

Insights from the implementation and quality management of AC's in a macro organisational environment

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Objectives

- Create an AC strategy and alignment to Business and HR value chain and objectives
- Preparation and alignment of external and in-house AC's to strategy
- AC quality management in a macro organisational environment

***AC Strategy – alignment to Business & HR
value chain and objectives***

Strategic alignment

- SARS strategic objectives
- Shifting from “core business” to “doing more with less”
 - provided opportunities for the Psychometric Assessment Unit for development of an in-house AC as an alternative to out-sourcing
 - placed emphasis on shorter Assessment Centres with quicker turnaround times
 - Integration of AC’s & DC’s
 - Generic leadership assessments on a specific level and re-use for different applications in the HR value chain
- Renewed focus on Talent Optimisation
 - Emergence of the LEAP programme
 - Realignment of Assessment Centre methodologies

LEADERSHIP PHILOSOPHY

Grow



Identify

Nurture/Support



Develop

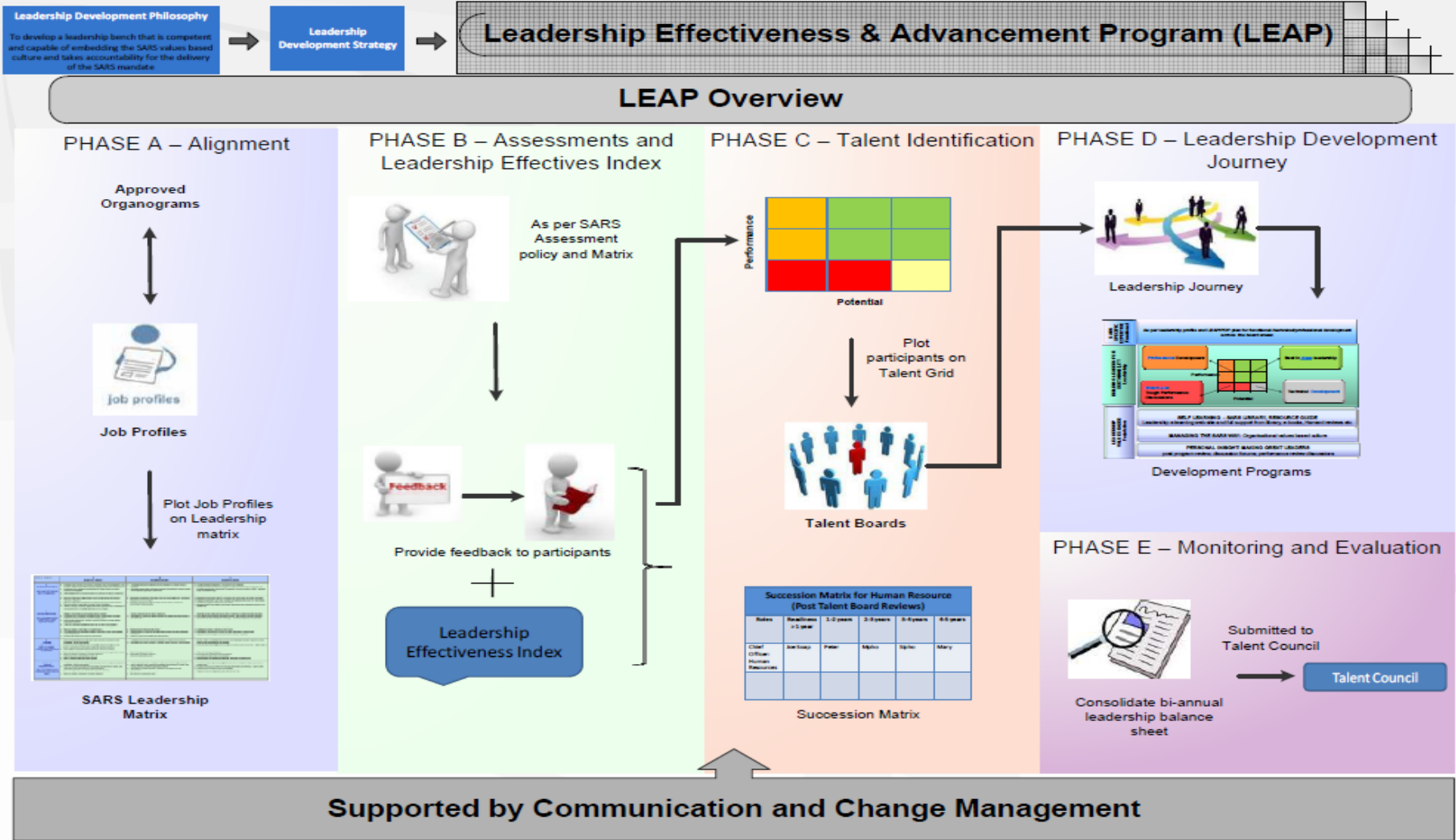
Harvest



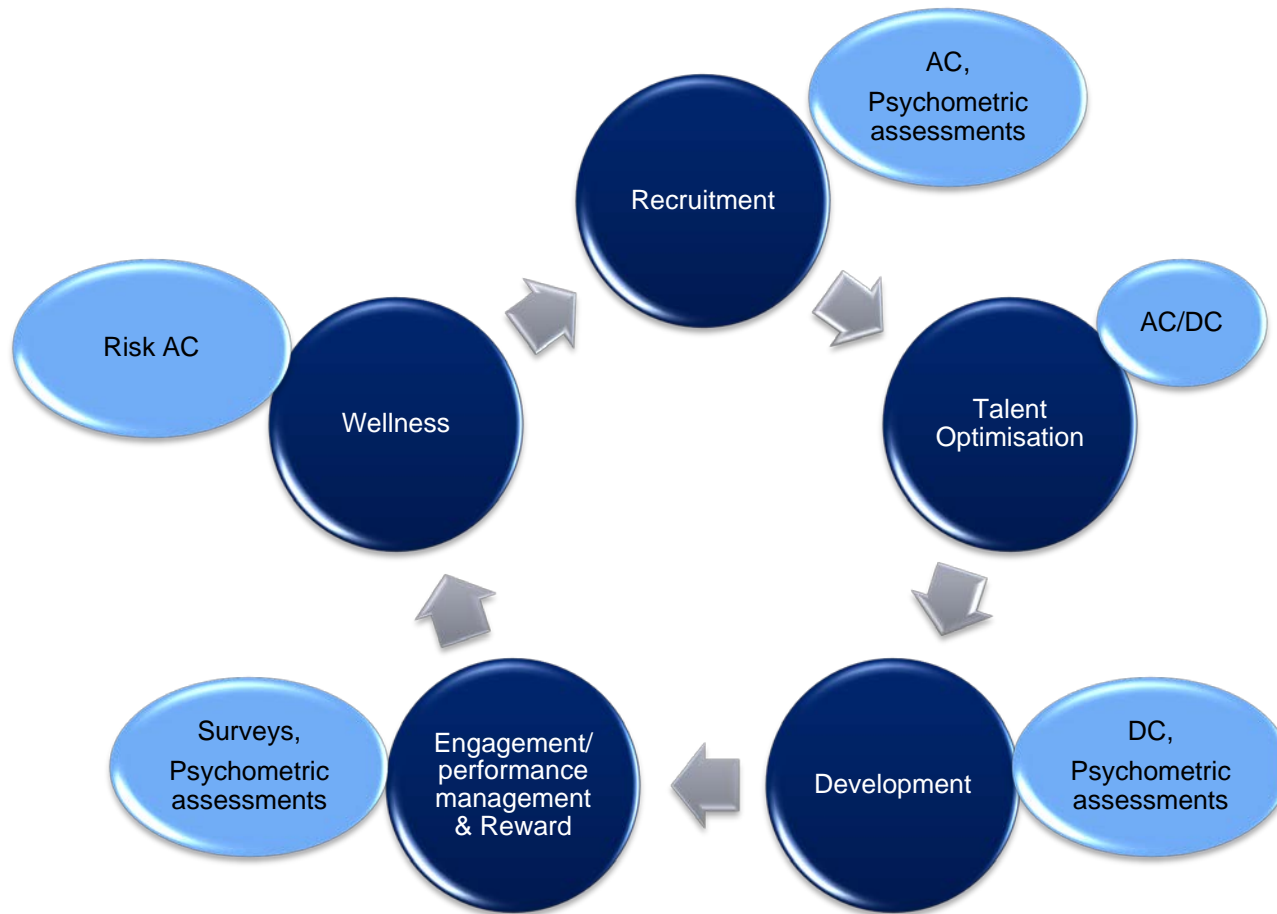
Deploy

To develop a leadership bench strength that is competent and capable of embedding the SARS leadership values culture and takes accountability and responsibility for delivery of SARS strategic priorities and mandate.

