

ACSG CONFERENCE - 17 MARCH 2010

WORKSHOP 1 - MAG 1		17 MARCH 2010
Title	Introduction to Development Centres	
Presenter	<i>Sandra Schlebusch, The Consultants</i>	
Abstract	<p>Assessment Centres (AC) can be used for two purposes: assessment and development. Most people are familiar with using AC for selection purposes; only some will use AC for development purposes. Development interventions can be expensive. Line managers are hesitant to send their subordinates for training if they do not see the results of the training in the work environment. Employees themselves are reluctant to attend training since it does not address development needs as perceived by them. Therefore chances are that training and development interventions may not be successful.</p> <p>The purpose of a Development Assessment Centre (DAC) is to identify the participant's current areas of strength and current areas needing further development so that future development can be aligned with real needs. When development interventions are truly needs-driven the organisation can include these interventions as part of its Workplace Skills Plan and eventually claim some of the levies back. When DAC participants buy in to their individual development needs they will be more committed to address these particular needs. The subsequent training and development interventions will therefore be more effective.</p> <p>This workshop introduces DACs and how to successfully implement a DAC within an organisation so that the organisation can reap the benefits of needs-driven training and development interventions.</p> <p>Objective</p> <p>The objective of the workshop is to open up the possibility of using AC for developmental purposes. During the workshop theoretical input will be delivered along with practical hints. The differences between an Assessment Centre used for selection purposes and an Assessment Centre used for developmental purposes, as well as the different variations of a DAC will be discussed. After attending the workshop the delegates will be able to implement a DAC effectively within their organisation.</p>	

Sandra Schlebusch is currently the managing director of LeMaSa (Pty) Ltd and the owner of LeCouSa Consulting, the company owning the brand *The Consultants*. She obtained a BCom Honours degree in Industrial Psychology at the Potchefstroom University for Christian Higher Education. She continued her studies in business and management-leadership and obtained an MBA during May 2004 at the University of the Northwest, Potchefstroom Campus. She is a registered psychometrist at the Health Professions Council of South Africa. She is a practising life, business and executive coach and is an associate of Consciousness Coaching International. She is also an active member of Toastmasters International. She has extensive work experience in the chemical industry, the transport industry, the broadcasting industry and the cellular industry. Her experience stretches the whole spectrum of human and organisational development. Her passion is using simulations and ACs for developmental purposes. Her active involvement in AC design, implementation and evaluation started at the end of 1987 and continues till today. She received an Award of Recognition for Continuous Contribution to the field of Assessment Centres in South Africa for the year 2007 from the Assessment Centre Study Group.

WORKSHOP 2 - MAG 3**17 MARCH 2010**

Title	Validating Assessment Centres
Presenter	<i>Kevin Murphy, Pennsylvania State University</i>
Abstract	<p>The long debate over the validity of Assessment Centres has often ignored the question of “valid for what?” Assessment Centres might be used to make selection decisions, to make placement decisions or to provide developmental feedback. The purposes and uses of Assessment Centres affect many of the decisions you must make in designing, executing and interpreting studies of Assessment Centre validity. Examples of effective and ineffective validation designs and of ways to appropriately use and interpret existing research on Assessment Centre validity are presented.</p>
<p>Kevin Murphy is a professor of psychology and information sciences and technology at Pennsylvania State University. He is the author of over 130 articles and book chapters, and author or editor of 10 books, in areas ranging from psychometrics and statistical analysis to individual differences, performance assessment, gender, and honesty in the workplace. Kevin’s main areas of research include personnel selection and placement, performance appraisal, and psychological measurement. His current work focuses on methods of validating inferences from psychological tests and assessments.</p> <p>Kevin served as president of the Society of Industrial and Organisational Psychology (SIOP), editor of <i>Journal of Applied Psychology</i>, as well as a member of the editorial boards of <i>Human Performance</i>, <i>Personnel Psychology</i>, <i>Human Resource Management Review</i>, <i>International Journal of management Reviews</i>, <i>Journal of Industrial Psychology</i> and <i>International Journal of Selection and Assessment</i>. He served as a member and chair of the Department of Defence Advisory Committee on Military Personnel Testing, and has also served on four National Academy of Sciences Committees, most recently the Committee to Review the Scientific Evidence on the Polygraph. He has worked extensively with the Navy Personnel Research and Development Center and with the United States Marine Corps, including two visiting appointments by NPRDC, and has served as a consultant to private and public sector organisations in the areas of personnel selection and the assessment of job performance.</p> <p>Kevin has served on the faculties of Rice University, New York University, and Colorado State University, and has had visiting appointments at the University of California, Berkeley and the University of Limerick. He has also been a Fulbright Scholar at the University of Stockholm, and is a fellow of the American Psychological Association, the Society for Industrial and Organisational Psychology and the American Psychological Society. He is the recipient of the Society for Industrial and Organisational Psychology’s 2004 Distinguished Scientific Contribution Award. He earned his PhD from Penn State in 1979.</p>	

