2018 ACSG Conference

Programme – Conference Days

Adapting to Disruption: Assessment Centres in the Future

Pre-Conference Workshops

Wednesday, 14 March 2018		
07:00 – 08:00	**Registration & Refreshments**	
08:00 – 12:30 Dzimba	**1**	**Introduction to Assessment Centres** • *Petrus Nel (University of the Free State, South Africa)* 10:00 – 10:30 Refreshment Break
08:00 – 12:30 Thema	**2**	**Developing Structured Selection Interviews** • *Ute-Christine Klehe (Justus-Liebig University in Giessen, Germany)* 10:00 – 10:30 Refreshment Break
12:30 – 13:00	**Lunch**	
13:00 – 17:30 Dzimba	**3**	**Introduction to Development Centres** • *Sandra Schlebusch (LeMaSa, South Africa)* 15:00 – 15:30 Refreshment Break
13:00 – 17:30 Thema	**4**	**Conditional Reasoning Tests as Alternatives to Self-report Questionnaires on Assessing Undesirable Personality Traits** • *Ute-Christine Klehe (Justus-Liebig University in Giessen, Germany)* 15:00 – 15:30 Refreshment Break

15:00 – 17:30   Registration for conference on 15 and 16 March 2018

Introduction to Assessment Centres

The purpose of this workshop is to provide delegates with basic knowledge on the use of assessment centre technology. The aim is to provide HR practitioners with an understanding of assessment centre methods so that they can make informed decisions on how and where assessment centres can be utilised in their organisations. Delegates will not become assessment centre practitioners after attending this half-day workshop, but will at least have a good source of reference on which informed decisions can be based.

The topics that will be discussed are:
- What is an assessment and development centre?
- Uses of assessment centres;
- Why are competency models important in assessment centres?
- Types of assessment centre exercises;
- Compiling an assessment matrix and the selection of appropriate exercises;
- The role of the observer;
- The process of data integration and report writing;
- Feedback principles;
- Assessment centre ethics; and
- Steps in designing an assessment centre.

Given that this is an introductory type of workshop, information will mainly be shared through presentations and questions and answers.

Continuous Professional Development – Up to 4 CEUs can be earned by attending
Duration – Four hours
Seats Available = 10

Developing Structured Selection Interviews

Selection interviews represent just about the most frequent selection procedure employed during personnel selection – yet oftentimes, suggestions from research and actual practice do not align. The current workshop aims to help mitigate this gap. Attendees will learn to develop valid interview questions (situational interviews, behavioral description interviews) using the critical incident technique and to moderate groups of subject matter experts for the respective jobs in the development of such interview techniques and – more importantly – the behavioral scoring guides with which to evaluate candidates' responses. Additionally, we will cover approaches to pretest and validate interview questions, and finally cover steps how to prepare both interviewers and candidates for the use of structured selection interviews.

Continuous Professional Development – Up to 4 CEUs can be earned by attending
Duration – Four hours
Seats Available = 40

Introduction to Development Centres

Assessment Centres (ACs) can be used for two purposes: assessment and development. Most people are familiar with using ACs for selection purposes; only some will use ACs for development purposes. Development interventions can be expensive. Line managers are hesitant to send their subordinates for training if they do not see the results of the training in the work environment. Employees themselves are reluctant to attend training since it does not address development needs as perceived by them. Therefore chances are that training and development interventions may not be successful.

The purpose of a Development Assessment Centre (DAC) is to identify the participant's current areas of strength and current areas needing further development so that future

development can be aligned with real needs. When development interventions are truly needs-driven the organisation can include these interventions as part of its Workplace Skills Plan and eventually claim some of the levies back. When DAC participants buy into their individual development needs they will be more committed to address these particular needs. The subsequent training and development interventions will therefore be more effective.

This workshop introduces DACs and how to successfully implement a DAC within an organisation so that the organisation can reap the benefits of needs-driven training and development interventions.

The objective of the workshop is to open up the possibility of using an AC for developmental purposes. During the workshop theoretical input will be delivered along with practical hints. The differences between an Assessment Centre used for selection purposes and an Assessment Centre used for developmental purposes, as well as the different variations of a DAC will be discussed. After attending the workshop the delegates will be able to implement a DAC effectively within their organisation.

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Duration – Four hours
Seats Available = 10

Conditional Reasoning Tests as Alternatives to Self-report Questionnaires on Assessing Undesirable Personality Traits

Much personnel selection is focused on 'selecting in' suitable candidates. But sometimes, we also want to 'select out' – for example because we want to ensure that we do not invite candidates who score high on undesirable traits such as aggressiveness or on the 'dark triad' of narcissism, Machiavellianism, psychopathy. Classic approaches to assessing such traits, however, often rely on direct self-reports. A downside of this approach however, is that the purpose of the assessment becomes obvious quite easily. Thus, traditional measures can both be faked quite easily by exactly those candidates that the tool has been designed to select out, and may also put off candidates for whom the tool was not designed. A possible solution to this issue is the development of conditional reasoning tests. Conditional reasoning tests present themselves in the disguise of inductive reasoning problems. The true intent of these problems, however, is to determine if solutions based on implicit biases (i.e., biases that operate below the surface of consciousness; e.g., that ends justify the means – Machiavellianism) are logically attractive to a respondent. People who consistently select solutions based on these types of biases are scored as being potentially troublesome because they are cognitively prepared to rationalize the undesirable behavior. Past research has found such conditional reasoning tests to be valid predictors of undesirable behavior on the job. The content of the current workshop will be to provide examples and to introduce participants to the development and validation of such conditional reasoning tests in order to enable them to address undesirable candidate characteristics in a less obvious manner.

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Duration – Four hours
Seats Available = 40