OVERVIEW OF LEAP PROCESS FOR LEADERSHIP DEVELOPMENT



The Psychometric Assessments Unit & the HR Value Chain



SARS AC Strategy

- To utilise a blend of external service providers and in-house solutions to deliver AC services to SARS
- To deliver a product that is cost effective and serve multiple purposes, namely:
 - Recruitment & selection
 - Talent Optimisation
 - Leadership/ Personal Development
 - Wellness
- To deliver a product of a technical high quality
- To subscribe to strict ethical principles and professional guidelines

Preparation and alignment of external and in-house AC's with strategy

Preparatory work: Strategic

Competency models

- SARS Leadership competency model
- SARS Generic competency model

Assessment philosophy

- Assessment matrix - tools
- Re-use assessments after recruitment for Development, Talent optimisation, promotions, etc

AC sourcing philosophy

- Assessment policy
- Benchmark but derived from strategy
- Include in-house AC's, Internships, Psych & Non psychological assessments

Procurement-service providers

- Procurement- Open tender – External service providers

Staffing internships

- Staffing – create new positions, internships – in-house AC's

Preparatory work: Operational

External Leadership AC's

- SARS Leadership competency model
- SARS Assessment matrix - tools
 - Personality, capability, simulations
- Service Level Agreements & Service requests
 - Turnaround times, costs, cancelations, re-use of reports & report changes

External generic AC's

- SARS Generic competency model
- SARS Assessment matrix – tools
 - Personality, ability, simulations

In-house AC's

- Fill newly created vacancies and appoint interns
- Design/ procure assessment centre simulations
- Design assessment centre scoring methodology
- Design process flow and responsibility matrixes
- Design reports

In-house vs External

- Clear boundaries (differentiation)
 - In-house - high-risk assessments, highly customised, generic competencies and abilities
 - External – recruitment, LEAP, leadership competencies and capabilities
- Similarities (integration)
 - Reporting format
 - Manager's recommendation, EXCO submission

AC quality management in a macro organisational environment

Risks when running AC's on large scale

- Consistencies during the assessment across applications
 - Introduction & consent
 - Similarity between venues/ assessment environment
 - Voice recording/ Video recording
 - Rating of competencies
 - AC mathematics
- Consistency in report writing & report writing style
 - Consider during the development of report templates, and selection of assessors (internal & external)
 - Perceptions of easier recommend, etc.

Risks when running AC's on large scale

- Consistencies in turnaround times
 - Request - booking of assessment
 - Assessment - report
 - Report – feedback to candidate
 - General requests.

Risks when running AC's on large scale

- Pushing numbers
 - Losing the richness in of the AC findings/ recommendations in the report
 - Lesser focus on the technical care of reports – spelling mistakes, he/she, wrong names, etc.
 - Stretching turnaround times
- Stretching capacity
 - Quality goes down
 - Mistakes increases
 - Looses credibility

How to achieve consistencies

- Contracting
 - SLA's and Service requests with external service providers
 - Clear responsibilities with audit trail – no shared responsibilities
 - Performance management, scorecards, proper secondments and performance consequences
 - Includes policies, processes, SOP's, tender specs known to everybody involved upfront

How to achieve consistencies

- Training & Development
 - “Accreditation” with reviews on theoretical as well as practical aspects for staff internally as well as external service providers
- On-going QA processes
 - Verification/ audit of source documents, evaluate ratings, mathematics, reports, feedback standard.
 - Direct feedback/ survey feedback from candidates and line managers

How to achieve consistencies

- Management of turnaround times
 - From valid assessment request to booking – e.g. 24 hours
 - From assessment booking to actual assessment – e.g. 5 working days
 - From assessment to assessment report – 48 hours/ 7 working days
 - From assessment feedback request to feedback – 48 hours
- Provides good information about who is under pressure and who has spare capacity (under utilised)