WORKSHOP 3 - MAG 1**17 MARCH 2010**

Title	Introduction to Assessment Centres
Presenter	<i>Petrus Nel, UWC</i>
Abstract	<p>The purpose of this workshop is to provide delegates with the basic knowledge in the use of Assessment Centre technology. The aim is to introduce a sense of understanding with HR practitioners so that they can make an informed decision on how and where Assessment Centres can be utilised in their companies. Delegates will not become Assessment Centre practitioners after attending a half-day workshop, but will at least have a good source of reference on which informed decisions can be based.</p> <p>The focus areas that will be discussed are:</p> <ul style="list-style-type: none">• What is an assessment and development centre;• Uses of Assessment Centres;• Why are competency models important in Assessment Centres;• Types of Assessment Centre exercises;• Compiling an assessment matrix and the selection of appropriate exercises;• The role of the observer;• The process of data integration and report writing;• Feedback principles;• Assessment Centre ethics; and• Steps in designing an Assessment Centre. <p>Given that this is an introductory type of workshop, information will mainly be shared through presentations and questions and answers.</p>
<p>Petrus Nel has been in the Higher Education Sector for the past seven years. He is the co-editor of three books in Industrial Psychology and People Management. He has published before and regularly presents papers at both national and international conferences. His areas of expertise are psychometrics, applied psychological and performance assessment - including Assessment Centre methods - and personnel psychology. Currently, he is interested in the application of Positive Organisational Behaviour in developing the psychological strengths of employees. He is registered as an Industrial Psychologist with the HPCSA. He is professionally registered with the SABPP. He holds a PhD from the University of Stellenbosch and two Master's degrees from the University of Pretoria.</p>	

