

Best Practice Selection Models

"How can we improve our selection process to reduce turnover and hire people who can meet increased performance standards? What tests or other tools should we use? Which aspects of our current process are working well and should be retained? What will the payback be if we invest more in selecting the best people?" – Questions companies are asking

HR professionals and managers realize that answering these questions is even more important to business success today than it was in the past. But the answers don't come easily and, without valid data, people responsible for selection processes are left guessing about what to do. And they are inundated with vendors trying to sell "magic bullet" tools that purport to solve all their problems.

Censeo can help. We use a sound, data-based methodology to identify the best tools, and develop the best process, for the specific client situation. The result is a best practice selection model.

Censeo's Methodology

1. **Define the success profile.** This first step is critical to building the model. It involves defining, in very specific and measurable terms, the competencies and work preferences important to performance and retention. Which skills and personal attributes must people have when they are hired versus ones that can be developed later?
2. **Examine the effectiveness of current tools and processes.** Too often, organizations don't capitalize on the good practices already in place because they actually don't know how effective they are. We carefully analyze the situation in terms of what is working well and what is not.
3. **Source or develop new tools.** We conduct a thorough search of tests and other assessments available on the market. This can be done rather quickly because we keep current on new products in our field. Sometimes we develop new assessments for clients, and often we find that their interview protocols and scoring guidelines need improvement.
4. **Establish the validity and cost benefit of selection tools.** This step answers two basic questions: Do they really work? Are the benefits worth the cost? Validity must be based on evidence, not just what vendors say about their products. And the cost analysis must include internal costs as well as vendor charges.
5. **Design the best practice model.** This is done in two steps. First, we develop a matrix of competencies and selection tools and identify which tools are best for collecting assessment data on each key competency. Second, we develop a detailed flow diagram of the entire process – from initial sourcing



FIGURE 1

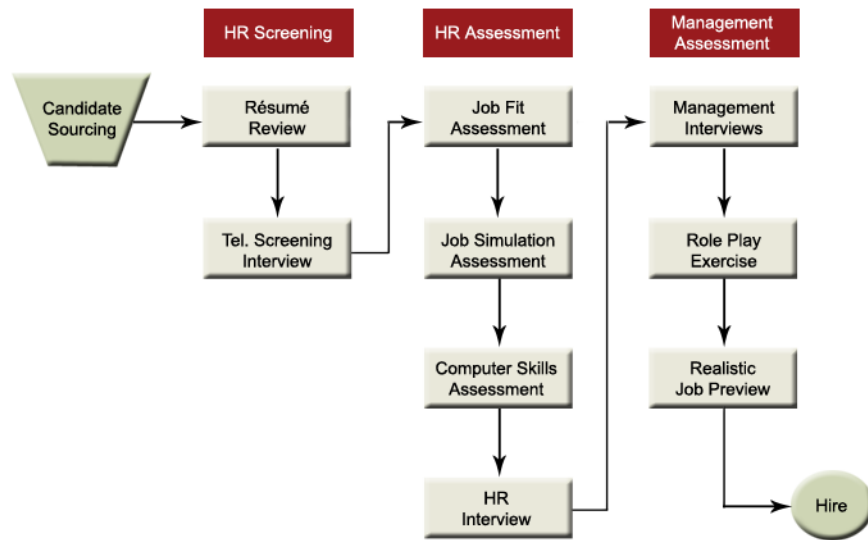
Using a best practice model results in better performance and higher retention.

and screening through job offers. The process is structured so it is clear who does what, how the information flows, and how decision rules are applied.

6. **Implement the model.** We work with clients to identify the communications and training needed to ensure the process is correctly and consistently used. This often takes the form of a written manual with details on each step in the process, administration and scoring procedures, decision rules, interview questions and scoring guidelines, and so forth. Sustaining best practices in organizations once they are developed shouldn't be left to chance.
7. **Refine the model based on results.** We work with clients to collect and analyze data over time to further fine-tune the model. For example, if an assessment is intended to identify people who are less likely to quit, how do scores on that assessment correlate with actual turnover data?

FIGURE 2

Example of the Selection Process



Key Benefits

- Valid systems that will withstand legal scrutiny if challenged.
- Systems that are effective (they work well), efficient (easy and fast), and value-added (benefits greatly exceed costs).
- Built on the good practices already in place in the organization rather than starting from scratch.
- State-of-the-art tools based on a thorough review of those available on the market and surveys of best practices in the industry.
- Sound communications and training to ensure the tools and processes are consistently used at all locations.
- Fast development due to Censeo's experience, and modest use of internal resources.

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.