

2011 GLOBAL ASSESSMENT TRENDS REPORT

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1. Executive Summary

Over 460 human resources professionals from around the world responded to SHLPreVisor's Global Assessment Trends Survey to provide their perspectives on talent measurement practices and trends, and the effect these practices and trends are having on organization's *People Intelligence* programs. Key findings from the report are listed below:

KEY FINDING 1: Succession Planning Becomes Increasingly Important

- Succession Planning rose from 6th in priority in 2010 to 2nd in priority in 2011, indicating an increased focus on key leadership roles within organizations versus other HR initiatives.

KEY FINDING 2: In Rebounding Economic Environment, Performance Management Remains Top Priority

- As in 2010, companies from around the world indicate that Performance Management is a top priority for 2011. Succession Planning, External Recruiting and Hiring, Career Development and Internal Promotion/Placement round out the top five priorities.

KEY FINDING 3: Companies Allowing Testing from "Anywhere" Increases

- The use of remote testing (e.g., from a candidate's home) has increased year over year since 2009.
- Likewise, over a third of responding HR professionals indicated they would allow candidates to complete tests on smart phones/mobile devices.

KEY FINDING 4: On the Leading Edge...Hiring via Smart Phones/Mobile Devices

- While the use of smart phones/mobile devices is increasing, recruiters and candidates are not clamoring to use this technology for completing assessments. While 33% of companies stated they would allow candidates to test via these devices, less than one out of ten recruiters and candidates are requesting to have testing available via mobile devices. Despite these findings, companies that employ the use of mobile testing may find a competitive advantage in terms of being able to quickly assess a candidate's qualifications and engage him/her in the hiring process more quickly.

KEY FINDING 5: Pre-Hire Testing Includes the General and the Specific

- HR professionals stated they use both general types of tests (e.g., cognitive ability, personality) as well as job-specific tests (including knowledge, job fit tests and job-specific solutions) in their hiring processes, indicating a desire to both assess competencies that broadly predict successful performance as well as those that are required for specific job roles.

KEY FINDING 6: Structured Interviewing Gaining in Use

- Nearly 95% of companies use or plan to use structured interviews in their hiring processes, up from approximately 85% in the previous two years.
- In-person, single interviewer interviews and phone interviews are used by most companies (80% and 76%, respectively), while in-person panel interviews are used by 73% of companies. Remote, web-cam interviews are used by over 25% of companies.

KEY FINDING 7: Somewhat "Safe" Use of Social Media Information about Candidates

- More than 50% of HR professionals review or plan to review previous work experience, education and recommendations from others on social media sites as part of their applicant review/hiring process.
- A smaller proportion of professionals examine comments and links posted by candidates' friends, as well as pictures of candidates – types of information that may prove to be less legally defensible.
- Only 16% have a formal policy in place regarding the use of social media information in the hiring process.

KEY FINDING 8: Increased Momentum in the Use of Social Media Research as a Hiring Tool?

- Informal and formal social media searches were the top "plan to use" hiring tools for 2011, behind only culture fit tests/assessments. This trend should be monitored to determine if these tools are indeed adopted as part of companies' recruiting and hiring efforts.

KEY FINDING 9: Fewer Companies Making the Most of Career Development

- While three out of four HR professionals report using career development as a retention strategy, only 34% of companies have formal career development programs for all employees, and just less than 30% offer programs that any employee can choose to participate in (versus invite-only programs). Likewise, only 39% of companies have career paths outlined for their job families.

2. Introduction

As world economies rebound and companies begin to slowly open their doors to new employees, successful organizations know they must carefully assess talent to remain competitive. Likewise, as employees are enticed by new opportunities outside their current organization, companies who value their internal talent are looking for ways to ensure their workforces' interests and abilities are matched and potentially redeployed to new, challenging careers internally. Now more than ever, *People Intelligence* is critical to organizations looking to select and develop their talent.

How do organizations ensure continued success in the marketplace? How will they be able to succeed during the next rise and fall of the global economy? Certainly an organization's ability to succeed is inextricably tied to its talent – and how it uses that talent. Employees' skills, abilities, knowledge and competencies can be assessed in a variety of ways and for a myriad of reasons, but companies that implement assessments effectively will ensure they have an accurate and timely picture of their current and future workforce.

SHLPreVisor's Global Assessment Trends Report provides human resources professionals and those interested in learning about global assessment practices a comprehensive look at how organizations around the world measure talent. As in previous years, the report focuses on the ways in which talent is assessed, both internally and externally, by companies around the globe. It also provides perspectives on remote testing, social media in hiring and internal assessment of talent. This year's report also features sections on interviewing, recruiting and selection via smart phones/mobile devices and how companies redeploy talent internally. Also, relevant comparisons are drawn to results of the previous years' Global Assessment Trends Reports to identify trends over time.

This third annual Global Assessment Trends Report presents the results of an online survey completed in March 2011 which represents the views of 463 HR professionals from around the world.¹ Readers should note the increasingly global reach of this 2011 survey and associated report as specific findings related to global differences in recruiting and hiring practices are included throughout this report.



This icon represents a new feature of the 2011 Global Assessment Trends Report: global comparisons of how trends vary from region to region (e.g. The Americas compared to Europe, the Middle East and Asia).

1. Note that in previous years, the Global Assessment Trends Reports have reported results based on number of companies, allowing one respondent to represent each company (note that this typically eliminated only 5-8 respondents total). This year, we report our findings based on number of HR professionals, or number of respondents. Although comparisons are made to previous years' findings, we believe that the comparisons are appropriate because so few respondents were eliminated previously.

People Intelligence: Critical in Changing Times

People Intelligence is the output from the assessment of individual competencies, performance, and other relevant characteristics to provide quantifiable data to assist in decision making. Organizations must make talent management decisions, such as who to hire, which employees to develop and promote into leadership roles, how best to target training and career development efforts, and who to place in newly created roles in the organization. By incorporating people intelligence strategy into the decision-making process, HR professionals can ensure that employees' current performance AND potential are taken into account and link the value of employee-related processes to the company's bottom line.

People Intelligence should be an integral component of workforce programs such as recruiting and succession planning and can support the continuance of such programs by demonstrating the effectiveness of assessment on critical business outcomes like quality of hire, sales revenue, employee retention and increased productivity. Practitioners who use the measurement of People Intelligence as an integral part of their planning can successfully demonstrate the value of their workforce programs, as well as make targeted improvements to those programs by pinpointing areas for improvement. **SHLPreVisor's 2010 Business Outcomes Study Report** provides examples of Fortune Global 500 companies who have linked talent measurement to critical business outcomes.²



2. SHLPreVisor, 2010

3. About the Report: Methodology and Participating Companies

This year’s report is based on responses from 463 Human Resources professionals representing companies who work with SHLPreVisor. The majority of companies are headquartered in Europe, Middle East or Africa (EMEA) (53%; see Table 1). Thirty nine percent of the companies surveyed are headquartered in the Americas, while the remaining companies are headquartered in Australasia. Figure 1 indicates the breakdown of companies by specific country of headquarters. Survey respondents represented a diverse array of company sizes and industries (see Tables 2 and 3). Most respondents report into a Human Resources function within their organizations and represent a variety of roles including HR or other leaders/directors and HR generalists (see Table 4).