FREE WORKSHOP – MAG 2**17 MARCH 2010**

Title	Research focus area workshop
Facilitators	<i>Deon Meiring, SAPS and Anne Buckett, Precision HR</i>
Abstract	<p>The SA Research Focus Group was established by the ACSG in 2008 in order to encourage members to conduct more Assessment Centre research in South Africa. Under the auspices of the ACSG, the Focus Group aims to create a forum whereby members can have access to and support from scientists in the field so as to be empowered to do more focused research in their own environments.</p> <p>This free two-hour workshop is an ideal opportunity for those AC practitioners and/or organisations who need advice and guidance around conducting research into Assessment Centres within their organisations or who have data but don't know what to do with it. Delegates are invited to bring along their data sets, questions or preliminary research ideas to discuss in this interactive forum. The workshop aims to provide members with practical advice around the best statistical techniques to use for their own research including advice on how to go about gathering all the necessary data, step-by-step guidelines and how to report back on the findings.</p>
<p>Deon Meiring has been practicing as an Industrial Psychologist in the South African Police Services (SAPS) for 15 years. He is a member of Psychological Services and is currently responsible for the managing of the assessment and development of senior managers in SAPS. His area of specialisation is selection and assessment with a research focus on personality in the workplace and Situational Judgment Testing (SJT). The SAPS internship program for prospective Industrial Psychologists also falls under his supervision. He is a member of the Work Wellness Research Unit for people, policy and performance and is responsible for the focus area "Personality in the Workplace" where he currently leads the South African Personality Inventory (SAPI) and the Emotions Grid+ projects. He consults on a part time basis in industry on executive and specialised assessments. He completed his PhD at the Tilburg University, Netherlands under Professor Fons van de Vijver in 2007. His PhD study focused on internal and external bias of cognitive and personality measures in the South African context. He is the Chairperson of the Steve Kearney Educational Trust for disadvantaged students of colour for Royal Bafokeng Resources and an executive committee member for People Assessment In Industry (PAI).</p> <p>Anne Buckett is a qualified Industrial Psychologist with extensive experience in assessment and development in industry. She is presently the Managing Consultant of Precision HR with specialist expertise in the areas of HR competency-based assessment and development. She has worked with several large international consulting firms acquiring in-depth experience in consulting. In addition she is trained on a wide variety of tools, techniques and methodologies. Delivering</p>	

integrated HR solutions to organisations as part of her services includes large-scale HR project management, determining key HR practices and protocols; designing and implementing recruitment, selection and decision-making strategies; compiling assessment matrixes and test batteries; conducting job analyses and determining key competencies; designing and implementing Assessment and Development Centres end-to-end; project managing restructuring processes and managing 360° development and feedback projects. Anne is a seasoned conference speaker and has presented sessions at several local and international industry conferences. Furthermore, she has served as an executive committee member of People Assessment in Industry (PAI) and was Regional Chairperson for the SIOPSA Pretoria Branch. She is the outgoing Chairperson of the ACSG and will begin her doctorate exploring the effect of design fixes on the construct validity of Assessment Centres in South Africa at the University of Stellenbosch in 2010.

WORKSHOP 4 - MAG 3**17 MARCH 2010**

Title	Adaptation of Assessment Centre features for a country in Africa
Presenter	<i>Diana Krause, Alpen-Adria University Klagenfurt, Austria and Robert Rossberger</i>
Abstract	<p>This workshop is concerned about the development, execution, and evaluation of ACs for a specific target country (e.g., Kenya, Nigeria, Tanzania). In the first step, we will discuss the question which features of the AC program should remain the same in different countries and which AC features should be adapted country-specifically. In the second step, we form three or four small groups on the basis of the delegates' country of origin (e.g. one group Kenya, one group Nigeria, one group Tanzania, one group Europe or Singapore). The small groups will receive a standard AC and the purpose of the teamwork is to design an AC which considers the previously agreed country-specific and country unspecific AC features. Third, each group will adapt the features of the standard AC that are in need of change to the specific country. In doing so, each group will work on features of the AC design (e.g., job analysis methods, job requirements, target groups, exercises, assessors and assessor training, observational systems), AC execution (e.g., self- and peer-rating, information policy toward participants, data integration process, feedback process), and AC evaluation (e.g., evaluation criteria, involvement of third parties). After the workshop, each delegate should have a country-specific AC which can be used after the return from the conference.</p>
<p><i>Univ.-Prof. Dr Diana E Krause</i> is the Head of Team on Human Resource Management and Organizational Behaviour at Alpen-Adria University Klagenfurt, Austria. She studied Psychology at Humboldt University Berlin and Management and Economics at Technical University Berlin (Germany). After her Ph.D. in 2003 she moved to the U.S. where she worked at Colorado State University in the Department of Industrial and Organizational Psychology. Furthermore, she worked three years as an Assistant Professor at The University of Western Ontario, Canada. In 2008, she moved back to Europe and had numerous professorships in Germany, Austria, and Switzerland. Dr Krause published three books, and numerous scholarly chapters and papers in peer-reviewed journals.</p> <p>Robert J Rossberger, M.Sc., M.A. is conducting his Ph.D. thesis at the Institute of Economics and Management, Department of Human Resource Management and Organizational Behavior , Alpen-Adria University Klagenfurt, Austria. He studied Gemology at the Gemological Institute of America, International Management at the University of Applied Sciences Deggendorf (Germany) and International and Strategic Management at the University of Applied Sciences Deggendorf and the University of Fortaleza (Brazil). Furthermore, he studied and worked in Thailand, India, Indonesia, and Brazil. His research interest focuses on international and intercultural aspects of Assessment Centres and personnel management.</p>	

