



Defence Research and  
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# Canadian Armed Forces Assessment Centre Development for Special Employment

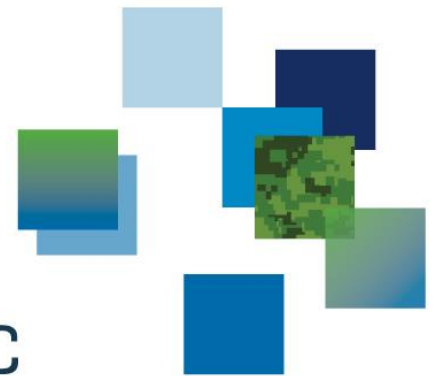
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Assessment Centre Methods

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# Intelligence

- ***“Defense intelligence is an integral part of military operations and activities.”***
  - Honourable Rob Nicholson, Minister of National Defence
- **Intelligence is essential for success in any military operation**
- **Used to support military operations**



# Human Intelligence (HUMINT)

- Human Intelligence is relevant knowledge gathered by the military from people
- HUMINT enhances the understanding of operational environments
- Military personnel are selected and provided speciality training to gather HUMINT
  - Occupations
  - Special Employment



# HUMINT Tasks

- Collecting and analyzing information from a variety of contacts



# Job Analysis

- Combined Job Analysis Method
  - Focus Groups to Identify with SMEs
    - Outputs
    - Tasks
    - Knowledge, Skills, Abilities, Other Characteristics (KSAOs)
  - Job Analysis Survey

# Job Analysis Survey

- Tasks rated on:
  - Difficulty
  - Criticality
- KSAOs rated on how:
  - Necessary they are for an applicant to possess
  - Practical it is to expect them in the applicant pool
  - Much trouble is likely if ignored in selection
  - They allow for distinguishing average from superior performer
- Inter-rater agreement  $r_{wg}$
- 49% response rate for Special Employment 1
- 90% response rate for Special Employment 2

## Process of KSAOs mapped onto Competencies

| <b>KSAO</b>  | <b>Trouble Rating</b> | <b>Competency</b>    |
|--|-----------------------|----------------------|
| Ability to interact with others                          | 4.31                  | Interpersonal Skills |
| Ability to appropriately emotionally adapt to situations | 4.02                  | Interpersonal Skills |
| Mental endurance   | 3.95                  | Cognitive Ability    |
| Ability to adapt quickly                                 | 3.91                  | Cognitive Ability    |

# Core Competencies

## ■ Special Employment 1

- Cognitive Ability
- Personality Traits
- Interpersonal Skills
- Maturity
- Leadership
- Navigation
- Written Communication

## ■ Special Employment 2

- Task Orientation
- Agility
- Professionalism
- Personal Effectiveness
- Written Communication



# Two-Phased Selection Process

Prerequisites

## Phase 1 Unit Selection

### **BPSO Assessment**

Cognitive – CFAT

Personality – TSD-PI

Interpersonal – TSD-PI & SIQs

Maturity – Instrument

Leadership – SIQs

Navigation – SIQs

## Phase 2 Assessment Centre Selection

**Psychological  
Assessment**

# Special Employment Selection – Phase 2

AC Development

## Two Original ACs

### ■ Special Employment 1

- 5 days
- 8 am to 8 pm
- 27 assessment exercises
  - 10 being scored
  - 17 fillers
- Content job neutral

### ■ Special Employment 2

- 1.5 days
- 8 am to 5 pm
- 15 assessment exercises
  - 15 being scored
  - 15 had filler content
- Majority briefs unscored
  - Oral briefs
  - Written briefs
- Content job neutral

# Review Process – Example Special Employment 1

- Education on new competencies
  - Cognitive Ability
  - Personality Traits
  - Interpersonal Skills
  - Maturity
  - Leadership
  - Navigation
  - Written Communication
- Mapped new competencies onto old AC exercises
  - Conducted a review of each exercise
  - Discussed exercise efficacy
  - Identified those competencies each exercise measured
- Competencies reviewed to ensure each was assessed multiple times

# Review Results

## ■ Special Employment 1

- Competency definitions refined
- Exercises ( $n = 27$ )
  - 11 identified as ineffective
  - 16 of the 27 were retained but required major revisions
- New Competency Assessment
  - 5 of 7 were being assessed
  - Leadership
  - Maturity - Integrity

## ■ Special Employment 2

- Competency definitions refined
- Exercises ( $n = 15$ )
  - 3 identified as ineffective
  - 5 new exercises needed
  - 7 were retained but required major revisions
- New Competency Assessment
  - All 5 assessed

# Developmental Phase

- Using focus groups with SMEs
- Develop competency dictionary
- Identify and develop selection tools for competencies
  - 3 new exercises & 1 interview needed
  - 16 exercises required major revisions
  - Name changes
- Brainstormed role-plays, group exercise, and interview scenarios
  - Smaller groups for writing out scenarios rich in detail
- Develop Behaviourally Anchored Rating Scales (BARSs)
- Develop Assessor Guides for majority of exercises
  
- AC Selection Manual – Introduction modified throughout entire process

# Content Changes

## ■ Special Employment 1

- 19 Exercises
  - Down from 27
  - Zero fillers
  - 3 new exercises, 6 massive revisions, 10 major revisions
- 7 Role Plays
- 5 Written Exercises
- 3 Group Exercises
- 2 Interviews
- 1 Navigation Exercise
- 1 RJP Presentation

## ■ Special Employment 2

- 18 Exercises
  - Increase of 3 exercises
  - Zero fillers
  - 6 new exercises, 2 revisions
- 10 Role Plays (3 written briefs)
- 2 Written Exercises
- 4 Group Exercises
- 1 Interview
- 1 RJP Presentation

# Scheduling Changes

## ■ Special Employment 1

- Reduced from 5 to 3 days
- 24-hour Schedule
  - Mirror hours during operations
  - Late nights, early mornings
- Exercises designed to:
  - Increase challenges
  - Mirror demands of role
  - Provide RJP
  - Permit self-select out
  - Provide more instructions with more details
- Assessment
  - Increase details in BARS
  - Creation of Assessor Guides

## ■ Special Employment 2

- Reduced from 2 to 1.5 days
- 24 hour schedule
  - Late night, early morning, & homework assignments
- Exercises revised to:
  - Assess all performance (briefs)
  - Reduce preparation time
  - Increase assessment time
  - Strategically placed briefs
- Assessment
  - Increase details in BARS
  - Creation of Assessor Guides



# Review of AC

## ■ Special Employment 1

- Conducted over 4 serials
- Feedback from
  - SMEs / Assessors
  - Candidates
- Revised BARS
- Revised Exercises
- Revised Scoring Guides
- Minor revisions

## ■ Special Employment 1

- Conducted over 2 serials
- Feedback from
  - SMEs / Assessors
  - Candidates
- Revised BARS
- Revised Exercises
- Revised Scoring Guides
- 1 exercise removed
- Minor revisions

# Summary

- Reduced Duration
- Reduced Staff
- Increased Face Validity
- Improved Special Employment Selection
- Recommended
  - Continued psychological screening
  - Administration of psychological tests during Phase 1
  - Standardized frame-of-reference training for Assessors and Role Players
  - Future Validation Study of ACs



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