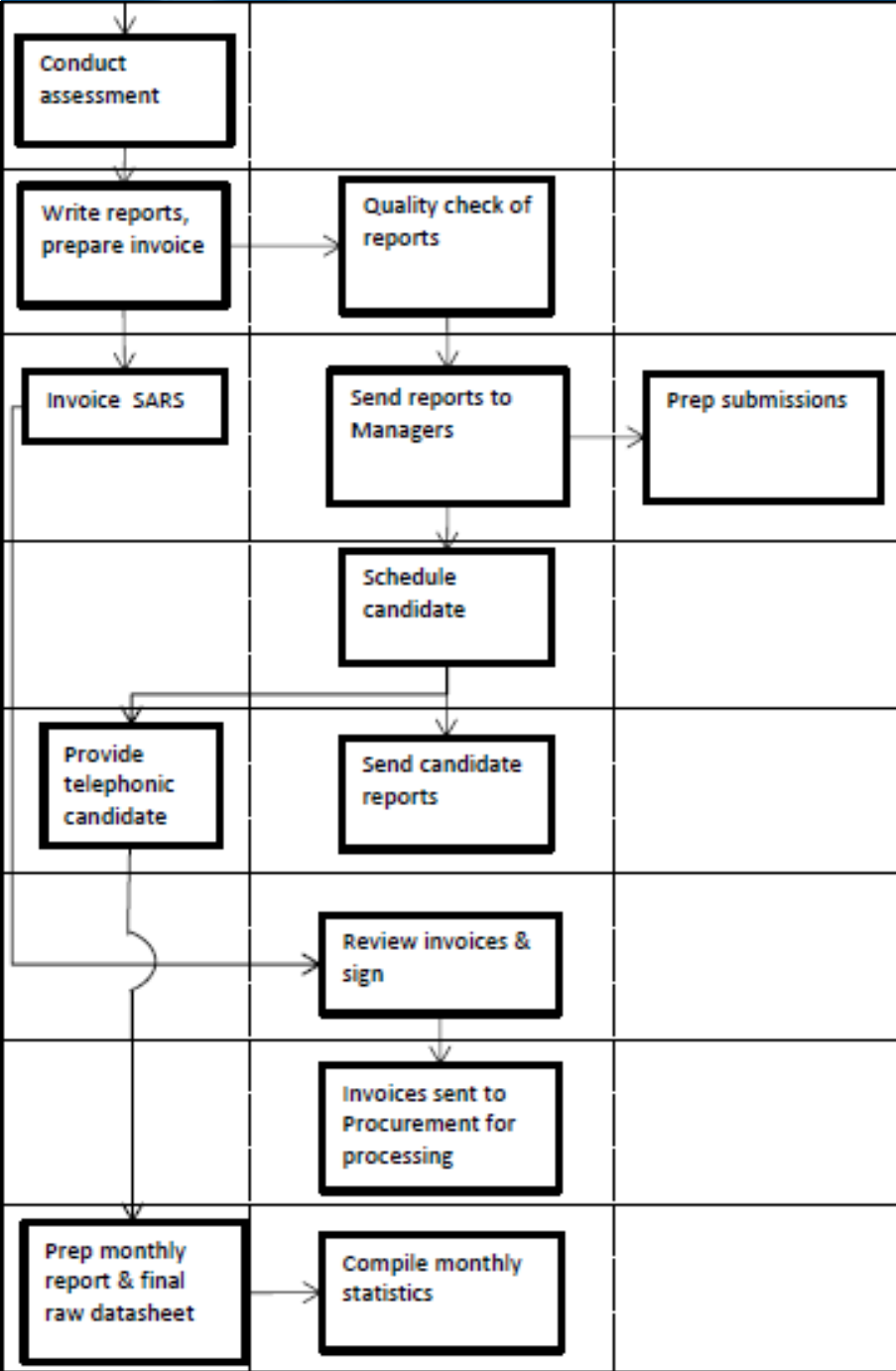
Practical examples

- QA AC processes
- AC monthly stats and comparisons between service providers and own AC's

Internal Process Flow: Psychometric assessments

STAKEHOLDERS			TIME	
Service Provider	Psych Unit	Initiator / Business Unit	Duration of task	Supported/related docs or files
	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 5px auto;">Consult Serv Prov Matrix & Ass Matrix</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 5px auto;">Ass request sent to Psych Unit</div>		Ass request template Assessment Matrix Service provider Matrix
	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 5px auto;">Request quotation for specific service</div>			Quotation request form (to suppliers)
	<div style="border: 1px dashed black; padding: 5px; width: fit-content; margin: 5px auto;">**Prep quote for Psych Unit</div>			Standard quotation **Refer to SHL process
		<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 5px auto;">Accept quote Y N</div>		Confirmation email or signed services request
	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 5px auto;">Provisional booking of critical assessments</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 5px auto;">Send to Bus. Unit</div>		Standard quotation
	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 5px auto;">Book/Confirm provisional booking</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 5px auto;">PO to Serv Prov for booking</div>		Purchase order (pdf file) Refer to Venue matrix Calender invitation Email booking request
	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 5px auto;">Conduct assessment</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 5px auto;">Raise PO & send to Psych Unit</div>		

ORDER DOCUMENT / MSA



REFER TO TENDER DOCUMENT

		AR1, AR2, AR3,AR4 Raw data: excel spreadsheet
		Invoice incl names of candid. AR1 to management
		AR2,AR3,AR4 to candidate
		Signed, checked invoice to procurement
		Monthly report template Raw data in excel format



AC Metrix: February 2014

	Booking of assessments to assessment	Assessment to report	Assessment reports	Feedback request - feedback	# assessments done	# feedback provided
SLA	5 days	95% in 48 hours	% reports error free	95% feedback in 5 days		
SARS	4.2	100	100	80	5	4
Service provider 1	3.1	99	100	100	10	11
Service provider 2	5.1	100	94	88	32	26
Service provider 3	4.5	94	100	92	12	11
Service provider 4	5.5	95	91	91	22	24
Service provider 5	3.8	98	100	100	35	33
TOTAL	4,4	97.7	98.2	92.1	116	109

See also:

Metrix per service provider per region

Kumulative metrix per service provider



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