

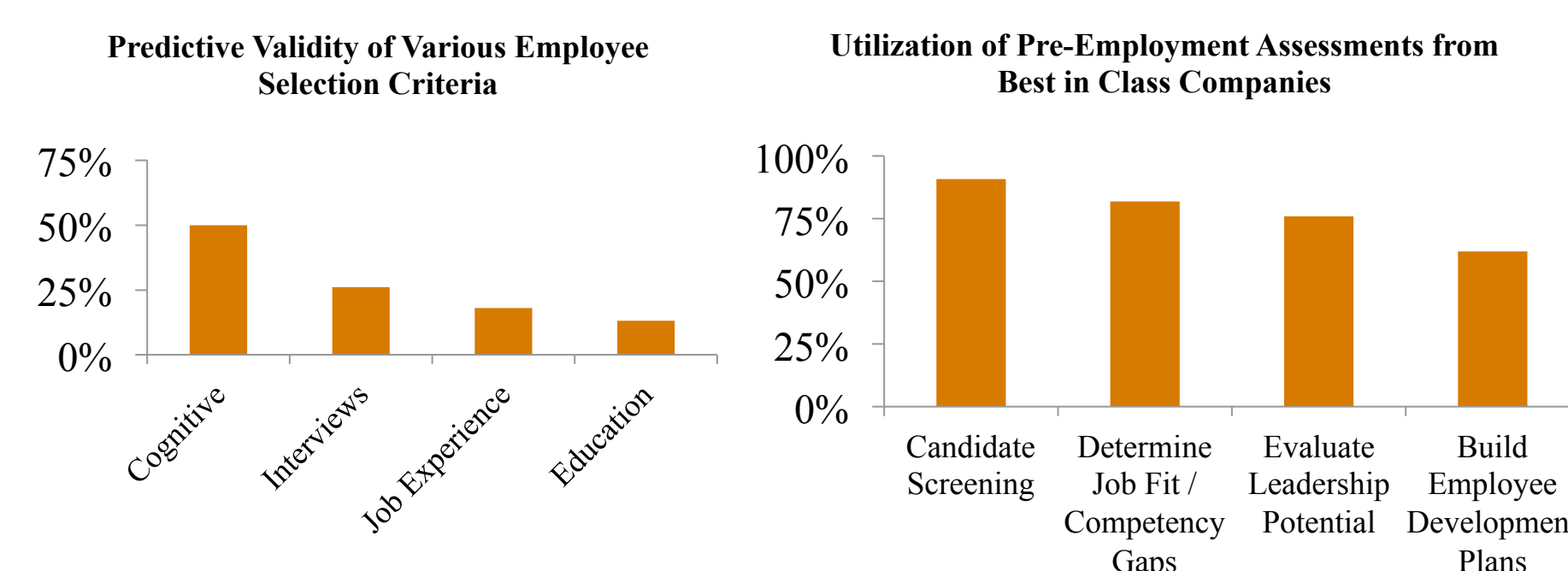
Maturing Pre-Employment Assessment Programs

Vicki Zuzak, Master of Arts Candidate

Human Dimensions of Organizations, The University of Texas at Austin

Introduction

This project examines how organizations should mature their pre-employment assessments and the benefits they will gain from maturation.



Methods

This study was a research project of numerous sources including:

- HDO Learnings
- Academic Studies and Papers
- Business Reviews / Case Studies
- White Papers
- Conferences
- Experience with Assessment Programs

Research was done to see how top performing organizations are utilizing pre-employment assessment programs, what best practices they have implemented and their benefits.

Results

Organizations should be continuously monitoring their pre-employment assessment programs and ensuring that they are maturing the programs to meet the continuously changing needs of the organization.

