

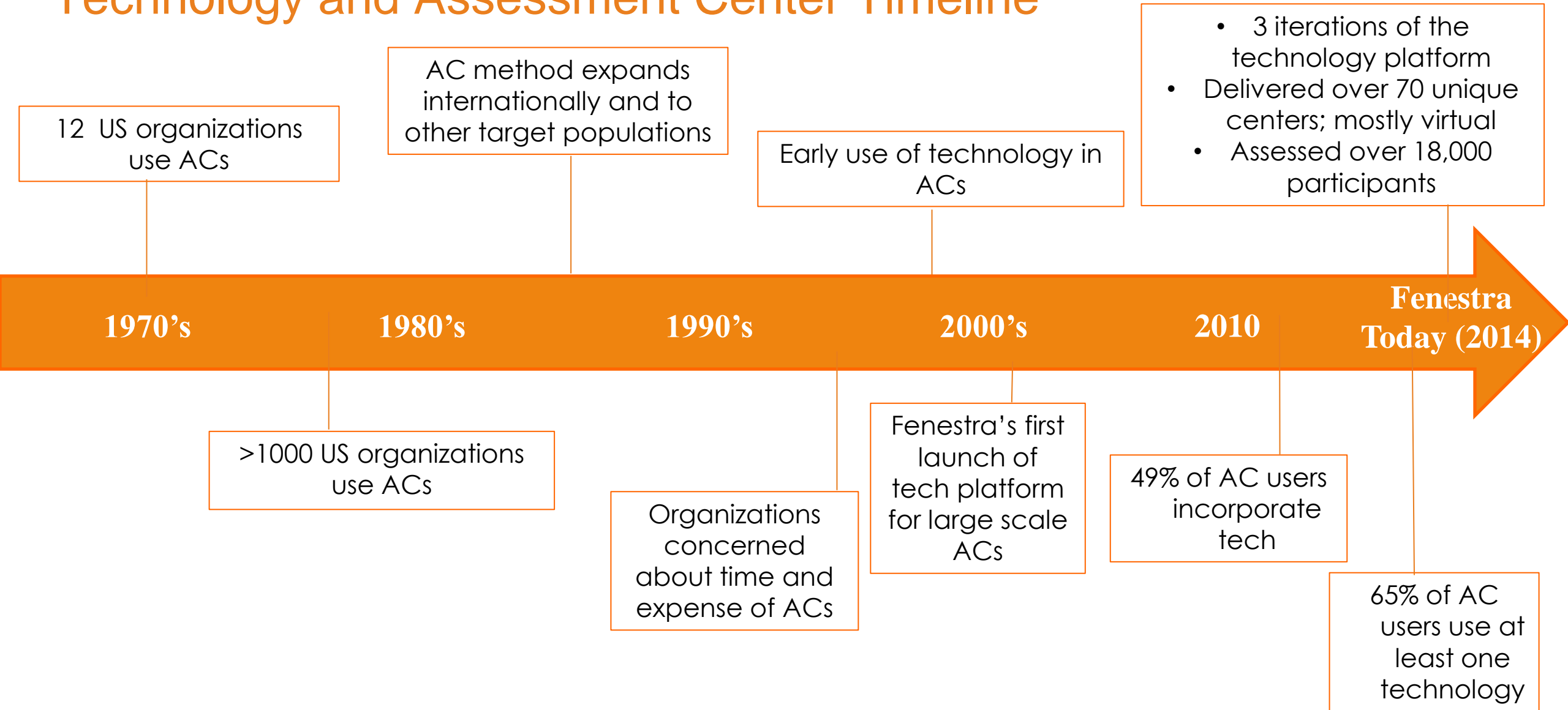
# SENDING A MAN TO THE MOON AND NEW FRONTIERS: TECHNOLOGY ENHANCED ASSESSMENT CENTERS