Table 1: Company Headquarters by Geographic Location³

Geographic Location	Number of Companies	Percentage of Sample
Europe/ Middle East / Africa (EMEA)	244	53%
Americas	180	39%
Australasia	37	8%

Figure 1: Company Headquarters by Country

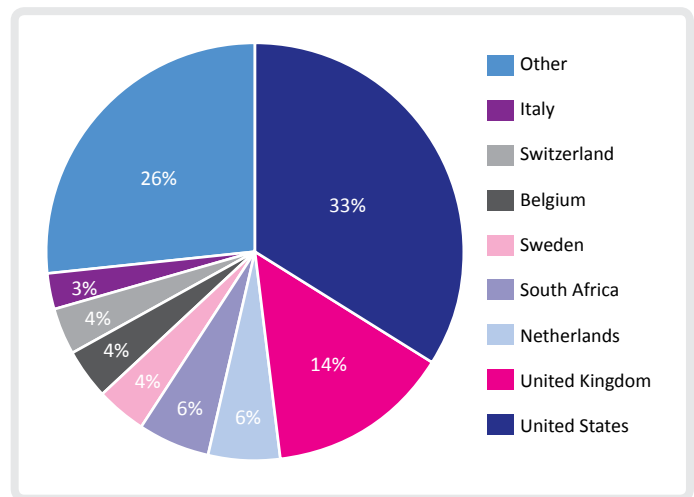


Table 2: HR Professionals by Company Size

Number of Employees	Number of Professionals	Percentage of Sample
0 to 49	100	22%
50 to 99	36	8%
100 to 499	65	14%
500 to 999	39	8%
1,000 to 4,999	94	20%
5,000 to 9,999	36	8%
10,000 to 12,000	10	2%
Over 12,000	83	18%

3. Note that two respondents did not indicate a specific location for their headquarters.

Table 3: Industries Represented

Industry	Number of Professionals	Percentage of Sample
Administrative and Support Services	4	1%
Advertising/Marketing	5	1%
Construction	3	1%
Educational Services	2	<1%
Financial	6	1%
Government	26	6%
Healthcare	28	6%
Hospitality	34	7%
Information	21	5%
Insurance	6	1%
Manufacturing	19	4%
Professional Services	11	2%
Public Administration	56	12%
Retail	87	19%
Staffing	3	1%
Telecommunications	18	4%
Transportation and Warehousing	22	5%
Utilities	15	3%
Other	8	2%

Table 4: Professional's Role in Company

Participant Role	Number of Professionals	Percentage of Sample
HR Leadership (VP, Director, etc.)	83	18%
HR or Staffing Manager	76	17%
Other	67	15%
Other Corporate Leadership	64	14%
HR Generalist	59	13%
Internal Consultant	32	7%
External Consultant	26	6%
Recruiter	28	6%
Hiring Manager/Line Manager	12	3%
Trainer	14	3%

4. The 2011 Talent Landscape

What human resources (HR) priorities will impact the way in which companies seek to understand their talent landscape? We begin by examining HR priorities and trends that may impact how companies will measure talent in 2011. Organizations measure talent for a wide array of purposes and often as part of broader initiatives and priorities. As part of each Global Assessment Trends study, we examine the greater HR context within organizations to help understand why and how trends in assessment use change and/or stay the same.

HR professionals were asked to indicate whether each of several HR areas was considered to be top, medium, or low priorities for their organizations in 2011. Having an understanding of the relative importance of these initiatives helps to provide context for the use of assessments within organizations. As in the previous two years, *Performance Management* continues to be a top priority for companies around the world, with 50% of companies endorsing it as a top priority for their organization (see Table 5). *Succession Planning and External Recruiting/Hiring* were also top priorities for organizations around the world.

Change in Priorities

While some talent management trends remain the same, there were some key changes in priorities from 2010 to 2011. Specifically, **Career Development** dropped in priority – from #2 in 2010 to #4 in 2011. Likewise, **Succession Planning** rose from #6 to #2 between 2010 and 2011. Taken together, internally focused initiatives appear to be directed toward key roles (as succession planning typically focuses on top leaders) than on career development programs as a whole in 2011 as they were in 2010. This is consistent with research documenting the importance of succession planning given the retirement of 76 million workers from the baby boomer generation that is currently in progress.⁴

KEY FINDING 1

Succession Planning Becomes Increasingly Important

- Succession Planning rose from 6th in priority in 2010 to 2nd in priority in 2011, indicating an increased focus on key leadership roles within organizations versus other HR initiatives.

KEY FINDING 2

In Rebounding Economic Environment, Performance Management Remains Top Priority

- As in 2010, companies from around the world indicate that Performance Management is a top priority for 2011. Succession Planning, External Recruiting and Hiring, Career Development, and Internal Promotion/Placement round out the top five priorities.

4. Bureau of Labor Statistics, 2008

Table 5: Top HR Priorities: 2009 – 2011

HR Focus Area	2011 Top Priority	2011 Rank (Based on Top Priority)	2010 Top Priority	2010 Rank (Based on Top Priority)	2009 Top Priority	2009 Rank (Based on Top Priority)
Performance Management	50%	1	59%	1	56%	2
Succession Planning	44%	2	29%	6	42%	5
External Recruiting/Hiring	40%	3	35%	2	62%	1
Career Development	38%	4	35%	2	45%	4
Internal Promotion/Placement	35%	5	29%	6	50%	3
Training Needs Analysis/Skills Gap Analysis	32%	6	32%	4	35%	6
Workforce Planning	29%	7	30%	5	31%	7
Competency Modeling	25%	8	26%	8	21%	9
Bench Strength Analysis	17%	9	15%	9	24%	8
Training Certification	11%	10	14%	10	21%	9
Outplacement/Redeployment	7%	11	10%	11	9%	11



Global Insight: The largest global differences in HR priorities related to recruiting/hiring and training needs analysis/skills gap analysis. Specifically, respondents from Americas (45%) and Australasia (43%) consider **external** recruiting/hiring to be a high priority compared to 36% from EMEA. On the other hand, respondents from EMEA (36%) indicated that **internal** training needs analysis/skills gap analysis was a top priority compared to respondents from Americas (27%) and Australasia (24%).

4. The 2011 Talent Landscape (cont.)

General Trends in Human Resources

Effective organizations tie workforce management processes to an overall model of employee performance, using proprietary and off-the-shelf models of competencies to help guide everything from job requirements to career paths to succession plans. Competency models allow transparency in the requirements for effective performance, and also allow HR professionals to effectively manage their workforce. However, as in years past, only 41% of companies report using these models successfully in the way in which their employees are managed (see Table 6). There are a variety of reasons why organizations may not be using competency models to their full capacity, including the time and effort it takes to create and manage proprietary models.

In terms of the focus of HR in 2011, 56% of HR professionals report that they are focusing more on internal roles in 2011, consistent with the results from 2010. Approximately 45% of companies agree that they are recruiting for more open positions in 2011 as compared to 2010. This is up from 23% in 2010. Additionally, we see an increase in the perceptions that recruiting and hiring talent will be challenging in 2011 as compared to 2010, with nearly 70% of companies agreeing or strongly agreeing that it will be challenging, as compared to 54% in 2010. Likewise, nearly three-fourths of HR professionals agree that retaining employees will be challenging as the economy improves.

Table 6: Trends in Human Resources

Survey Statement	Percent Agree/Strongly Agree		
	2011	2010	2009
Our company's competency model is being used effectively as part of our overall employee lifecycle (from hiring to development to promotion).	41%	37%	44%
In general, my company is focusing more on developing talent internally than on hiring externally.	56%	52%	37%
We are currently recruiting for more open positions company-wide as compared to last year.	45%	23%	-
We expect it will become increasingly challenging to recruit and hire talented individuals for key positions in the coming year.	68%	54%	-
We anticipate that retaining employees will become a greater challenge as the economy improves.	73%	68%	-

Government Hiring in the U.S.

In the United States, Federal Agencies are required to comply with new Hiring Reform guidelines, which have major implications for recruiting and selecting government employees. Specifically, the guidelines call for the following changes:

- Remove written essays as a first step in the hiring process
- Allow candidates to submit résumés and cover letters
- Assess applicants using valid, reliable tools
- Eliminate category ratings, allowing hiring managers to review a wider range of qualified candidates
- Make hiring managers increasingly accountable and involved in the hiring process
- Improve the quality and speed of hiring
- Notify applicants of their status during various stages in the hiring process

As part of the 2011 survey, we asked HR professionals (n = 18) from U.S. Federal Agencies to respond to various statements regarding their perceptions of the effectiveness of Hiring Reform. As shown in Table A1, over 70% of professionals responded they have experienced an increase in hiring. Two-thirds believe that eliminating knowledge, skills and ability (KSA) narratives will increase the number of applicants. Seventy two percent believe that Hiring Reform will lead to broader adoption of pre-employment assessments. The vast majority of respondents (78%) agree that assessments are an effective method of screening a large number of applicants. In fact, a recent study conducted by the Partnership for Public Service identified assessments as the weakest link in federal government’s hiring process and recognized that the government’s ability to meet the goals of hiring reform is contingent on implementation and much broader use of high quality, competency assessments across government. Towards this end, the Office of Personnel Management is currently spearheading development and implementation of a large scale assessment program that will be made available to all agencies government-wide.

