



Adding Value throughout the employee  
lifecycle



affinity occupational consultancy  
part of affinity group limited

## Adding value throughout the employee lifecycle

Affinity believes that the behaviours of individuals and the team have a huge impact on the success of today's organisations and objective assessment products allow organisations to measure and predict these behaviours and so manage human capital more effectively.

Affinity, an SHL premium partner, world leaders in the science of psychometrics in the workplace, have been administering & profiling pre-employment assessments for over 10 years. The assessment products we use have become industry standard, OPQ has been in use since 1984 and continues to be one of the worlds leading occupational personality questionnaires in use today.

Our consultants are SHL trained to BPS level A and B and are licensed to recommend, administer and provide feedback to both clients and candidates on the SHL range of products



There are a number of objective assessment products available which have been designed to be used for all levels of pre employment across all types of jobs, many of our assessment products are specifically tailored to different industry sectors and job types.

Assessment products can be administered either on-line, or in person at our client's offices.

**If you would like learn more about objective assessment products but are unsure how they can add value to your recruitment process read on.....**

## People are our Greatest Asset

- People costs account for up to **80%** of operating costs
- **1 in 5** people change jobs each year
- **1 in 4** leavers go in the first 6 months
- The average cost of managerial turnover is estimated at **£10,000** per manager

- **80%** of people leave their managers not their jobs

*Source: Gallup omnibus*

- **68%** of companies said that staff turnover is having a 'negative' or 'seriously negative' impact on performance

*Source: SHL*

- Top performing employees deliver **12 times** the value of mid level performers

*Source: Tom Young and Alex Martinez, Recruit Magazine*

- By improving recruitment processes, companies can achieve a **10.1%** growth in market value

*Source: Watson Wyatt*

## Key factors for a successful organisation

**Q.** What delivers success in today's organisation?

**A.** The performance of its people

**Q.** What drives the performance of people?

**A.** Behaviour

**Q.** So how do you assess behaviour?

**A.** Objective Assessment

**Q.** What is Object Assessment?

**A.** Defining – *the skills and behaviours the organisation needs to succeed*

Measuring – *individuals and teams against these requirements*

Realising – *success by having the right people in the right jobs at the right time*

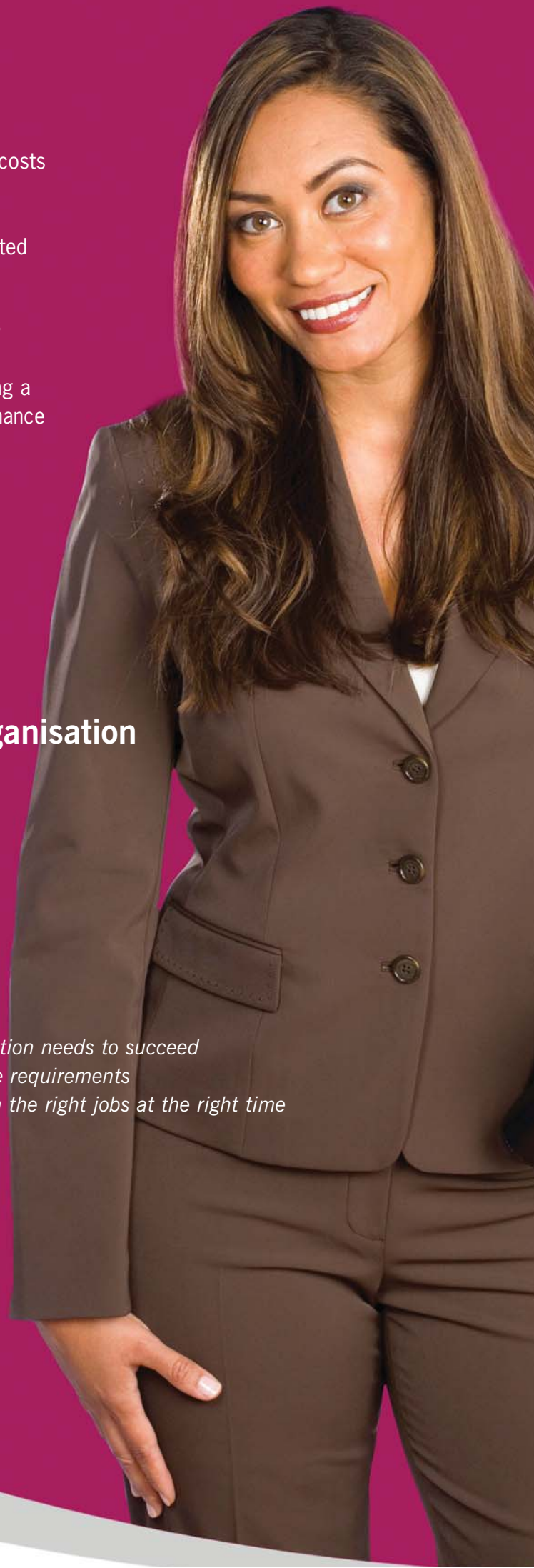
**Q.** Why is Objective Assessment so important?

