

*Strategies to Make
Assessment Centers
More Cost-Effective*



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SIOP 2011 Chicago*

Assessment Center Defined



Techniques that integrate behavioral simulations with other types of assessment to inform personnel decisions or catalyze employee development

(Thornton & Rupp, 2005)

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"You mean this ISN'T a flight simulator?"

BUT... can we afford them?



The Great Recession

- Layoffs and hiring-freezes:
50% of US organizations
- Budget cuts:
70% of US organizations
- Cut travel related to
professional development:
58% of US organizations



"Pour yourself a drink - the news isn't too good."

Source: Society for Human Resource Management

Strategies to make ACs more cost effective



Source projects strategically

- Roles and tasks
- Contract workers
- Offshoring

Repackage products

- Smaller-scale versions
- Mass customization
- Workflow systems

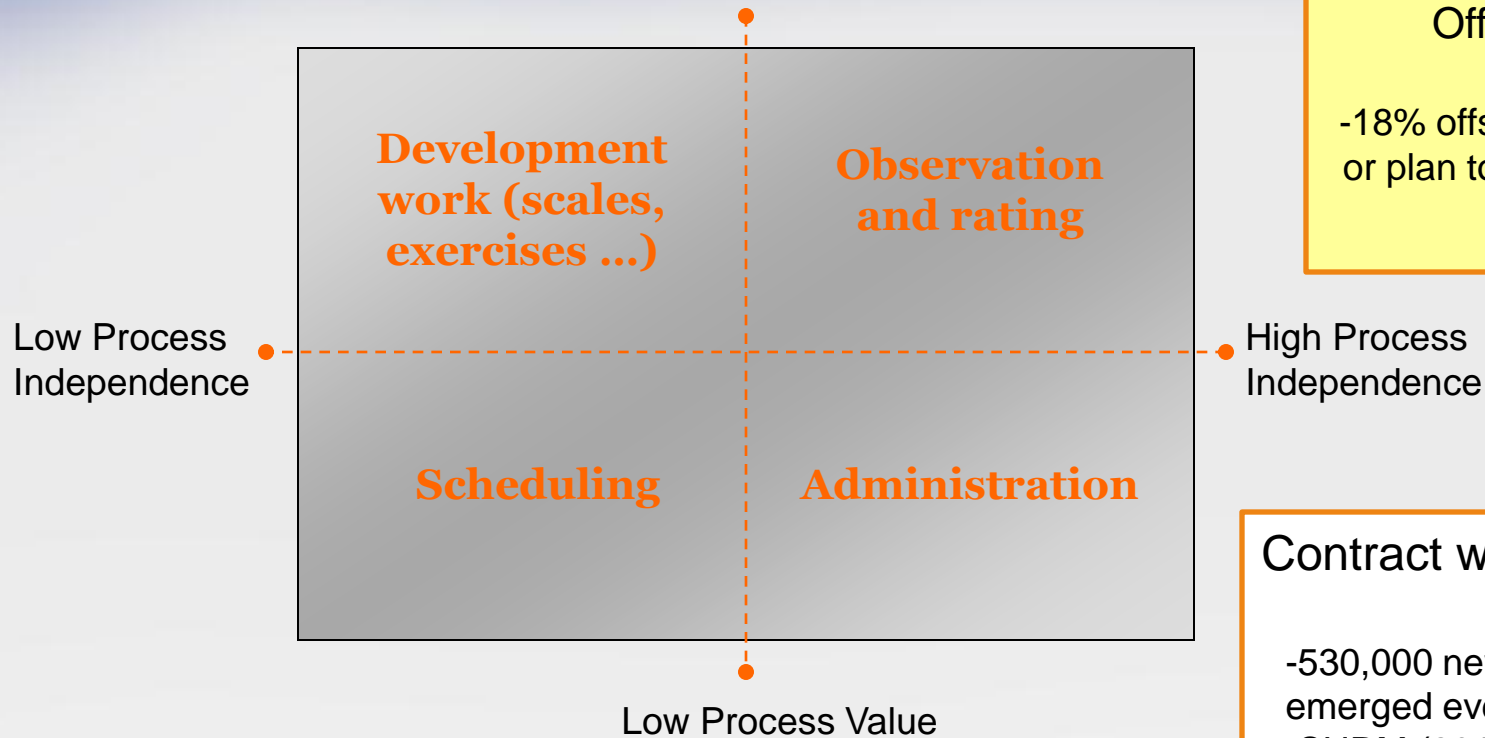
Administer projects remotely

- Online administration
- Streamlined reports
- Innovative exercises

Source projects strategically



High Process Value



Offshoring

-18% offshore I-O work or plan to do so (2009)