Only a relatively small proportion of respondents (35%) thought that Hiring Reform would decrease time to hire. This result is contrary to some recent reports which suggest that time to hire is decreasing, and manager satisfaction with candidates is increasing.⁵ To the extent that agencies continue to improve their processes to comply with hiring reform requirements and couple these with the use of effective hiring assessments, the government should be able realize substantial improvements in hiring reform’s central goals – speed and quality of hiring, mirroring the outcomes that have been achieved in the private sector when similar hiring processes have been implemented there.

Table A1: U.S. Federal Agency Hiring Trends

Survey Statement	Percent Agree/ Strongly Agree
Our agency has experienced an increase in hiring.	72%
The reform of the Federal hiring process initiated by President Obama will have a positive impact on our hiring practices.	45%
Hiring reform initiatives will decrease time to hire.	35%
Eliminating the use of written KSA narratives will increase the number of applicants who apply for jobs.	67%
Eliminating the use of written KSA narratives will lead to an increased use of assessments at my agency.	72%
My agency is currently using assessments for making selection decisions.	72%
The use of assessments will improve the quality of hires at our agency.	67%
The use of assessments is an effective method for screening a large number of applicants.	78%
Resource constraints at my agency make it difficult for me to implement effective assessments.	33%
If assessments were made available, my agency would benefit from including them in the hiring process.	61%

5. Assessing External Talent

For decades, candidates applying for jobs have been asked to provide information about themselves, in the form of application blanks, answers to interviews and responses to test questions, as part of application processes. Organizations benefit by using standardized, structured assessment processes that have been linked to key business outcomes such as on-the-job performance, turnover and other key metrics.⁶

The majority of organizations use some form of testing as part of their hiring processes (85%; see Figure 2). Likewise, most organizations use online testing (81%) versus paper and pencil testing (see Figure 3). This finding is consistent with the 2010 report.

Figure 2: Tests/Assessments in the Hiring Process

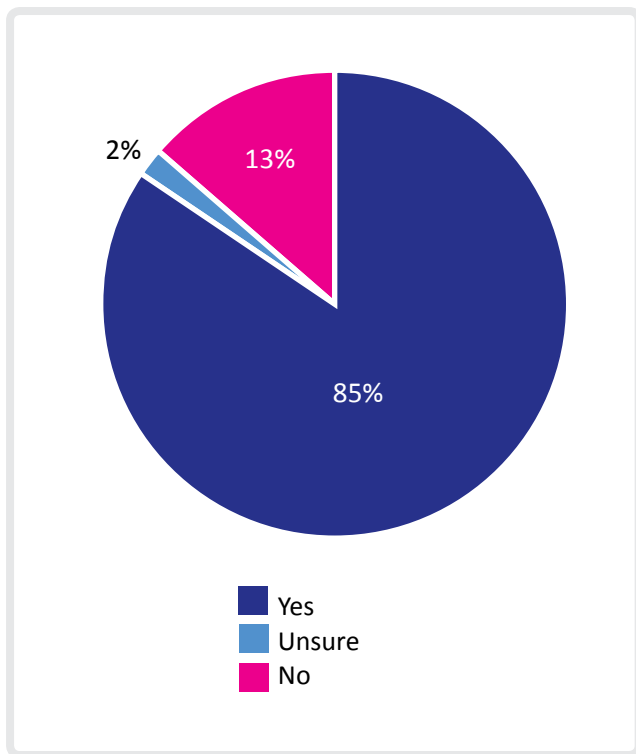
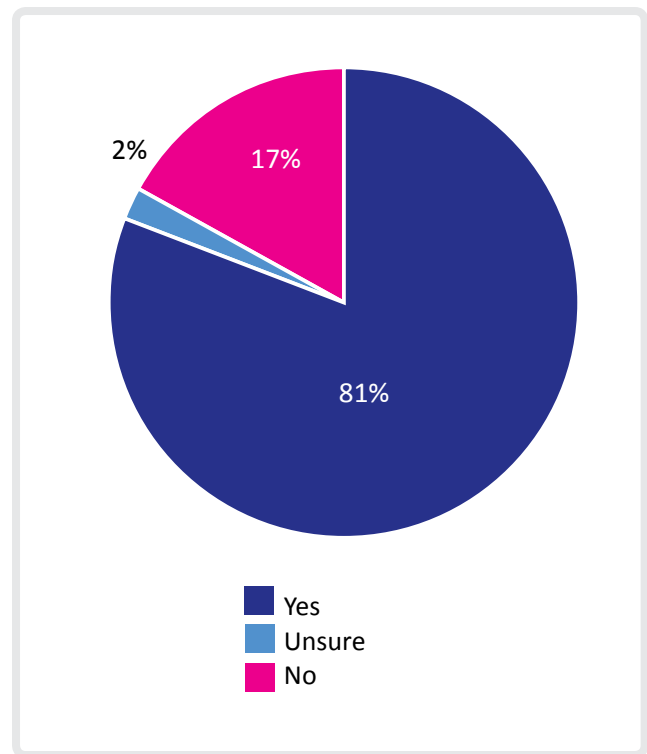


Figure 3: Online Tests/Assessments in the Hiring Process⁷



6. Schmidt & Hunter, 1998

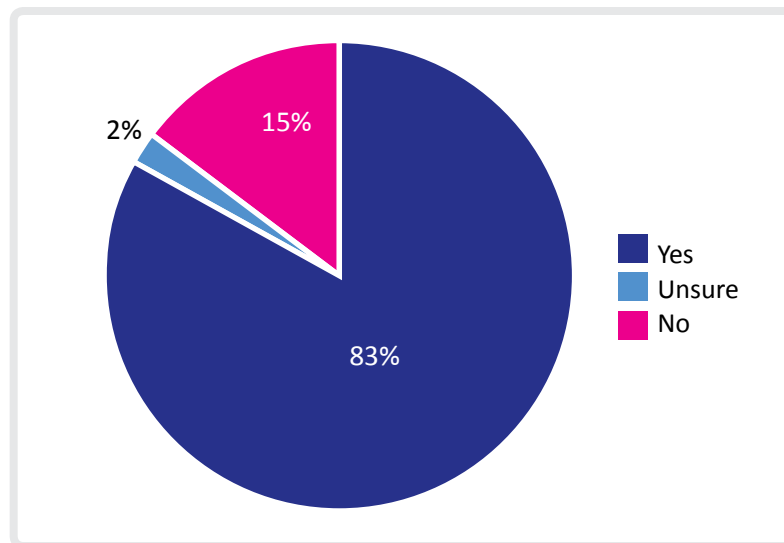
7. This question includes those who responded "Yes" to the following question: Does your company use tests/assessments as part of the hiring process for any jobs?

Where Do Candidates Take Assessments?

Online testing allows organizations the ability to test candidates from anywhere in the world. As technology and testing become increasingly sophisticated and include new approaches such as adaptive testing and item banking, the advantages of remote testing become even greater as test security increases. **Remote testing** is a test administration event in which the candidate takes a test without direct supervision from a test administrator or proctor.

In 2009, we asked organizations to respond to the question: **We allow candidates for some or all jobs to test remotely (for example, from their home)**. The majority of companies (60%) indicated they agreed or strongly agreed they used remote testing in 2009 for some or all jobs. In 2010, we asked companies to indicate their response with Yes, Unsure, or No, and 73% indicated they allow external candidates to test remotely (see Figure 4). In 2011, 83% of professionals indicated they allowed test takers to complete online assessments remotely, demonstrating a continued increase in the use of remote testing.

Figure 4: Remote Testing in the Hiring Process



As in 2010, most indicated convenience to both candidates and test administrators as a primary reason for using remote testing (see Table 7), while other factors such as cost, on-site resources, and applicant pool size/diversity were cited less frequently as reasons for offering remote testing. Nearly half of HR professionals indicated they use remote testing as a prescreening measure before inviting qualified candidates to complete an additional test on-site (in a supervised testing event).