ACSG CONFERENCE - 18 MARCH 2010

INTERNATIONAL KEYNOTE SPEAKER		18 MARCH 2010
MORNING SESSION		
Title	Assessment Centre Essentials	
Presenter	<i>Kevin Murphy, Pennsylvania State University</i>	
Abstract	<p>Assessment Centres are usually defined in terms of a set of essential characteristics that distinguish the Assessment Centre method from other methods of assessment. Examples include assessment in groups, assessment by groups, and assessment using situational exercises. This talk examines the theory and evidence that supports or fails to support the idea that each of these features are essential to the design and the conduct of an Assessment Centre, and uses this review of theory and evidence to re-examine the question of what is and what is not an Assessment Centre.</p>	
<p>Kevin Murphy is a professor of psychology and information sciences and technology at Pennsylvania State University. He is the author of over 130 articles and book chapters, and author or editor of 10 books, in areas ranging from psychometrics and statistical analysis to individual differences, performance assessment, gender, and honesty in the workplace. Kevin's main areas of research include personnel selection and placement, performance appraisal, and psychological measurement. His current work focuses on methods of validating inferences from psychological tests and assessments.</p> <p>Kevin served as president of the Society of Industrial and Organisational Psychology (SIOP), editor of <i>Journal of Applied Psychology</i>, as well as a member of the editorial boards of <i>Human Performance</i>, <i>Personnel Psychology</i>, <i>Human Resource Management Review</i>, <i>International Journal of management Reviews</i>, <i>Journal of Industrial Psychology</i> and <i>International Journal of Selection and Assessment</i>. He served as a member and chair of the Department of Defence Advisory Committee on Military Personnel Testing, and has also served on four National Academy of Sciences Committees, most recently the Committee to Review the Scientific Evidence on the Polygraph. He has worked extensively with the Navy Personnel Research and Development Center and with the United States Marine Corps, including two visiting appointments by NPRDC, and has served as a consultant to private and public sector organisations in the areas of personnel selection and the assessment of job performance.</p> <p>Kevin has served on the faculties of Rice University, New York University, and Colorado State University, and has had visiting appointments at the University of California, Berkeley and the University of Limerick. He has also been a Fulbright Scholar at the University of Stockholm, and is a</p>		

fellow of the American Psychological Association, the Society for Industrial and Organisational Psychology and the American Psychological Society. He is the recipient of the Society for Industrial and Organisational Psychology's 2004 Distinguished Scientific Contribution Award. He earned his PhD from Penn State in 1979.