Presented at the 38th International Congress on Assessment Center Methods 2014

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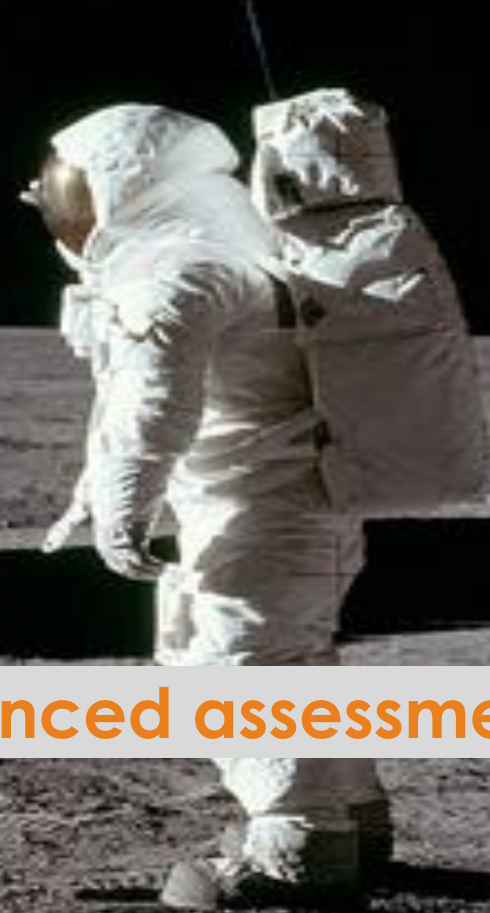


# Technology and Assessment Center Timeline



*“We choose to go to the moon in this decade and do other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone”*

-U.S. President John F. Kennedy, September 12<sup>th</sup>, 1962



**Fenestra felt the same about technology enhanced assessment centers!**

# Case Study

## ○ The client's goal

- Improve the likelihood of employee success
- Identify the most effective candidates from traditional and non-traditional backgrounds
- Improve retention
- Stakeholder involvement
- Select over 3,000 financial advisors

## ○ Our challenge

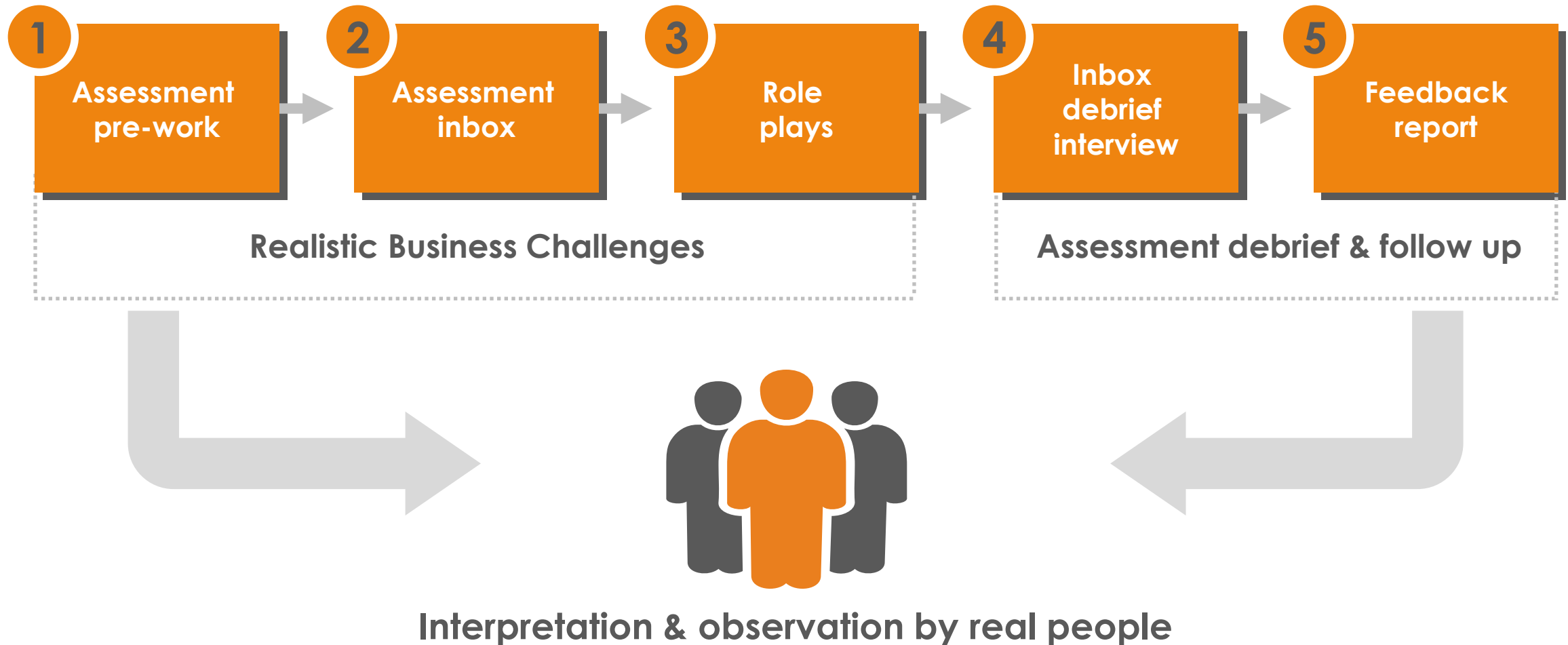
- Over 300 selection locations
- Developing and implementing a top shelf solution at a low cost with a demonstrated high return



