

Recruitment /Selection and Development using Harrison Assessments

the mathews partnership works in concert with Predict Success®, Harrison Assessments Master Distributor to provide a full recruitment, selection and development process using the highly cost effective Harrison Assessments tool.

Basic Description of Harrison Assessments: The Harrison Assessments (HA) profiling system consists of an on-line questionnaire that a job candidate takes as part of the overall recruitment and selection process. HA measures “suitability” factors, such as communication skills, problem-solving ability, leadership potential, creativity, motivation, interest in electronics, precision and accuracy, helpfulness and other personality factors as related to success on a specific job. HA does not assess “eligibility” factors, such as cognitive skills, education, and experience; those factors must be assessed by the company in other parts of the selection process. Research has found, however, that suitability, or “soft skills”, account for as much as 60 – 70% of job success for engineering positions.

Distinguishing Characteristics of Harrison System: a number of “heavyweight” assessments are available for both recruitment and employee. However, some of the unique and outstanding features of HA include:

- It measures over 130 separate traits
- A job-specific benchmarking system customises job templates to the actual demands of each job, making for a very accurate job fit score
- A “forced ranking” method in the questionnaire enables over 200,000 calculations to be performed, making HA a very deep and comprehensive assessment
- The theoretical base includes “Paradox Theory” as initially proposed by Carl Jung, providing for rich additional data to be explored at final interviews, for instance
- Ten separate reports are produced from one, short questionnaire (25 minutes average), including recruitment and selection as well as employee and leadership development
- Once taken by an individual, who is subsequently hired, comparisons to other benchmark positions can be run again and again over an entire career at no further cost
- The HA output reports have significant data for coaching, career progression feedback and talent management determination
- A totally automated system runs reports in seconds, short versions of which can be given to applicants, if desired

Use of Harrison System for Recruitment / Selection + Development: HA is a highly sophisticated tool that produces up to eight (8) separate reports that can be used for candidate selection as well as development once on the job. The cost for using the tool is incremental; that is, the Company may well decide to use only the one selection report initially (for a low, two unit fee out of 6 available) as a screening tool, and then decide to run additional selection-related reports for finalists that give a deeper picture of strengths and weaknesses that can be used to direct / support final interviews with hiring managers. A third level of use comes in at the offer stage with a report called “how to attract” that outlines how the candidate is motivated and gives suggestions as to how to best attract the candidate to accept employment with the Company. If the candidate is subsequently hired, another report in the series can be used with the new manager, called the “how to manage” report that covers how to utilize the new employee to best advantage, given his/her natural talents and interests. There is also a “development report” that can be used for development within the job based on the areas in which the candidate scored weak as compared to the template. Once the full series of report minimums is reached, subsequent reports can be run for no additional cost; in fact, once the report maximum is reached, no additional cost is EVER incurred for that person. This means that reports can be run for that employee throughout his or her career with the Company for no cost, including purposes such as succession planning, high potential, promotions, 360 degree feedback exercises, leadership development training, etc.

(See separate “Sample of Full Set of HA reports”)

Translations of HA: The questionnaire has been professionally translated into the following languages: Chinese (Simplified and Traditional), English (U.S. and U.K.), Filipino, French, German, Indonesian, Japanese, Korean, Malay, Portuguese, Romanian, Spanish, Thai and Vietnamese.

Predict Success®: Predict Success® is a licensed HA consultant and “master distributor” worldwide. The firm principal, Anne Sandberg, has worked closely with HA author / creator, Dr. Dan Harrison, since 1997, and is one of the very few HA consultants certified as a Master Trainer, conducting “train-the-trainer” and advanced assessment training for clients and other distributors. Predict Success® has offices in Los Angeles, London and works with the mathews partnership in the UK and wider afield in Europe.

HA Author, Dr. Dan Harrison: Dr. Harrison developed HA over a dozen years, and HA has been sold throughout the world for the past 15 years. Dr. Harrison holds a Ph.D. in Organizational Psychology, as well as 20+ years experience working with multi-national companies worldwide. This includes extensive use of the assessment in the manufacturing, engineering, and other technical industries in a multitude of different cultural settings.

VALIDATION PROJECT DESCRIPTION

Description: In order for an organization to use HA for employee selection, a validation study should be conducted using Company incumbents. That is, the HA instrument is completed by a representative sample (minimum of 30; ideally 50 – 60 individuals) of Company employees currently performing the job. Then, performance information is collected for these participants (preferably from their immediate supervisory) and statistical analysis is performed at the individual trait level that links traits that the most successful employees possess with test performance. As there are over 200 individual traits in the HA system, the instrument can be quite precise in identifying which traits are essential to success on the job.

The questionnaire itself takes only 25-30 minutes to complete, so the time involvement per person is minimal. Also, participants will receive a “development report” in exchange for their participation. This report contains highlights of their strengths and identifies some areas for further development.

Once performance data is collected, the analysis itself takes only a few days to complete and the result is a valid job template for the job in question as well as a formal validation study report that explains the validation process and template, produced by Predict Success® and supervised by Dr. Harrison.

(See separate “Sample Validation Report”).