



Defence Research and
Development Canada

Recherche et développement
pour la défense Canada

Canadian Armed Forces Assessment Centre Development for Special Employment

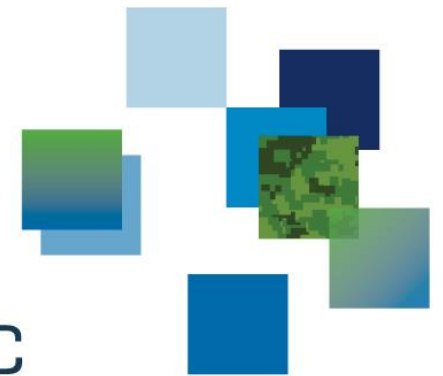
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DRDC | RDDC



Canada 

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

KSAO	Trouble Rating	Competency
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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