Contract workers

-530,000 new business emerged every month (2008)
-SHRM (2010): Hiring of contract workers is on the rise; up to 19% of US organizations

Administer projects remotely



Management e-Simulator™

Instructions

Email & Calendar

My Documents


Log out




 E-Mail  Address Book  Calendar



Filter: All

Folders

 Inbox

Subject	Sender	Date	Size	
 Meeting?	Adrian Smith	02.10.2010 08:41	5 KB	
• FW: Air Sydney	Amilia Scott	02.10.2010 08:42	11 KB	
• Your virtual assistant	Ben Joatwada	02.10.2010 08:43	8 KB	
• Business plan	Adrian Smith	02.10.2010 08:43	6 KB	
• Call?	Sinead Sing	02.10.2010 08:43	4 KB	
• FW: ThereAir	Adrian Smith	02.10.2010 08:43	11 KB	
• HR outsourcing trends	Adrian Smith	02.10.2010 08:44	5 KB	

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HR Policies Handbook



On-Boarding Information Packet



Organizational Diagnostics

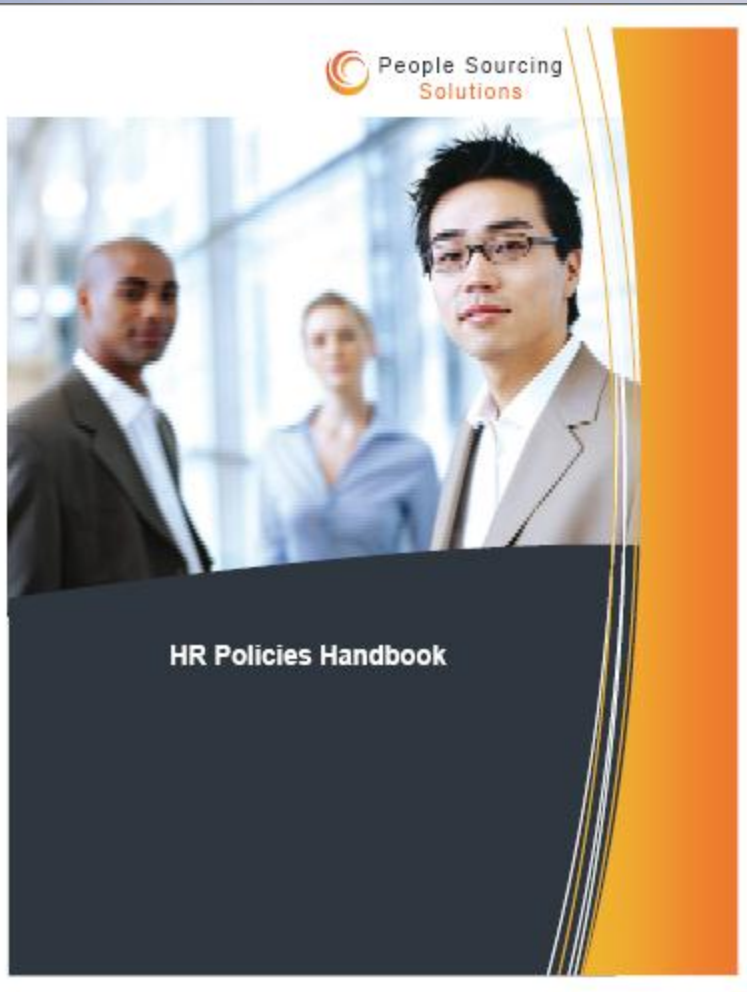



Tony Polster Written Notice 1



Tony Polster Written Notice 2

Administer projects remotely





Employee Written Notice

Employee Information		
Employee Name: Tony Polster	Date: Two years ago	
Employee ID: 98744	Job Title: Project Associate	
Manager: Ellen Wakefield	Department: Low-Cost Group	

