

Using Psychometric Assessments Before, During, and After the Hire



EMPLOYER SERIES - PSYCHOMETRIC ASSESSMENTS

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The statistics are shocking.

- *70% of employees are disengaged.*
- *23% are actively disengaged.*
- *64% of workers think about another job every second.*

Why do engaged employees — **the productive 7%** — outperform their disengaged co-workers by up to 200% and have 50%+ lower turnover?

The use of psychometric assessments before, during, and after the hire ensures your team is fully engaged and productive.

Executive Summary

Psychometric assessments give business leaders, hiring managers, and HR teams the ability to accurately, reliably, and cost-effectively match individuals to work roles.

Benefits

Workers experience increased productivity, reduced turnover, higher engagement, and improved job satisfaction when placed in roles that align with their psychometric profile.

Motivation

One of the biggest drivers behind the advancement and use of psychometric assessments has been their implementation in hiring and ongoing personnel management and workplace optimization. This document describes the use and benefits of psychometric assessments in all phases of hiring: before, during, and after.

How Do Psychometric Assessments Work?

What are psychometric assessments?

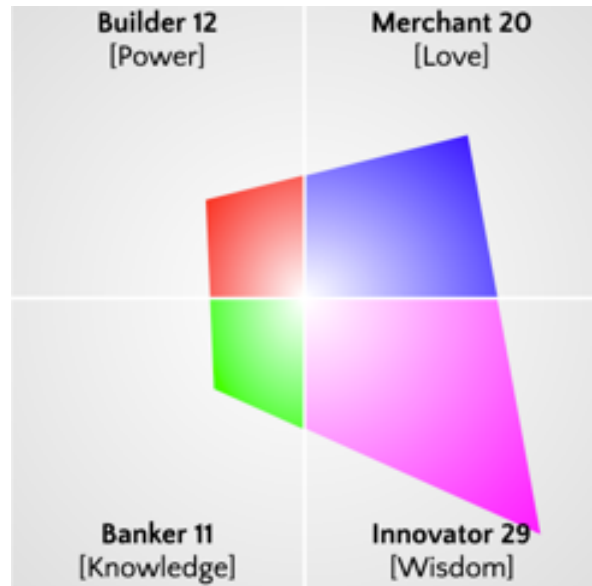
"Psychometrics is a field of study concerned with the theory and technique of psychological measurement ... the field in psychology and education that is devoted to testing, measurement, assessment, and related activities." [1]

Psychometric assessments are the tools and methods used to quantifiably and quantitatively measure the psychometric profiles of individuals. Although efforts to evaluate and measure psychological condition and state have been around since the birth of psychology as a discipline, serious advancements in psychometrics and their contributing assessments didn't come about until the 20th century.

Psychometric assessments define and place personality and psychological traits, such as introversion or creativity, into standardized groupings or classifications. Individuals respond to a series of questions or provide answers to problems, and their responses are tabulated based on the association of their answer to those defined psychological groupings.

Once an individual has completed the assessment, a score or profile is generated based on the weight or ratio of their responses amongst the available defined psychological traits.

Many psychometric assessments use color-coding or labels to describe the tracked psychological categories or traits.



Example: Core Values Index Quadrant Graph

Psychometric Assessments in Employment

One of the largest uses of psychometric assessments today is in the field of employment and recruiting. Psychometric assessments are frequently administered to job applicants during the screening and selection phase of the hiring process.

The goal of psychometric assessments during the hiring process is to determine which candidate is most appropriate for a role.

Some organizations use assessment results to mold or modify a role's requirements to better suit an existing employee's psychometric profile.

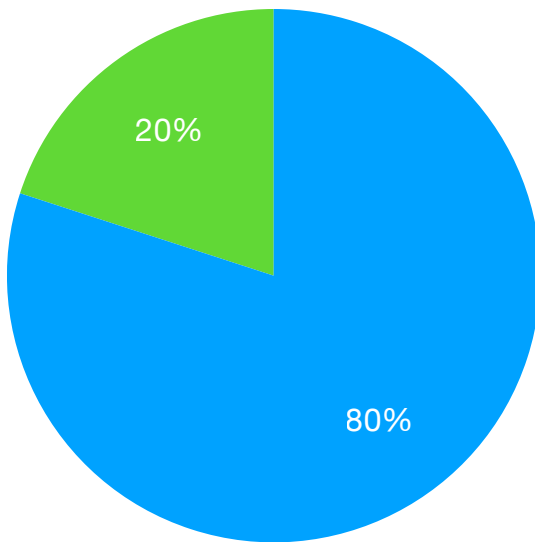
One of the main benefits of psychometric assessments is they produce objective data that can be used to **reduce bias during the hiring process**. Recent studies are showing increasing evidence that the use of objective

¹ Wikipedia: <https://en.wikipedia.org/wiki/Psychometrics>

data in hiring can produce better results — more productive workers with lower turnover — than subjective, human-centric hiring decisions.