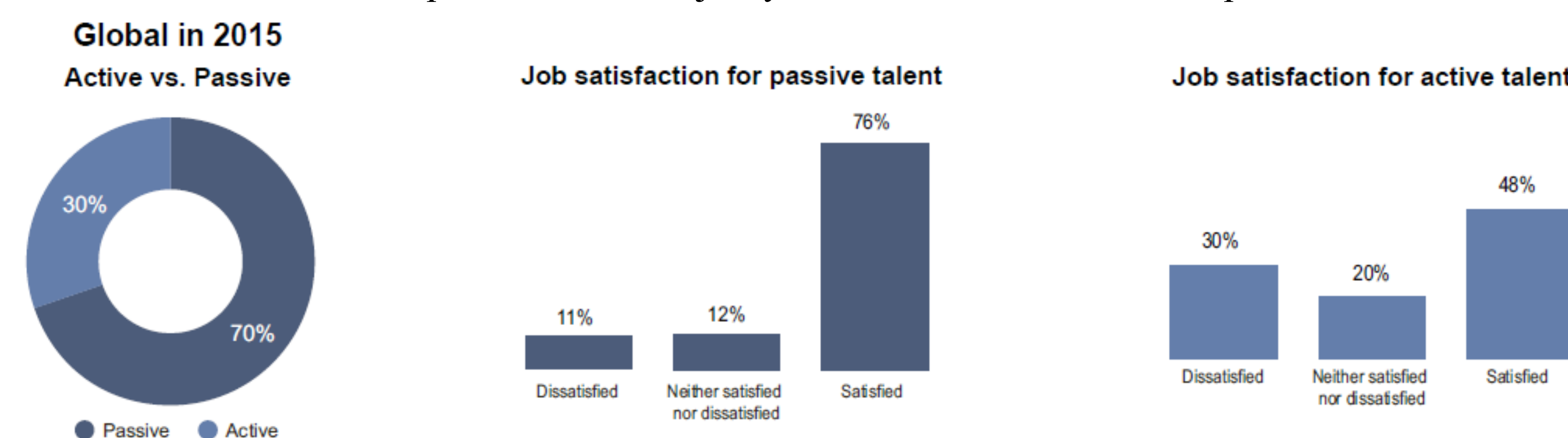
Greater Defensibility in Selection Practices



Assessment and Implementation of Best Practices:

- Competency Models defined and utilized
- Talent Pools created
- Alignment of Assessment to Organizational Strategies
- Leadership assessment and development
- Career Path development
- Succession planning
- Onboarding
- Development
- High Potential Identification
- Workforce Planning / Talent Analytics
- Outplacement / Redeploying of talent
- Employee Empowerment

Increase Candidate Experience: Organizations must increase their employment brand and candidate experience to ensure recruitment of top talent as the majority of the workforce in 2015 is passive talent.



Conclusions

Assessments are already in use in most organizations – increase utilization and experience for both the company and the candidate.

Employee turnover can cost the organization 30% to 50% of the annual salary for entry-level employees, 150% for mid-level employees, and 400% of executive's salary.

Assessments can have a proven positive impact on customer service, productivity, sales, turnover, employee satisfaction, safety incidents, and candidate experience to name a few areas.

Talent strategies and assessment programs in particular should be continuously maintained and improved to ensure maximum results and returns.

Getting appropriate information to people in the organization to utilize in decision making is essential in getting the right people in the right role at the right time.

This is a program with the potential to pay for itself multiple times over and this program should be measured to demonstrate the impact to the organization.

Literature Cited

Gatewood, Robert D., Hubert S. Feild, and Murray Barrick. *Human Resource Selection*. Mason, OH: Thomson/South-Western, 2008. Print.

Kantrowitz, Ph.D., Tracy M. 2014 *Global Assessment Trends Report*. CEB, 2014. Print.

Lahey, Zach. "Pre-Hire Assessments: An Asset For HR in The Age of The Candidate." May 2015: 1-14. Print.

Acknowledgments

Thank you to the faculty and staff of the HDO program. Special acknowledgement and thank you to Dr. John Traphagan, my advisor, and Dr. Art Markman, my second reader. I appreciate the feedback from both of you. I thank my husband, family, friends, colleagues and bosses who supported me through this journey. Finally I thank my cohort: This experience was made better by each of you and I appreciate you all more than I can express.

Further Information

Vicki Zuzak
(678) 428-9416
vickizuzak@yahoo.com