OPEN SPACE SESSION 1 – RESEARCH / BEST PRACTICE

VENUE: MAG 1		18 MARCH 2010
Title	Social perceptiveness: its role for performance in selection procedures and for the prediction of job performance	
Presenter	<i>Martin Kleinmann, University of Zurich, Switzerland and Jürgen Deller, Leuphana University of Luneburg, Germany</i>	
Abstract	<p>Assessment Centres are a widely applied technique in employment settings for the evaluation and development of employee potential and are extensively researched in academic circles. Debate and controversy have persisted for over 25 years as to the appropriate design, and interpretation of Assessment Centres. Following from this debate, a variety of differing perspectives have emerged on what Assessment Centres measure and how they should be designed. One perspective focuses on the role of participants' perceptions of the selection situation. Selection situations as well as work situations often represent complex social interactions and are therefore characterized by a high degree of ambiguity. For instance, ambiguous demands exist in many job situations like dealing with competing pressures or role ambiguity in teams. Similarly, Assessment Centre exercises simulate key job situations where it is typically not transparent for the candidates which behaviour is most appropriate. In line with this, participants' adequate perceptions of the selection situation should be important for the success in Assessment Centres. We conducted several studies to test the role of applicants' ability to identify criteria in Assessment Centres. The studies investigate whether social perceptiveness contributes to Assessment Centres' and interviews' criterion-related validity. In particular, it was hypothesized that the social perceptiveness component of social effectiveness (i.e., the ability to accurately perceive situational demands) is related to performance in selection procedures and to performance on the job, and may partly explain Assessment Centres' and interviews' criterion-related validity. In line with the hypotheses, results revealed that individual differences in candidates' ability to identify evaluation criteria were positively related to Assessment Centre performance, and job performance. Furthermore, the ability to identify evaluation criteria also contributed to the criterion-related validity of the selection procedures.</p>	
<p>Martin Kleinmann is a professor of work and organizational psychology at the University of Zurich, Switzerland. He studied psychology at the Universities of Kiel and Konstanz, Germany. After his dissertation (topic: Reactivity of Assessment Centres) he received a full professorship at the University of Marburg, Germany. He also worked as a consultant for several years in the field of Assessment Centres. His books about Assessment Centres are published in German and translated into Russian. Currently, he is the president of the German Society of Work and</p>		

Organizational Psychology <http://www.aodgps.de> and the editor of the leading German journal of personnel psychology (impact factor 1.8). Relevant journal articles for the presentation in March 2010 are:

Kleinmann, M., (1993) Are Assessment Centre rating dimensions transparent for participants? Consequences for criterion and construct validity. *Journal of Applied Psychology*, 78, 988-993.

Kleinmann, M., Kuptsch, C. & Köller, O. (1996). Transparency: A necessary requirement for the construct validity of Assessment Centres. *Applied Psychology: An International Review*, 45, 67-84.

König, C. J., Melchers, K. G., Richter, G. M., **Kleinmann, M.**, & Klehe, U.-C. (2007). The ability to identify criteria in nontransparent selection procedures: Evidence from an Assessment Centre and a structured interview. *International Journal of Selection and Assessment*, 15, 283-292.

Klehe, U.-C., König, C. J., Richter, G. M., **Kleinmann, M.**, & Melchers, K. G. (2008). Transparency in structured interviews: Consequences for construct and criterion related validity. *Human Performance*, 21, 107-137.

Jürgen Deller's professional affiliation is with Leuphana University of Lüneburg, Germany, as research professor. Currently he is a founding speaker of the Institute for Strategic HR Management Research and Development (SMARD). Jürgen is also Lucas Global Visiting Scholar at San José State University's Lucas Graduate School of Business in Silicon Valley, CA, USA. In Lüneburg he served as dean of the department of business psychology from 2000 to 2002 immediately after his appointment. Before he joined academia, he started his professional career with Commerzbank AG as apprentice, later as investment advisor. Following his studies of economics and psychology he joined the corporate headquarters of Daimler-Benz group, Stuttgart, as international management trainee in 1991. Later he became HR manager, worked with DaimlerChrysler Services (debis) AG, Berlin, and, as senior HR manager, supervised the HR board members' office and headed Corporate Leadership Development IT Services. His research focus includes the management of the demographic change, human capital management, and international human resources management. Jürgen has published more than 70 articles and book chapters in both German and English and given more than 140 conference papers in these research areas.