It is estimated that **up to 80% of Fortune 500 companies** use psychometric assessments in hiring and recruiting.

Psychometrics in Hiring by Fortune 500 Companies



The use of Artificial Intelligence (AI) in hiring and candidate screening has seen increased popularity, although not without a few noteworthy challenges. Amazon found their AI-based hiring system resulted in bias toward a homogenous group because it was trained with similarly homogenous data.



There are very positive exceptions, however. The use of the Core Values Index psychometric assessment to screen applicants against a role profiled using the same system has been shown to increase worker productivity by up to 200% and reduce turnover by 50% or more.

Before the Hire

Screening candidates with psychometric assessments is their most common use in the hiring process.

A role is evaluated and its requirements and characteristics are translated into the vernacular and categories of the assessment of choice.

During the Hire

Interested candidates are asked to complete an individual assessment. Their results are compared to the profile of the role and sorted into levels of recommendation. The resumes and applications of highly recommended candidates are evaluated, with the top few selected for interviews.



After the Hire

Once a highly recommended candidate has been hired, organizations can track performance and engagement metrics to determine the effectiveness of the psychometric process. Turnover is also noted and compared against employees that were not hired using a psychometric assessment.



Some organizations use psychometric assessments to evaluate the assignment of employees to existing roles.

Adjustments to the requirements and duties of the role can be made, or individuals can be shifted to different roles based on the appropriateness and fit of their psychometric profile.

Selecting a Psychometric Assessment

There are many psychometric assessments available on the market today, some of which have been around for decades while others are relatively new to the space.

The effectiveness of an assessment can be measured by its repeat reliability.

Repeat reliability is represented by how results vary for the same individual over a period of time. For example, if an individual takes the same assessment three years apart and their score or profile differs by only 3%, that assessment has a repeat reliability of 97%.

The higher the repeat reliability, the more accurate and trustworthy the assessment will be.



The Core Values Index has the highest repeat reliability of any psychometric assessment available: 97.7%.

Source: Seattle Strategic Partners, 2014

Assessments can also be evaluated based on other factors:

How long does it take to complete an assessment?

Although it may seem counterintuitive, an assessment that takes less time to complete may actually be more accurate than one that takes more time.

Does the assessment ask questions that can imply their meaning or measurement?

These kind of assessments can be deliberately skewed by the individual because they can glean the intended purpose of the question and provide an answer they think will produce the desired outcome.

Are the questions based on the current mood or disposition of the person taking it?

One reason why an assessment may have a lower reliability rating (worse) is because the individual's responses may depend on their mood at the time.

A quality assessment will utilize words and methods that are not susceptible to the influences of mood, will, or intent.

Benefits

A quality, reliable, and accurate psychometric assessment provides several benefits to both the hiring organization and job candidates.

Productivity is enhanced.

The individual selected for the role based on a high level of fit to the role's profile will be emotionally hardwired for the role's duties and requirements. The needs of the position will feel like a natural fit to them and they will experience greater engagement and happiness performing its tasks and duties.

Employers experience greater diversity as they build their team.

Since candidates are hired based on their psychometric profile and not social or other

bias-prone characteristics like gender, religion, sexual orientation or age, roles are filled by individuals based on their psychological appropriateness and experience.

Teamwork is improved.

Individuals on a team are hired based on their psychometric appropriateness for their specific role, rather than an arbitrary fit to a subjective standard. Since everyone on the team is highly engaged, they naturally get along better and communicate more effortlessly with their peers, even with those who have significantly different duties and responsibilities.

Communication improves.

Because everyone is well suited to their individual roles, they experience enhanced understanding and engagement within their sphere of influence and responsibility. The first step toward communicating well with others is fully understanding and connecting with your own role in the team dynamic.

Turnover is dramatically lower.

When individuals are psychometrically aligned with their role, they perform tasks and fulfill responsibilities that are essentially custom-made for them. They feel fully engaged and empowered.

Candidates save time and find better roles.

Psychometric assessments used during the screening process save both the employer and candidate time. Candidates placed in roles that match their psychometric profile experience greater job satisfaction and lower turnover.

Summary

This white paper outlines and describes the use of psychometric assessments in the hiring lifecycle as well as the benefits of psychometric data for employers and employees alike.

The overarching benefit of psychometric assessments in the hiring lifecycle is organizational productivity.

eRep.com is a premier provider of the **Core Values Index** psychometric assessment. We offer superior talent acquisition and talent management services as well as assessment and engagement services to employers and individuals throughout the United States, all based on the CVI. For more information about the Core Values Index psychometric assessment, visit eRep.com

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