be warranted

Online Assessment



Advantages

- Standardized-can force key questions, interaction
- Novel, engaging
- Automated scoring
- Able to :
- Interact with multiple people
- Insert interruptions
- Manipulate virtual environment to fit the scenario



Disadvantages

- Decreased realism of complex interaction (lose non verbal behavior, inflection)
- Nuances a response options (inferred tone personality)
- Some heterogeneous items
- Bandwidth requirements
- Few validity studies conducted

Common Feature of Online Assessment

FEATURE SET	PURPOSE
Content Display	Present assesment stimuli to participants and collects responses
Timing	Restrict the time that assessment content is available to participants to pre defined limits
Content Rotation	Allows for the presentation of alternate content across participant
Advanced Test Construction Support	Deploys randomized adaptive, and other forms of rule based question delivery
Branding And Appearance	Provides flexibility to conform the screen to organizational requirements

Common Feature of Online Assessment

FEATURE SET	PURPOSE
Practice Questions and Online Help	Introduces the participant to the assessment platform and provides assistance when issues are encountered
Security	Ensures that participants do not inappropriately gain access to assessment content
Disability Accommodation	Provides adjustments to allow for the accommodation of disabled participants
Data recording and Reporting	Captures relevant participant responses and generate scores report
Data Archiving, Extraction and Deletion	Allows for database maintenance and data export for other purposes



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Critical Issues In Implementation



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DEVELOPMENT

BUY OR BUILD

DETERMINING
FEATURES

MANAGING TRANSITION



ADMINISTRATION

ACCESS

AUTOMATION

DATA STORAGE



SUPPORT

TECHNICAL SUPPORT

MAINTENANCE

STAFF TRAINING



Cost of Implementing Technology-Based Assessment

Source	Examples
Development	<ul style="list-style-type: none"> • Software development and/ or customization • Technology integration (with applicant tracking system, enterprise resource planning, etc.) • Equivalency studies (paper/ computer/ internet comparisons) • Hardware (as applicable); for example, fax machines or scanners for scoring paper tests electronically
Deployment	<ul style="list-style-type: none"> • Field testing/ quality assurance • System hosting fees • Installation costs if locally hosted • Account setup (process flows, permissions, reporting requirements) • Training
Maintenance	<ul style="list-style-type: none"> • Tracking and reporting • Upgrades • Security monitoring • Backups and failure recovery

Common Criteria Used to Evaluate the Effectiveness of automated assessment process in Organization

Proximal Measures	Distal Measures
<ul style="list-style-type: none"> • Completion rates for the assessment • Volume of technical support calls • Time to complete the assessment • Number of interviews conducted by hiring managers • Time to hire new employees • New hire satisfaction with the hiring process • Performance in training • Manager satisfaction with their new hires • Time-to-productivity for new employees 	<ul style="list-style-type: none"> • Performance/ productivity of employees after six months to one year on the job • Turnover and tenure rates among employees hired using the assessment process • Promotion rates, time-in-grade, and similar measures of growth within the organization • Engagement and organizational commitment levels of new hires • Unit-level performance for groups using the assessment, compared to those who do not

International And National Professional Standard And Guidelines

International And National Standard And Guidelines

Guidelines and Ethical Consideration for Assessment Center Operastion (6th-2014)

“Incorporation of technology must not result in the assessment program failing to comply with te essential elements of the assessment center method, if the new program is to continue to be refered to as assessment center. As described earlier, for example the new assessment program could no longer be reffered to as an assessment center if the assesse no longer demostrated overt behavior, or assessors no longer observe any overt behavior”

International And National Standard And Guidelines

Etika Pelaksanaan Assessment Center Indonesia

“Prosedur Assessment yang tidak mengharuskan peserta tidak mendemonstrasikan perilaku atau berespon berupa perilaku yang nyata tidak dapat dikatakan sebagai suatu simulasi perilaku. Oleh karena itu setiap program Assessment yang seperti ini tidak dapat dikatakan sebagai assessment center. Contohnya simulasi menjawab surat atau memo yang masuk ke komputer dimana sudah tersedia jawaban; atau wawancara yang hanya menggali intensi seseorang untuk bertindak dengan mengajukan sejumlah pertanyaan teoritis atau tes kompetensi tertulis dengan pilihan ganda.”

QUESTIONS?