Level of Offense		
<input type="checkbox"/> Group I	<input checked="" type="checkbox"/> Group II	<input type="checkbox"/> Group III

Type of Offense		
<input type="checkbox"/> Tardiness, leaving Early	<input checked="" type="checkbox"/> Absenteeism	<input checked="" type="checkbox"/> Violation of Company Policies
<input type="checkbox"/> Substandard Work	<input type="checkbox"/> Violation of Safety Rules	<input type="checkbox"/> Rudeness to Customers/Coworkers
<input checked="" type="checkbox"/> Other: <u>PSR lost a key client (CommuterAir) as a result of Tony's absenteeism.</u>		

Details
Reason for Written Notice: Tony failed to report to work for 2 consecutive days without any prior notification or proper notice that could establish the legitimacy of her absence. Tony was assigned to a key client and as a result of her illegitimate absence 58 customers could not book their travel for 2 days. PSS had to give a \$20,000 refund to the client airline to apologize for this incident. As a result of this incident, PSS lost a key client, CommuterAir.
Disciplinary Action: Group II Written Notice plus suspending the employee without pay for 5 consecutive workdays
Employee Response: "I am terribly sorry for this incident and promise that it will not happen again. I am a single mother with two young children and both were ill during that time."

Acknowledgement of Receipt of Written Notice
By signing this form, you confirm that you understand the information in this writing. You also confirm that you and your manager have discussed the warning and a plan for improvement. Signing this form does not necessarily indicate that you agree with this warning.
<u>Ellen Wakefield</u> Employee Signature
<u>Ellen Wakefield</u> Manager Signature

Administer projects remotely



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E-Mail



Address Book



Calendar



Today

Nov 8 – 14 2010

Day

Week

Month

	Mon 11/8	Tue 11/9	Wed 11/10	Thu 11/11	Fri 11/12	Sat 11/13	Sun 11/14
all-day							
06:00							
07:00							
08:00							
09:00							
10:00				09:30 Call with Anreas Herzig =			
11:00				11:00 Call with Tony Polster =			
12:00							
13:00							

Administer projects remotely



Streamlined Assessor Workflow Process



Repackage products & services



The Assessment Center 100-calorie pack

“Three hours in the life”

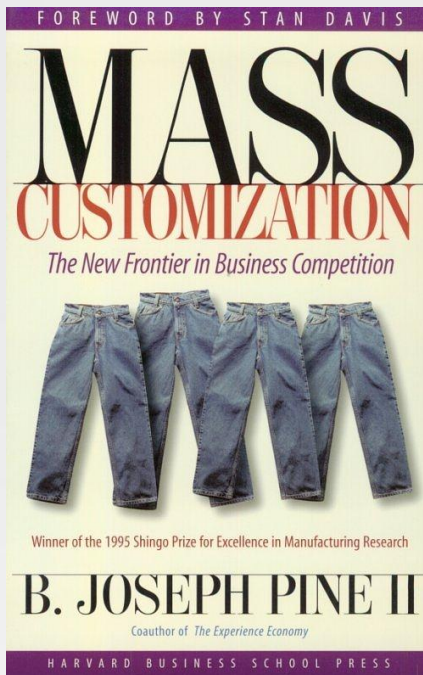
Availability to an overlooked market segment



Repackage products & services



Mass customization: Deliver highly customized products with mass production efficiency.