**A.** It works

It is fair

It provides insight into future performance

It is cost effective



# Traditional Recruitment Methods

There are a number of methods used throughout the recruitment process

- CV's & Application Forms
- Interviews
- References
- Job History
- Recommendation

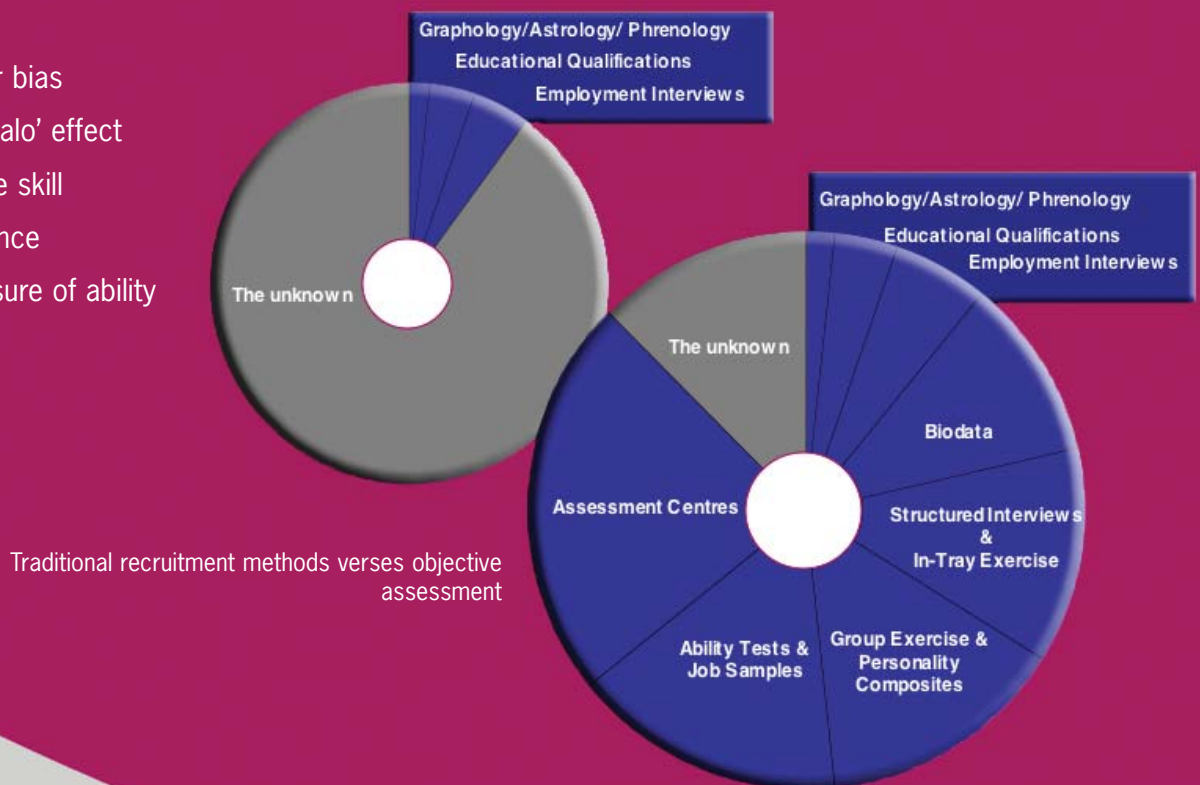
**But how effective are they? Lets take a look at two of these methods in more detail and the type of problems that could occur.**