Global Insight: A larger proportion of respondents from the Americas indicate using assessments in the hiring process (82%) and online assessments (85% of those companies who use assessments) compared to those in EMEA (78% and 78%, respectively). However, for those companies that use assessments in the hiring process, a slightly larger proportion of those in EMEA (85%) indicated using remote testing compared to those in the Americas (83%) and Australasia (78%).

5. Assessing External Talent (cont.)

Table 7: Reasons for Pre-Hire Remote Testing

For what reasons do you allow your candidates to test remotely?	2011 Percent Endorsing	2011 Rank	2010 Percent Endorsing	2010 Rank
Remote testing is more convenient for our candidates.	82%	1	86%	1
Remote testing is more convenient to administer for hiring managers, recruiters, etc.	73%	2	73%	2
To prescreen candidates prior to inviting them in for an on-site testing session.	47%	3	51%	3
The cost or resources required for on-site or supervised testing is prohibitive.	29%	4	35%	5
Remote testing increases the size of the candidate pool.	27%	5	36%	4
Remote testing increases the demographic composition of the candidate pool.	22%	6	29%	7
We lack appropriate on-site testing facilities (e.g., not enough computers or a dedicated testing location).	20%	7	33%	6



Global Insight: While remote testing has been adopted to a slightly greater extent in EMEA compared to the Americas (85% versus 83%), respondents in the Americas endorsed the reasons for using remote testing to a greater extent than their counterparts from EMEA. Specifically, those in the Americas indicated higher endorsement for the following reasons compared to those in EMEA:

- To prescreen candidates prior to inviting them in for an on-site testing session (39% vs. 27%).
- Remote testing increases the demographic composition of the candidate pool (20% vs. 12%).
- We lack appropriate on-site testing facilities (e.g., not enough computers for a dedicated testing location) (18% vs. 9%).

Mobile Testing

Remote testing continues to increase in usage around the world, but will mobile testing surpass testing on computers via the Internet? As smart phones/mobile devices increase in their prevalence around the world, the ability to assess candidates over such devices increases. There are a variety of reasons companies should take note of this technology in their recruiting and hiring efforts:

- Between 2009 and 2010, the percentage of American cell phone users who accessed the Internet via their cell phones jumped from 25% to 38%.⁸
- The 2008 Pew Internet & American Life Project study, *Future of the Internet III*, reported that most experts surveyed (n = 1,196) believed most people in the world will access the Internet via mobile devices by 2020.⁹
- Other analysts believe mobile devices will overtake traditional devices for Internet access prior to 2014.¹⁰

8. Smith, 2010

9. Anderson & Rainie, 2008

10. Meeker, Devitt, & Wu, 2010

While the use of smart phones/mobile devices continues to grow around the world, its usefulness/acceptability is still unclear from a recruiting and selection perspective. HR professionals who were already allowing remote testing in their organizations were asked to respond to statements about mobile testing. Only 7% of HR professionals indicated their human resources information systems (HRIS) are accessible via smart phones/mobile devices (see Table 8), although some research suggests increased interest in such accessibility.¹¹ One out of four respondents indicated having such access (to candidate information, for example) would make their processes more efficient. Only 9% of respondents indicated recruiters/hiring managers are asking to view candidate information on their mobile devices. Likewise, 9% of HR professionals indicated candidates are asking to take tests via their smart phones/mobile devices.

Additionally, when specifically considering completing pre-hire tests over smart phones/mobile devices, one out of three HR professionals indicated they would allow their candidates to take tests in this manner if that method was available to them (versus completing an assessment on a computer over the Internet).

KEY FINDING 3

Companies Allowing Testing from “Anywhere” Increases

- The use of remote testing (e.g., from a candidate’s home) has increased year over year since 2009.
- Likewise, over a third of responding HR professionals indicated they would allow candidates to complete tests on smart phones/mobile devices.

KEY FINDING 4

On the Leading Edge...Hiring via Smart Phones/Mobile Devices

- While the use of smart phones/mobile devices is increasing, recruiters and candidates are not clamoring to use this technology for completing assessments. While 33% of companies stated they would allow candidates to test via these devices, less than one out of ten recruiters and candidates are requesting to have testing available via mobile devices. Despite these findings, companies that employ the use of mobile testing may find a competitive advantage in terms of being able to quickly assess a candidate’s qualifications and engage him/her in the hiring process more quickly.

11. McIlvaine, 2010

5. Assessing External Talent (cont.)

Table 8: Recruiting and Selection via Smart Phones/Mobile Devices

	Yes	No	Unsure
Our HRIS systems are accessible via smart phones/mobile devices.	7%	70%	23%
Recruiter access to candidate information (e.g., application forms, test scores) via smart phone/mobile devices would make our hiring process to be more efficient.	25%	35%	40%
We would allow candidates to complete tests/assessments via smart phones/mobile devices today if such an option existed.	33%	33%	34%
Recruiters and hiring managers are requesting to have mobile access to candidate information.	9%	69%	23%
Candidates are requesting to complete application forms and/or tests on their mobile devices.	9%	67%	24%

Despite these findings, it is anticipated that as the technology associated with smart phones/mobile devices becomes increasingly more sophisticated and organizations compete to quickly engage potential applicants, HR systems, including online assessments, will become more accessible via smart phones/mobile devices. Likewise, organizations who can successfully use mobile technology to engage their recruits/candidates early in the process may find they are better able to compete with others for top talent.



Global Insight: EMEA-based respondents have embraced the use of smart phones/mobile devices for recruiting and selection more than their counterparts in the Americas and Australasia. Specifically, 28% of respondents in EMEA indicated that recruiter access to candidate information would enhance the hiring process, compared to 22% in Americas and 27% in Australasia. Similarly, 11% of respondents in EMEA indicated that recruiters are requesting mobile access to candidate information compared to 7% in Americas and 6% in Australasia.

Assessments Used in Pre-Hire: How Organizations Measure External Talent

When organizations select new employees, what types of hiring tools are they using? Any hiring tool that leads to a decision about an applicant must be carefully considered. Will candidates react favorably to the process? Does the hiring tool lead to a demonstrable impact on the organization's bottom line? Is it relevant to the particular job in question? Is the tool appropriate from professional and legal standards? The tools listed in Tables 9 and 10 vary in terms of how they address each of these questions, and should be evaluated carefully before being incorporated into a hiring process. They should also be evaluated on an ongoing basis, particularly should there be significant changes to job requirements.

Organizations use a variety of hiring tools to help select employees. Most organizations continue to use traditional hiring tools in their hiring processes, including résumé screens, structured interview guides, reference checks, application forms, and prescreening questions.

More than 80% of companies indicated they use or plan to use tests that measure skills and knowledge. Likewise, nearly 80% use general measures of competencies, including cognitive ability/general problem solving and personality. Job fit tests, job-specific solutions and situational judgment tests round out the top types of assessments used by companies during the hiring process.

KEY FINDING 5

Pre-Hire Testing Includes the General and the Specific

- HR professionals stated they use both general types of tests (e.g., cognitive ability, personality) as well as job-specific tests (including knowledge, job fit tests and job-specific solutions) in their hiring processes, indicating a desire to both assess competencies that broadly predict successful performance as well as those that are required for specific job roles.

Table 9: General Hiring Tool Usage and Plans for Use

Hiring Tool	2011				2010	2009
	Currently Using	Planning to Use	Total	Rank	Rank	Rank
Résumé review/screen	89%	5%	94%	1	1	2
Structured interview guides	80%	14%	94%	1	7	5
Reference checks	83%	7%	90%	3	2	-
Application forms	78%	6%	84%	4	5	-
Prescreening questions (minimum qualifications questions)	68%	16%	84%	4	3	3
Background checks ¹³	73%	10%	83%	6	4	1
Phone screens (person to person or IVR)	65%	12%	77%	7	6	4
Work samples/Assessment centers	51%	20%	71%	8	9	6
Social media searches – Informal	43%	24%	67%	9	8	-
Social media searches – Formal	28%	23%	51%	10	12	-
Unstructured interviews	45%	5%	50%	11	11	7
Credit checks	34%	9%	43%	12	13	-
Drug screens	33%	8%	41%	13	10	-



Global Insight: The types of hiring tools companies use vary around the world. Tools like prescreening questions, background checks, phone screens, credit checks, and drug screens are used more frequently in the Americas compared to EMEA. On the other hand, tools like formal social media searches and work samples are used more commonly in EMEA compared to the Americas.