Online workflow systems allow high intensity of interaction at a lower cost

Modularity of ACs

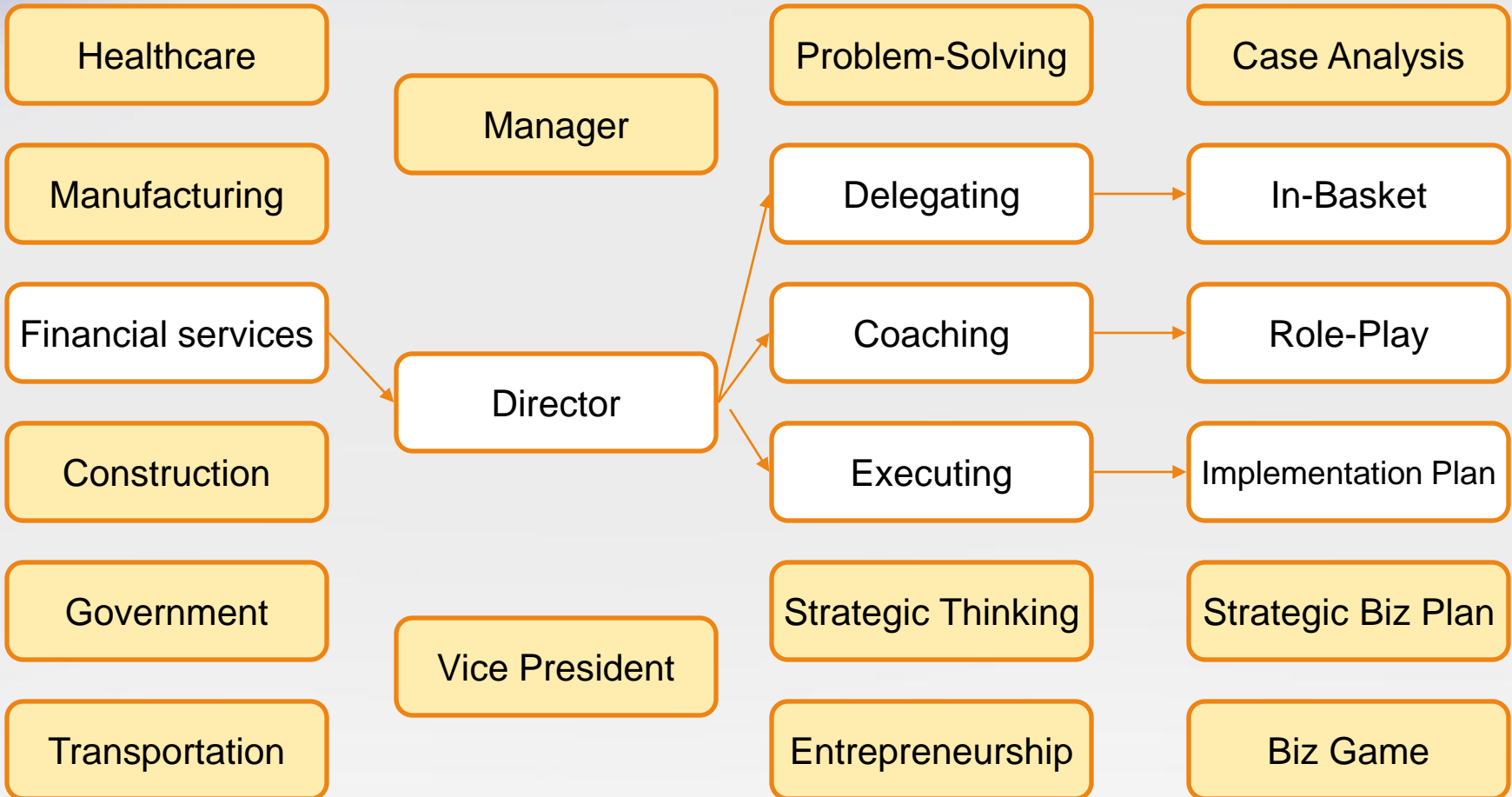


Industry/Scenario

Level

Competencies

Exercises



Conclusion



Assessment Centers must adapt to the post-recession world to survive:

- Leadership development takes center stage in corporate training
 - Integration into talent management, e.g. succession planning
- Generation Y is entering leadership positions
 - Grew up with video games and communication technology
- E-learning matures and continues to evolve
 - Addition of simulations and high-fidelity exercises

Questions? Comments?



Please feel free to contact me at

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Thank you!