## The CV

- Research from Personnel Today indicates that 12% of people admit to lying on their CV's
- Some suggest as many as 1/3rd of CV's are designed to mislead
- MORI research Indicates over 1/3rd of Britain's working population have lied on their CV's and 14% of workers believed there was nothing wrong with exaggerating previous experiences

## The Interview

- Interviewer bias
- 'Horns'/ 'Halo' effect
- Interviewee skill
- Job relevance
- Poor measure of ability



## Objective assessment can

- **Reduce** recruitment time by almost 98%
- **Reduce** selection costs by 40%
- **Cut** the hire cycle time by 50%
- **Reduce** staff turnover
- Predict job performance **better**
- Improve levels of employee **satisfaction**
- Improve **retention** rates
- Recruit higher **quality** staff
- Improve organisational **performance**



# How Objective Assessment Products can add value to your recruitment process

**Ability Tests (Numerical and Verbal)** are designed to assess specific aptitudes which are relevant to the job for which the candidate is being considered across all levels of an organisation, from entry level through to leadership positions, allowing organisations to identify unsuitable applicants, and those most likely to perform well in the job.

**Occupational Personality Questionnaire (OPQ321)** provides in-depth information on how candidates will fit within a work environment, how they will work with others and their performance potential against job competencies.

The OPQ makes a major contribution to achieving person-to-job fit by providing line managers with business-relevant reports into the strengths and development areas of applicants making it the perfect tool for:

- Selection
- Team building and development
- Organisational change

**Scenarios** present individuals with a series of 16 hypothetical managerial situations, each of which is followed by several possible responses. Individuals are asked to rate each of these responses using a six-point scale, from highly desirable to highly undesirable.

These answers are compared with a set of ideal answers generated by managerial experts, giving an assessment of an individual's managerial judgment enabling an employer to understand how a candidate might react in 'real life' managerial situations and how likely they are to implement appropriate and effective ways of handling those situations.

**Dependability and Safety Instrument** is a short pre-screening tool for many key roles, particularly suited to front-line customer facing and operational roles and is designed to pick up on key behaviours important in the work place.

It has been specifically designed to identify potential employees who will have good attendance records, be effective and positive team members, and who can be relied on to produce good quality work as well as be more customer focused and, in safety critical environments, less accident prone.

## Addressing Objections

**Aren't personality questionnaires subjective and easy to fake?** Personality questionnaires look at an individual's preferred way of behaving at work. As such, there are no right or wrong answers, rather an indication of likely behaviour across a variety of situations.

**Can't candidates complete a questionnaire in a manner they perceive to be most appealing to the employer?** Because the SHL Occupational Personality Questionnaires we use are specifically designed to be used in a work environment and typically for selection purposes they have impression management checks built into them which can tell us the extent to which the applicant is distorting their responses or answering inconsistently.

**There's no proof that these tests really work, so why use them?** SHL operates within the best practice guidelines laid down by the various worldwide governing bodies such as the British Psychological Society, International Test Commission and the American Test Association. Independent reviews of all SHL products are also carried out which further verify the value to be gained from their use.

**Will introducing psychometric assessment be too time consuming, and lengthen further the time-to-hire.?** It may appear at first that introducing additional stages to a hiring process will lengthen the time taken to source and recruit an individual into the organisation. However, by using objective assessment tools early in the selection process, such as scorable application forms, ability tests and personality questionnaires you can identify the unsuitable candidates early on in the hiring process.

This means that less time is spent sorting through unsuitable CV's/resumes or interviewing those who do not fit the job. The best candidates are identified sooner and your time is invested on only the best candidates.

**Surely a good interviewer knows how to spot the best person; and doesn't need a test?** An interviewer however experienced and structured will be open to bias. It is not possible to conduct every interview in exactly the same way and evaluate each candidate objectively without personal bias entering the equation.

That is not to downplay the importance of the structured interview as a key component of the hiring process – tests and questionnaires simply provide additional information to aid the decision-making process.

For further information on our complete range of products and pricing please call **01603 661122**  
and one of our trained consultants will be happy to discuss your requirements in more detail and advise which products would best suit  
your recruitment needs.

Alternatively please email us at  
**affinityconsult@affinityrecruit** with your details and we will contact you shortly

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