13. Note: In 2009, this was combined to read "Background checks, drug screens."

5. Assessing External Talent (cont.)

Table 10: Pre-Hire Assessment Usage and Plans for Use

Assessment Types	2011				2010	2009
	Currently Using	Planning to Use	Total	Rank	Rank	Rank
Skills/knowledge tests	71%	13%	84%	1	1	2
Cognitive ability/general problem solving tests	64%	15%	79%	2	2	1
Personality tests	66%	12%	78%	3	4	8
Job fit tests	50%	18%	68%	4	6	5
Job-specific solutions	42%	21%	63%	5	7	4
Situational judgment	42%	21%	63%	5	5	7
Job simulations	38%	22%	60%	7	8	6
Specific ability tests	43%	15%	58%	8	3	3
Culture fit tests	30%	25%	55%	9	9	9
Biodata (life history information)	47%	5%	52%	10	11	11
Interest assessments	29%	16%	45%	11	10	10



Global Insight: Types of pre-hire assessments vary according to region. Personality tests are used much more commonly in EMEA (82%) compared to the Americas (61%) or Australasia (71%). On the other hand, assessment types including job-specific solutions are used more commonly in the Americas (53%) compared to EMEA (45%) or Australasia (27%).

Interviewing Around the World

The use of structured interviews jumped in ranking from #7 to #1 in 2011. Structured interviews add consistency and objectivity to what could otherwise be a somewhat arbitrary hiring tool. Effective organizations use interview guides that are designed around specific competencies, conduct interviewer training, and include ratings for each of the applicant's responses to a given question. By incorporating these best practices, organizations ensure candidates are treated in the same manner and also add to the effectiveness of the interviewing process.

Organizations may employ different types of interviews in their hiring processes. Most organizations use in-person interviews, either with a single interviewer or with a panel of interviewers (see Table 11). Likewise, over 75% of organizations use phone interviews as part of their hiring processes. A much smaller percentage of HR professionals acknowledged using remote, video-based interviewing (27%), a relatively new option for organizations wishing to expand their applicant pool.

KEY FINDING 6

Structured Interviewing Gaining in Use

- Nearly 95% of companies use or plan to use structured interviews in their hiring processes, up from approximately 85% in the previous two years.
- In-person, single interviewer interviews and phone interviews are used by most companies (80% and 76%, respectively), while in-person panel interviews are used by 73% of companies. Remote, web-cam interviews are used by over 25% of companies.

Table 11: Types of Interview Conducted

Which of the following types of interviews do you conduct as part of your hiring process(es)? Please select all that apply.	Percent Endorsing	Rank
In-person interviews - single interviewer	80%	1
Phone interviews	76%	2
In-person interviews - panel interviews	73%	3
Remote, video interviews (over webcams)	27%	4
Other (please describe)	3%	5



Global Insight: Respondents from the Americas reported greater use of various types of interview techniques (in-person, phone, panel, remote) than those from EMEA. For example, in-person interviews – single interviewer – are used more frequently in Americas (85%) versus EMEA (74%). In addition, phone interviews are used more commonly in Americas (88%) compared to EMEA (66%).

Other Types of Interviews

HR professionals were also asked to describe other types of interviews conducted. A small percentage (3%) of respondents provided some unique ways in which interview hiring tools are used:

- Job shadowing as a third interview
- Casual coffee or lunch
- Peer interviews
- Group discussions
- Interviews during assessment center activities

5. Assessing External Talent (cont.)

Business Outcomes – Assessing Talent to Drive Organizational Performance

Regardless of the perceived success of any workforce program, effective practitioners know that demonstrating a clear return on investment of initiatives will lead to continued organizational support and success. Human Resources professionals can demonstrate the value of their initiatives by tying applicant/employee data to business results. However, only roughly half of HR professionals surveyed responded they collect metrics to show the value of their HR investments in general (51%; see Table 12). While nearly 94% of companies believe that tests add value to the hiring process, only 52% indicated they collect metrics to examine the usefulness of their tests, and just slightly more than 40% of companies collect metrics to examine how interviews add value to the hiring process.

If organizations believe tests and other hiring tools are generally working, then perhaps that explains why only half of them go through the exercise of collecting metrics to verify they are actually benefiting the bottom line. Likewise, the perceived time and effort associated with collecting and analyzing additional metrics to justify the use of tests may be an expense that cannot be justified, particularly if key stakeholders are not inclined to examine the usefulness of hiring tools. As in 2010, only 42% of companies are required to collect such data to justify their testing program(s) to internal stakeholders, and 36% of companies indicated simply having the hiring managers believe the process is working is enough to justify the program (see Figure 5).

Table 12: Trends in Human Resources – Collecting Metrics and Valuing Assessments

Survey Statement	Percent Endorsing
	2011
We collect metrics to show the value of our HR investments.	51%
Testing candidates is a valuable part of the hiring process.	94%
We collect metrics to determine how tests add value to the hiring process. ¹⁴	52%
We collect metrics to determine how interviews add value to the hiring process.	41%
We have/will change or enhance our hiring process(es) based on examining the success of the program via business metrics.	60%

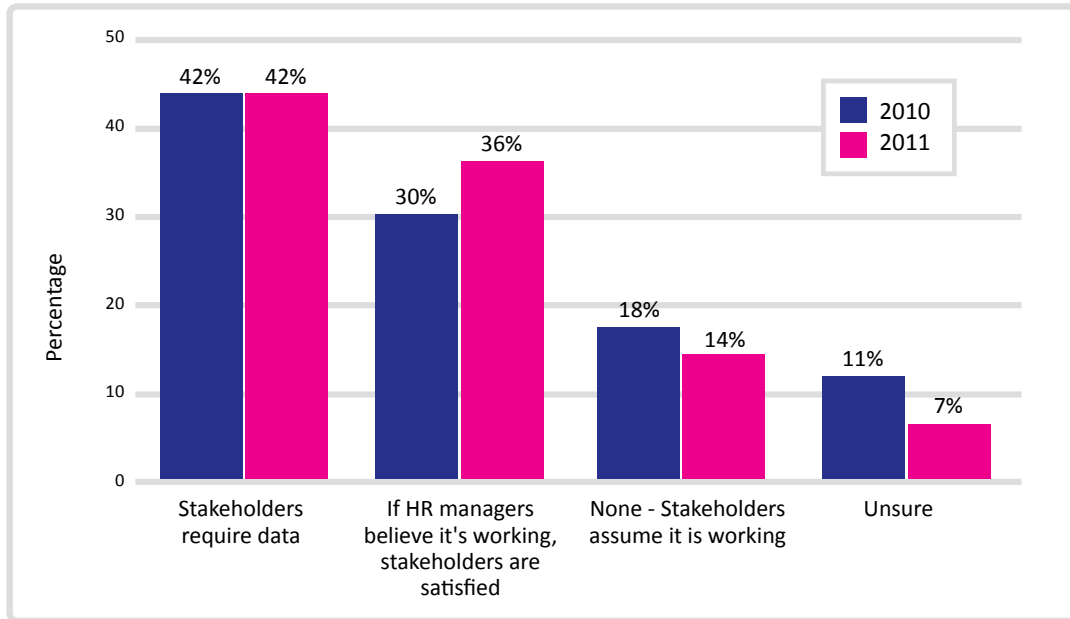


Global Insight: In general, more respondents in the Americas endorsed the importance of documenting the link between hiring tools and business outcomes compared to their counterparts in other regions. Specifically:

- 59% of those in the Americas indicated they collect metrics to show the value of HR investments, compared to 48% of those in EMEA and 53% of those in Australasia.
- 60% of those in Americas indicated collecting metrics to determine how tests add value compared to 47% of those EMEA and 50% of those in Australasia.
- 67% of those in Americas indicated having changed or will be changing their hiring process based on examining the success of the program via business metrics, compared to 54% of those in EMEA and 53% of those in Australasia.