## ○ What we did

- Shifted the focus from traditional selection methods to a dynamic web based virtual assessment center

# General Process Overview



**CLIENT ORGANIZATION**



**CONSULTING FIRM**



**PARTICIPANTS**



**ASSESSORS/ROLE PLAYERS**



**DEVELOPER/IT**



**PROGRAM MANAGER**



**Stakeholder Wins  
and Challenges**
















## **Wins**

- Scalability
- Efficiency
- Cost/Impact
- Realism
- Psychometrics

## **Challenges**
















- Investment
- Shift in Thinking, Culture of Assessment
- Technical and Non-Technical Disruptions
- Assessor Role and Process Changes
- Translation to Virtual Environment
- Security of Content and Data

# Wins

Wins	Perspectives
<b>SCALABILITY</b>	 
<b>EFFICIENCY</b>	   
<b>COST/IMPACT</b>	  
<b>REALISM</b>	  
<b>PSYCHOMETRICS</b>	  



# Challenges and Solutions

Challenges	Perspectives	Solutions
<b>INVESTMENT</b>		<ul style="list-style-type: none"> <li>• Pay up or use software on the market</li> <li>• Plan accordingly</li> </ul>
<b>SHIFT IN THINKING, CULTURE OF ASSESSMENT</b>	 	<ul style="list-style-type: none"> <li>• Leadership support &amp; clear communication</li> <li>• Close process management</li> <li>• Use assessors comfortable with virtual work</li> <li>• Provide extensive training</li> </ul>
<b>TECHNICAL AND NON-TECHNICAL DISRUPTIONS</b>	   	<ul style="list-style-type: none"> <li>• Test, test, and test</li> <li>• Computer compatibility self test</li> <li>• Helpdesk</li> <li>• Have contingency plans and resources</li> <li>• Ensure proper testing environment</li> </ul>
<b>ASSESSOR ROLE AND PROCESS CHANGES</b>	 	<ul style="list-style-type: none"> <li>• Use competencies that are measurable in virtual environment</li> <li>• Help assessors manage their time</li> <li>• Provide assessor resources (e.g., calibration, evaluation, shared experiences)</li> <li>• Implement virtual quality control procedures</li> </ul>
<b>TRANSLATION TO VIRTUAL ENVIRONMENT</b>	   	<ul style="list-style-type: none"> <li>• Ensure an appropriate level of fidelity</li> <li>• Develop simulation content with multiple ways to virtually demonstrate skills</li> <li>• Be clear that only what has been demonstrated can be evaluated</li> <li>• Institute an authentication process</li> <li>• Involve the stakeholder in the assessment</li> </ul>
<b>SECURITY OF CONTENT AND DATA</b>	 	<ul style="list-style-type: none"> <li>• Use a participant agreement</li> <li>• Ensure security and data privacy (e.g., parallel forms, data encryption, logical/physical separation of data, protected document formats (pdf), tracking of logins and downloads, password requirements)</li> </ul>