



Selection Assessment at Old Mutual – Black Applicants



EVERY STEP OF THE WAY



Purpose of Study

- Proportionately higher level of non recommends
- Factors contributing to candidates not being recommended
- Comparison between those recommended and not recommended
- Learnings for Assessment Team and Recruiters



EVERY STEP OF THE WAY

Recruitment and Assessment Process

- Job Analysis
- Competency Library
- Competency Profile
- Interview Guide
- Selection Strategy
- Vacancy – Shortlist – Competency Based Interview
- Assessment
- Feedback



EVERY STEP OF THE WAY



Typical Assessment

- Verbal and Numerical Reasoning
- Personality Measure
- Role-play
- Competency Based Interview Ratings
- Competency Integration and Ratings
- Summary Report and Verbal Feedback



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Study in conjunction with SHL (Tina Joubert)

- 79 Black African applicants assessed 2003/4
- Middle Management
- Various Positions, similar competencies
- Recommended = 40
- Not Recommended = 39
- Males (67%), Females (33%)
- Mean Age = 35
- Xhosa (37%), Zulu (18%)



EVERY STEP OF THE WAY

Competencies Assessed

- Analysis
- Building Partnerships
- Building a Successful Team
- Decision Making
- Gaining Commitment
- Initiating Action
- Planning and Organising



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Effect Size

- Cohen's d statistic
- Practical significance between Recommended and Not Recommended Groups
- (Mean Recommended – Mean Not Recommended)
Pooled Standard Deviation
- 0.2 = small, 0.5 = moderate and 0.8 = large



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Effect Sizes for Reasoning Tests

Tests	Recommended		Not Recommended		d
	Mean	SD	Mean	SD	
VMG3	27.28	5.35	23.51	5.99	0.63
NMG3	14.09	5.43	11.86	5.65	0.40



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Effect Size for Personality Questionnaire

Test	Recommended		Not Recommended		d
	Mean	SD	Mean	SD	
OPQ					
Outspoken	5.95	1.66	6.92	1.63	-0.57
Ind Minded	4.68	1.94	4.08	1.81	0.32
Conventional	4.93	1.65	5.49	1.8	-0.32
Variety Seeking	5.50	1.84	4.79	2.24	0.34
Rule Following	5.58	2.49	6.46	2.21	-0.37
Achieving	7.13	1.22	6.54	1.21	0.47



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Effect Size for Role-play

Competency	Recommended		Not Recommended		d
	Mean	SD	Mean	SD	
Analysis	3.03	0.75	1.83	0.48	1.38
Aligning Performance for Success	2.69	0.79	2.10	0.42	0.91
Building Partnerships	3.28	0.58	1.74	0.50	1.62
Communication	2.81	0.69	2.37	0.41	0.72
Decision Making	3.02	0.71	1.9	0.52	1.34
Gaining Commitment	2.96	0.91	1.77	0.52	1.27
Planning and Organising	2.86	0.61	1.92	0.46	1.34



EVERY STEP OF THE WAY

Effect Size for Integrated Ratings

Competency	Recommended		Not Recommended		d
	Mean	SD	Mean	SD	
Analysis	2.87	0.44	2.12	0.31	1.40
Aligning Performance for Success	2.91	0.38	2.55	0.42	0.84
Building Partnerships	3.01	0.49	2.29	0.45	1.22
Communication	2.87	0.64	2.32	0.38	0.91
Decision Making	2.91	0.40	2.16	0.34	1.42
Gaining Commitment	3.00	0.46	2.36	0.51	1.11
Planning and Organising	2.98	0.37	2.47	0.42	1.09



EVERY STEP OF THE WAY

Learnings

- **Impact of Personality Factors on Interview Results/Screening**
- **Ability Scores used to Out Select**
- **Weighting of Instruments in Final Integrated Ratings**
- **Personality Differentiation between Recommends and Not Recommends**
- **Situation Specific vs. Generic Role-plays**



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