14. In 2009, this statement said “how our assessments” instead of “how tests.”

Figure 5: Internal Requirements for Measuring Business Impact of Pre-Hire Tests/Assessments



For those companies who link tests to business metrics, on which metrics are they focusing? Out of the 388 professionals who responded to this section, most companies focus on improving retention/turnover and productivity with assessments (see Table 13). Process efficiency (52%) and performance ratings (47%) are also areas that organizations attempt to improve with the use of assessments. Approximately 14% of HR professionals indicated they do not target any metrics when using tests/assessments.

Table 13: Business Outcomes Targeted by Using Pre-Hire Tests/Assessments

Which of the following business outcomes or metrics does your company seek to impact when using pre-hire tests? Please select all that apply.	2011 Percent Endorsing	2011 Rank
Retention (or Turnover)	57%	1
Productivity	56%	2
Process Efficiency (e.g., cost per hire, time to hire)	52%	3
Performance Ratings	47%	4
Training Effectiveness/Cost	31%	5
Financial Metrics (e.g., sales revenue, shrink/loss)	28%	6
Legal Compliance	17%	7
We do not target any specific metrics or business outcomes with our pre-hire tests.	14%	8

*Note: In 2010, Quality of Hire was included and was #1...but because QOH is typically thought of as a combination of areas, it was removed from this table, and was not included in the 2011 survey.

5. Assessing External Talent (cont.)



Global Insight: Respondents in the Americas indicated greater value of various business outcomes associated with pre-hire tests compared to EMEA. Specifically, connecting the following business outcomes to the use of pre-hire tests was reported more frequently by those in Americas:

- Retention (66% for Americas compared to 49% in EMEA).
- Productivity (62% for Americas compared to 51% in EMEA).
- Financial metrics (34% for Americas compared to 22% in EMEA).
- Legal compliance (22% for Americas compared to 14% in EMEA).

Social Media: Its Use in Recruiting and Hiring

As a recruiting tool, social media continues to be a useful means by which to attract and contact potential applicants, and is becoming the method of choice for many organizations wanting to build networks of potential candidates. Innovative companies are combining their recruiting and marketing efforts to build not only company brand loyalty but also employment brand loyalty, configuring Facebook pages, for example, as highly interactive and informative career sites. Nearly 40% of respondents use social media to advertise job openings, and 36% of companies believe they are effective methods for reaching talented candidates (see Table 14). However, as in the 2010 report, HR professionals are less optimistic about the usefulness of social media information in determining candidate fit. This finding could explain why only 17% of respondents indicate that recruiters/hiring managers are allowed to use social media information to make decisions about candidates. Interestingly, only 15% of respondents indicated their organization has a formal policy in place regarding the use of social media and hiring methods.

Table 14: Use and Effectiveness of Social Media for Recruiting and Hiring

Survey Statement	2011 Percent Endorsing
Social media websites (e.g., Facebook, Twitter) are having a large impact on how we recruit, manage and measure talent.	28%
Social media sites are effective tools for recruiting and reaching quality candidates.	36%
We use social media (e.g., Facebook, Twitter, LinkedIn) to advertise job openings.	38%
Candidate information on social media sites is useful in determining candidate fit with an organization.	25%
We allow our recruiters/hiring managers to review social media information about potential candidates.	31%
We allow our recruiters/hiring managers to use social media information to make decisions about candidates.	17%
We have a formal policy in place regarding social media information and our hiring practices.	15%



Global Insight: A larger proportion of respondents in Americas (42%) indicated using social media to advertise job openings compared to EMEA (36%) or Australasia (27%).

Table 15 summarizes the way in which companies around the world are utilizing social media sites as part of their recruiting processes. Over one-third of HR professionals report networking with potential candidates via LinkedIn or other sites (36%), while 30% of respondents use social media sites to source candidates. A smaller number of HR professionals indicated having career sites on Facebook or Twitter or actively using social media in responding to job seekers.

Table 15: Social Media Used in Recruiting and Hiring

Social Media and Recruiting Area	Percent Endorsing	Rank
Our recruiters email potential candidates via LinkedIn and/or other sites.	36%	1
Our recruiters use social media sites to source candidates.	30%	2
We advertise to potential job seekers to become followers/friends of our career sites.	23%	3
We have a career site on Facebook.	18%	4
We monitor comments and emails from job seekers and respond to them actively on social media sites.	16%	5
We have a career site on Twitter.	12%	6



Global Insight: Respondents in Americas endorsed the use of social media for its various uses to a larger degree than their counterparts in EMEA. Specifically,

- 29% in Americas reported using social media to advertise to potential job seekers to become friends/followers of company career sites, whereas only 18% in EMEA indicated using this practice.
- Respondents in Americas indicated greater use of company career sites on Facebook (26%) and Twitter (18%) compared to 14% and 9%, respectively, in EMEA.

With all of the recruiting traffic on social media sites, the move from recruiting/marketing into **employee selection** is a bit more confusing - and potentially perilous. When companies use an individual's information available on social media sites, including LinkedIn, Facebook, and Twitter, as part of the hiring process, is it useful? Is it legal? As a tool used in the selection of employees, the use of social media has been identified at about 40% of companies¹⁵, but the usefulness is less than clear, and in some countries, the practice is under intense legal scrutiny. For example, in Germany in late 2010, legislators were considering banning companies from using Facebook and other purely social sites to review potential candidates' information¹⁶. Likewise, in the United States, a state-level agency recently reversed their policy requiring applicants to divulge their login information for Facebook as part of the hiring process¹⁷. Many experts agree that random, unstructured reviews of candidate information can be costly from a legal perspective¹⁸.

As in 2010, we examined social media as a recruiting and hiring tool in the 2011 Global Assessment Trends Survey to find out how organizations around the world use such information in their practices. HR professionals were asked to indicate whether they were using or plan to use data from both **informal and formal social media searches** as a hiring tool. This distinction is important given the legal environment for selection decisions contrasted with the increasing popularity of such sites from both employer and applicant perspectives. Over 65% of companies either currently use or plan to use **informal** social media searches as part of their hiring process (see Figure 6). 54% of companies use or plan to use **formal** social media searches as part of their hiring process (see Figure 7). In fact, behind **culture fit tests/assessments, informal and formal** social media searches were the top "plan to use" hiring tools for 2011 (see Tables 9 and 10 in the previous section).

