

Censeo's Consulting Services

Censeo offers comprehensive consulting services to help clients select, retain and develop their human capital assets. Our professional counsel will help ensure that your assessment systems for recruiting, selection and development are integrated and aligned to meet business priorities. Censeo consultants have advanced degrees in Industrial-Organizational Psychology and many years of experience in developing solutions that are valid, practical, and value added. We help organizations determine how to assess, when to assess, and what assessment tools to use throughout the employment life cycle. Selected consulting services are briefly described in this document. Please refer to individual factsheets for more detail.

Competency Models

A competency model is a delineation of the knowledge, skills, abilities and other attributes (KSAOs) required for success in a job or job family. They are the foundation for many HR systems and processes, including recruiting and selection, assessment, training, performance management, compensation, and succession planning – each more effective when they are based on a solid understanding of the KSAOs important to high performance. The systems are also more effective if they fit together and share a common competency language.

We have a large pool of models, competencies and behavioral descriptors for many jobs in many industries that can be used to jump start the process of developing tailored models for clients with unique needs. We use streamlined methods for developing models, capitalizing on information already available, while ensuring that the end results reflect the specific needs in each situation. We not only get the competency models right for the purpose and intended application, we also help clients use the models as a method of achieving vertical alignment between HR systems and business strategies, and ensuring that HR systems are horizontally integrated. The diagram below shows these relationships.

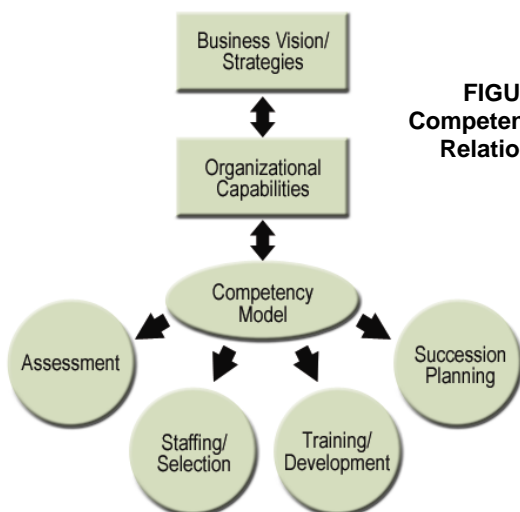


FIGURE 1
Competency Model Relationships

Best Practice Systems

Censeo works with clients to develop and implement best practice selection and development systems. They are "best practices" in the sense that they are designed to drive specific outcomes, and they include the best tools, the best processes, and the best implementation so the systems are sustainable over time.

While some organizations periodically examine and revise their selection and development systems, others fail to measure how well the systems are actually working, and don't enforce consistent utilization of the systems across the organization. Without valid data on how well systems are operating, those responsible for the systems are left guessing about their utility and what, if anything, should be done to improve them. Censeo provides sound counsel to clients by using a data-based methodology for examining existing selection and development systems, and identifying ways they can be improved.

Test/Survey Authoring

Censeo helps clients author valid assessments that meet measurement objectives and business needs. This includes many different kinds of assessments, which can be grouped into two broad categories – tests (e.g., knowledge and skills) and surveys (e.g., 360, employee opinion). Constructing good assessments is a science, not an art, and ensuring they meet psychometric criteria and legal requirements is a rather complex and technical undertaking. Most companies have internal expertise in the content areas covered by the assessments, but they may not have the technical expertise to author valid tests and surveys.

Censeo's Industrial-Organizational Psychologists have a great deal of experience in helping clients develop tests and surveys. The scope of our services can range from simply providing technical counsel and reviewing assessments authored internally, to taking the lead role in creating new assessments.

Assessment Centers

Assessment centers measure job skills by simulating what participants would experience in a particular role. They often include a variety of exercises such as in-baskets, role plays, business analysis and planning exercises, presentations, and group exercises. Together, these exercises typically result in high “face validity” and, when designed properly, are highly predictive of job performance. Censeo helps clients develop assessment centers and related assessment approaches that are used for selection and/or development purposes.

Constructing valid exercises requires a high degree of technical expertise, and there are a variety of implementation issues that must be managed. The scope can range from developing one or more short simulations included in a structured interview, to a day-long assessment center with many exercises. Regardless of the scope, our consultants help ensure that the design is sound and the implementation is successful.

Structured Interview Guides

Censeo helps clients develop and implement structured interview guides and processes for target jobs across many industries. Guides include behaviorally-based interview questions, scoring guidelines based on key competencies, and training for interviewers on how to conduct effective and legal interviews. We ensure that the interview process is effective and valid, and will withstand legal scrutiny if challenged.

We help clients develop good interview materials, while ensuring that interviews logically fit into the overall selection process, and are targeted at collecting data that supplements information from other selection tools. The scope of consulting services in this area ranges from simply critiquing interview guides developed by clients, to taking the lead role in preparing new interview guides.

Analysis and Validation

As the competition for talent intensifies and organizations become more and more focused on the bottom line, clients are increasingly being challenged to prove that their selection and development systems are valid and that they truly add value to the organization. Censeo provides a wide range of data analysis and validation consulting services that enable clients to support or improve their systems. Projects are sometimes related to assessments and systems we have developed for clients; other times the data and research questions may be completely independent.

Our consultants have extensive knowledge and experience in conducting rigorous studies in major organizations. Our approach varies depending on the system or process being evaluated, but typically involves statistical as well as qualitative data analysis. The studies and evaluations we conduct include validation studies, ROI studies, efficiency studies and system evaluations.

Censeo's Consulting Philosophy

We employ a balanced approach in all our consulting engagements – we are thorough in understanding client needs and developing appropriate solutions, but flexible in how they are implemented. Our role can range from providing expert counsel, where most of the tasks are performed by internal resources, to assignments where we assume lead project management responsibilities and do most of the work. Regardless, we always ensure that our clients are kept well informed during the course of an assignment, and that our deliverables are on time, high quality, and value added.

Censeo Corporation is a human resource consulting firm offering consulting services and Internet-based assessment products. The company's mission is to help clients maximize their investment in human capital by collecting and then strategically using accurate and valid information about competencies and work preferences. For more information, visit www.censeocorp.com, email info-request@censeocorp.com or call 407.645.1600 x150.