15. Fallaw & Solomonson, 2010

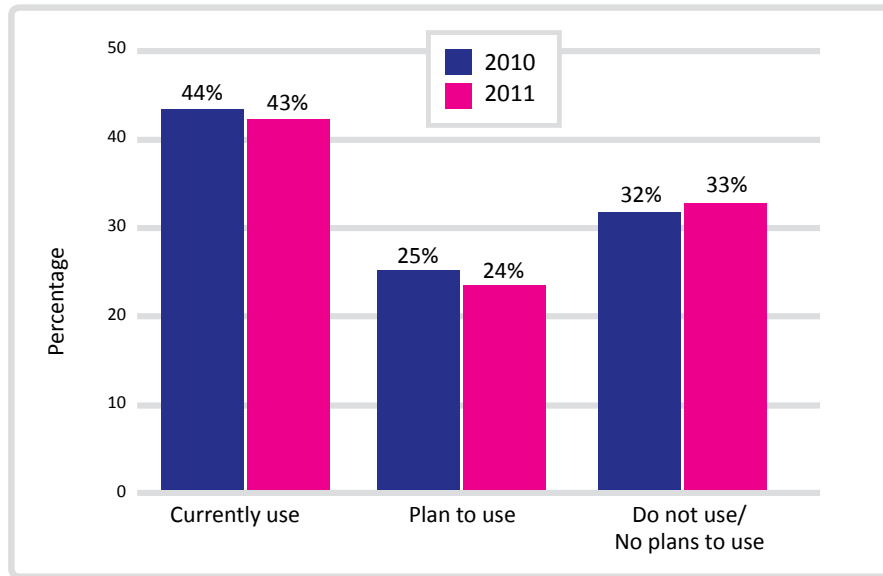
16. Jolly, 2010

17. Davis, 2011

18. Fisher, A., 2011

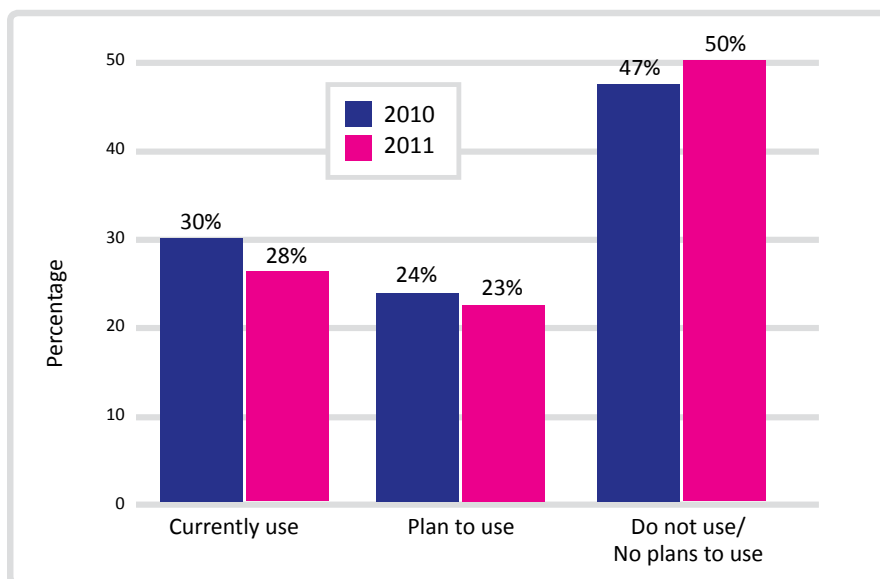
5. Assessing External Talent (cont.)

Figure 6: Informal Social Media Searches as a Hiring Tool



Global Insight: A larger proportion of respondents in EMEA (27%) and Australasia (29%) indicated plans to use informal social media as a hiring tool, whereas only 19% of respondents in Americas indicated plans to adopt this practice.

Figure 7: Formal Social Media Searches as a Hiring Tool



Global Insight: A larger proportion of respondents in EMEA (24%) were more open to using formal social media searches in the future, as compared to 19% in the Americas.

With many HR professionals using or planning to use social media information in their recruiting and hiring practices, what information are they reviewing? We found most HR professionals currently or plan to review what might be considered typical “résumé” information – education and previous work history (see Table 16). Recommendations from others are also reviewed or will be reviewed by over half of HR professionals. These data indicate when social media information is included as a hiring tool, much of it is similar to the type of information that might be included on a résumé. However, it should be noted that nearly one out of four HR professionals indicated reviewing or planning to review candidate pictures, and over one-fifth of professionals indicated reviewing or planning to review comments/links posted by a candidate’s friends. Both of these can be somewhat out of a candidate’s control, leaving the door open for potential legal concerns for organizations, particularly those without formal policies surrounding the use of social media and hiring.

KEY FINDING 7

Somewhat “Safe” Use of Social Media Information about Candidates

- More than 50% of HR professionals review or plan to review previous work experience, education and recommendations from others on social media sites as part of their applicant review/hiring process.
- A smaller proportion of professionals examine comments and links posted by candidates’ friends, as well as pictures of candidates – types of information that may prove to be less legally defensible.
- Only 16% have a formal policy in place regarding the use of social media information in the hiring process.

KEY FINDING 8

Increased Momentum in the Use of Social Media Research as a Hiring Tool?

- Informal and formal social media searches were the top “plan to use” hiring tools for 2011, behind only culture fit tests/assessments. This trend should be monitored to determine if these tools are indeed adopted as part of companies’ recruiting and hiring efforts.

5. Assessing External Talent (cont.)

Table 16: Candidate Data Reviewed from Social Media Sites

Survey Statement	Currently review	Plan to review	Total	Rank
Previous work history	46%	15%	61%	1
Education	46%	14%	60%	2
Recommendations from others (e.g., on LinkedIn)	33%	19%	52%	3
Other Candidate Information (e.g., hobbies, interests)	24%	16%	40%	4
Candidate's stated interests, "Likes", current activities	21%	15%	36%	5
Comments/links posted by candidate	21%	15%	36%	5
Group affiliations (e.g., community or religious groups)	21%	11%	32%	6
Pictures	15%	8%	23%	7
Comments/links posted by candidate's friends	10%	11%	21%	8

Information about candidates should only be used when the method to collect such information is consistently applied to all candidates, and the information itself has been shown to be job-relevant and related to performance on the job. Critical to this is the use of job analysis and validation studies to ensure documented relationships between the hiring tools and job performance. While information from social media may have relevancy in the hiring process, without consistently applied standards and validation studies, the use of such information cannot be recommended. Research and legal precedence will help determine if and how organizations should use such information as part of their overall hiring processes.

The Candidate Experience

Over 80% of companies believe applicant reactions to the hiring methods are important in their recruiting efforts. As in 2009 and 2010, approximately 60% of companies use realistic job previews as part of their hiring processes (see Table 17). Such previews not only help engage potential candidates by providing them an accurate portrait of what the job may entail, but also allow those individuals who may not fit the culture of the organization or the requirements of the job to self-select out of the hiring process before moving into more costly and time consuming sections. There was a slight increase in preferences to use realistic assessments, up from 63% in 2010 to 67% in 2011.

Despite the expressed importance of promoting a positive candidate experience, fewer companies actually measure applicant reactions to their hiring and recruiting processes. In 2010, 41% of companies indicated they monitor applicant reactions with surveys or other tools, and fewer HR professionals reported examining such metrics in 2011 (36%). Measuring candidate feedback is akin to conducting marketing research with customers and tailoring product offerings, in this case, recruiting and selection efforts, to ensure maximum engagement in the process.

Table 17: Trends in Human Resources – Attitudes and Actions toward Candidates

Survey Statement	Percent Agree/Strongly Agree		
	2009	2010	2011
Applicant reactions to the hiring process are important to our recruiting efforts.	81%	84%	81%
We use a realistic job preview as part of our hiring process.	60%	62%	59%
I'd prefer to use assessments that appear realistic to the candidate (e.g., simulations).	67%	63%	83%
We monitor applicant reactions to our recruiting and hiring processes with surveys or other tools.	36%	41%	-



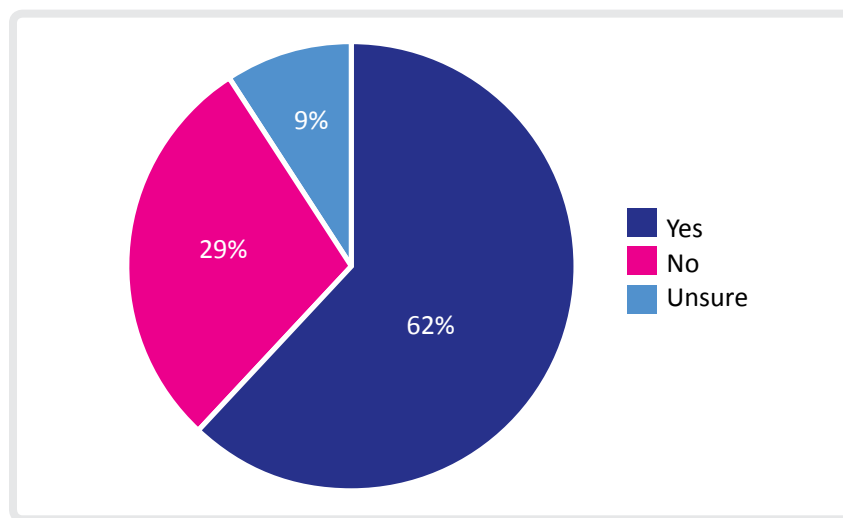
Global Insight: Respondents in the Americas indicated greater value associated with positive applicant perceptions of the hiring process compared to their counterparts in other regions. For instance, 72% of those in the Americas indicated they would prefer to use assessments that appear realistic to the candidates, whereas only 64% and 65% of those in EMEA and Australasia, respectively, endorsed this. In addition, 42% of respondents in the Americas indicated that they monitor applicant reactions to recruiting and hiring processes, while only 31% of those in EMEA did the same.



6. Talent Measurement and Employees

When organizations need to make decisions about their internal talent, including who to move into new roles or critical leadership positions, how are such decisions made? While some rely on current performance on the job, other companies use assessments as a way to uncover competencies that may indicate potential for successful performance in a new position and/or one involving greater responsibility. More than half of HR professionals surveyed use assessments with their current workforce (62%; see Figure 8).

Figure 8: Percentage of Companies Using Assessments with Employees



Employee Initiatives and Talent Measurement

Of the 285 professionals that indicated using assessments within their workforce, relatively more of them use or plan to use talent measurement assessments as part of their **career development, promotion and succession planning** initiatives compared to other internal talent management areas (see Table 18). These findings are generally similar to those from 2010, with the exception of the use of assessments for **training needs analysis/skills gap analysis** falling from #2 to #4 in 2011.

Well-designed, valid tests can serve a critical role in employee initiatives. Assessments can guide the types of development activities that would best serve employees, and can also provide rich feedback to the employee to help him/her develop additional competencies.

Similar to their value in hiring decisions, talent measurement tools are critical to companies' succession planning initiatives. Decisions about who to promote into leadership roles are of paramount importance to organizations. Although job performance and experience are indicators of how employees may perform in the future, assessments can provide information on critical competencies for leadership, such as leadership potential, management judgment, or other competencies that may not be revealed by reviewing an individual contributor's performance data.

Efforts designed to develop future leaders can also be enhanced through the use of assessments. Organizations that can identify potential leaders early may also be able to engage and retain such individuals longer via developmental opportunities in the organization.

Fewer companies use or plan to use assessments for other targeted workforce initiatives, such as **training certification and outplacement/redeployment** (44% each). These types of initiatives can also benefit from use of valid assessments, ensuring training efforts have the desired effect (for instance, retention), and that those employees being moved out of their current roles into new ones (or out of the organization altogether) have an accurate picture of the types of roles they may be suited for in the future.

Table 18: Trends in Human Resources – Collecting Metrics and Valuing Assessments

Post-Hire Program	2011				2010			
	Currently Using	Planning to Use	2011 Total	Rank	Currently Using	Planning to Use	2010 Total	Rank
Career Development	64%	21%	85%	1	61%	25%	86%	1
Promotion	63%	19%	82%	2	57%	20%	77%	3
Succession Planning	52%	25%	77%	3	46%	29%	75%	4
Training Needs Analysis/Skills Gap Analysis	49%	24%	73%	4	52%	28%	80%	2
Performance Management	47%	19%	66%	5	45%	23%	68%	5
Workforce Planning	32%	25%	57%	6	28%	29%	57%	8
Bench Strength Analysis	31%	24%	55%	7	29%	30%	59%	6
Training Certification	27%	17%	44%	8	42%	17%	59%	6
Outplacement/Redeployment	25%	19%	44%	8	26%	16%	42%	9

6. Talent Measurement and Employees (cont.)

Career Development Strategies

Most organizations (approximately 75%) use career development initiatives as a retention strategy, but only 34% of companies have a formal career development program in place for all employees (see Table 19). Assessments can serve as valuable career development tools for employees to gain insight into relative strengths and development areas. This information can provide the basis for developmental conversations between managers and employees regarding role expansion, career paths, and suitability for other roles within the organization. They can also help identify knowledge or skill gaps that could be addressed through training, making employees more effective in their current or future roles.

KEY FINDING 9

Fewer Companies Making the Most of Career Development

- While three out of four HR professionals report using career development as a retention strategy, only 34% of companies have formal career development programs for all employees, and just less than 30% offer programs that any employee can choose to participate in (versus invite-only programs). Likewise, only 39% of companies have career paths outlined for their job families.

Table 19: Trends in Human Resources – Current Workforce Strategies

Survey Statement	Percent “Yes”
We use career development as a retention strategy.	75%
My company has a formal career development program for all employees.	34%
We have a formal career development program that employees can choose to participate in (versus an invite-only program).	28%
We have a formal process in place to help employees find new careers internally.	48%
We have created career paths for most or all of our job families.	39%
We have a career site on Twitter.	12%



Global Insight: Respondents in the EMEA region indicated higher adoption of career development initiatives compared to those in the Americas or Australasia regions. Specifically,

- 77% of those in EMEA indicated the use of career development as a retention strategy (compared to 73% of those in the Americas and 76% of those in Australasia).
- 37% of those in EMEA indicated their companies have formal career development programs for all employees (compared to 31% of those in Americas and 32% of those in Australasia).

7. Overall 2011 Trends in Measuring People Intelligence

The results of the 2011 Global Assessment Trends Survey highlighted a few key findings across a wide variety of HR professionals from around the world. Taken together, these results point to two key trends that should permeate the way in which candidates and employees are assessed in 2011 and beyond.

Efficiency versus Curiosity – Which Will Win?

Organizations continually struggle to balance the need for candidate information with efficiency in their overall hiring process. As organizations continually look to decrease costs, has social media been a blessing or a curse to HR professionals who are looking to gather candidate information in a quick and efficient manner? Or, perhaps, is simple human curiosity driving the use of such information?

As stated in the report, the use of information must be tempered with concepts such as job relevancy and legality. While it was promising to see that reviews of previous work history, education and recommendations from others topped the list of information that is reviewed or will be reviewed, it was also disconcerting that HR professionals review pictures and comments from others as part of their process as well.

Likewise, we found it promising that organizations are embracing technology-enabled assessment through the use of remote testing, and were partially open to the concept of smart phones/mobile devices in their hiring process. Remote testing technology has dramatically changed since it first began over 10 years ago, and the sophistication of testing helps ensure the security of this testing practice. Smart phone/mobile testing is inevitable as this type of technology surpasses traditional ways individuals access the Internet and could potentially prove as a competitive advantage for companies who want to engage candidates early in the process. However, using such technology as a novelty, versus having a structured process and guidelines for its use, will make what could be an efficient process one that becomes chaotic for HR professionals.

Focusing on Top Leaders...To What End?

Succession planning ascended in its ranking compared to other HR initiatives for 2011. More than three-fourths of HR professionals use assessments in their succession planning programs. Such assessments can help potential leaders understand their key developmental areas and strengths, thus assisting them in determining how best to move into key leadership roles.

Career development continued to be important to organizations, although to a smaller extent compared to other HR initiatives when examined year-over-year. Nonetheless, 85% of companies use assessments in their career development programs. When it was examined further, however, we noted that career development opportunities are often not made available to all employees. Taken together with the increased focus on selecting top leaders, the lack of company-wide career development programs may have unintended consequences, including decreased morale and increases in turnover as employees view other organizations as more loyal to their workforces.

In this case, organizations may consider a simplified career development program for all employees, with assessments serving as the centerpiece. Whereas succession planning programs are typically more hands-on programs targeting certain employees, career development programs can be broader and can benefit from assessments of interests, competencies and values. In turn, employees can receive rich information about the types of roles they may be interested in for their own career planning, while also receiving feedback on developmental areas and strengths.

8. Additional Information

About SHLPreVisor

In January 2011, SHLPreVisor was formed as a result of the merger between two of the global leaders in talent assessment, PreVisor and SHL. The merger resulted in a new company that delivers more than 15 million assessments annually in over 150 countries and over 30 languages. The combined company has over 850 employees with a presence in more than 50 countries, and through the merger became the largest employer of business psychologists anywhere in the world outside the public sector. These capabilities alongside a world-class consulting practice and a 24-hour customer support center means that SHLPreVisor offers clients both global expertise and local insight, alongside access to over 1,000 assessments through an easy-to-use technology platform.

The scale of services available to clients is why over 50% of the Global Fortune 500, 80% of FTSE 100 and half of the Australian Stock Exchange (ASX) count on SHLPreVisor for their people and talent management solutions and services, including Barclays, Coca-Cola, Danone, General Mills, Marks & Spencer, Microsoft, Sprint, Target, Time Warner Cable, UnitedHealth Group, Vodafone, and Xerox Corporation.



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