Title	Calculating the final integrated score in Assessment Centres for selection: a qualitative or quantitative approach?
Presenter	<i>Nadine Butler, SHL</i>
Abstract	<p>The Assessment Centre method as an aid to making selection decisions has increased in popularity over the past few decades. One of the possible reasons for this is the use of multiple assessors, which typically results in increased score validity and more objective decision making.</p> <p>The 28th International Congress on the Assessment Center Methods stipulate in their Guidelines and Ethical Considerations for Assessment Center Operations, that judgements made about behaviour in Assessment Centres should be integrated and finalised either through pooling of the ratings obtained in a meeting among the assessors or through a professionally accepted statistical integration process. However, no preference is given here, or in most of the Assessment Centre studies, as to whether one integration method is superior to the other, only indicating that a consensus or joint decision is required as an outcome.</p> <p>So what is the best approach to calculate the final integrated score when using Assessment Centres for selection purposes? Should the final integrated score be derived through a purely quantitative procedure (a statistical average) or should it be a qualitative conclusion (through discussion and consensus of the assessors)? The aim of this presentation is to give an overview of these two viewpoints and provide a discussion around the advantages and disadvantages of each scoring integration method.</p>

Nadine Butler is a registered Industrial Psychologist with the HPCSA. She completed her MCom in Organisational Psychology through the University of Cape Town (UCT) in 2006, where her research explored the relationship between absenteeism and commitment amongst South African nurses in the public sector. Prior to this, she first obtained a Bachelor's degree from the University of Cape Town (UCT) in 1999, with Organisational Psychology and English as majors, and a Post-graduate Diploma in Marketing Management (Cum Laude) and an Honours degree in Industrial Psychology (Cum Laude) from the University of the South Africa (UNISA). Nadine joined SHL as a Consultant in 2007. She consults in areas ranging from assessment and development projects, conducting work analysis, designing competency models, providing integrated feedback on assessment results, to advising clients on the optimal use of assessment tools in staff recruitment and selection. She is also actively involved as a Trainer, presenting courses on test administration, occupational testing, competency-based interviewing and assessor skills. Prior to this role, her corporate experience from 2000 to 2006 employed her in different capacities within the telecommunications, financial services

and higher education industries both in South Africa and the United Kingdom. Nadine is also an active and contributing member of the Western Cape branch of the Society of Industrial and Organisational Psychology of South Africa (SIOPSA).

Title	The role and effect of unconscious defensive structures in Assessment Centres: a systems psychodynamic perspective
Presenter	<i>Frans Cilliers, UNISA</i>
Abstract	<p>This paper tries to sensitise Assessment Centre staff towards their own unconscious defensive structures which may unconsciously influence assessment outcomes.</p> <p>Systems psychodynamics offers a way of studying unconscious behavioural processes, manifesting in organisations (below the surface). It has a solid organisational theory and well developed consultancy stance based on basic assumptions of dependency, fight/flight, pairing, me-ness and we-ness, and various defence mechanisms. In Assessment Centres the role and effect of these unconscious processes is seldom addressed and brought into consideration in making decisions about participants' behaviours and futures. After a series of Assessment Centres with Masters students, individual in-depth interviews were conducted with the event staff. The interviews focused on their experience of the event and the unconscious motivation for their assessments. The interview material was analysed (using discourse analysis) and various working hypotheses were integrated into a research hypotheses.</p> <p>The aim of the project was to determine the role and effect of unconscious defensive structures on Assessment Centre outcomes.</p> <p>The findings indicated the role and effect of transference, splitting and projection as defensive structures influencing the discussions about and evaluation of the Assessment Centre participants. This was especially true in cases where assessors were not aware of their own prejudices and stereotypes and did not show self knowledge and self insight.</p> <p>Recommendations were formulated towards optimising the training of observers and administrators to include awareness about themselves and the role and effect of unconscious behaviour influencing outcomes.</p>

Frans Cilliers is a Professor in the Department of Industrial & Organisational Psychology at UNISA. He holds a MA and DPHIL in Industrial & Organisational Psychology from the Potchefstroom University. He is a Psychologist (cat Industrial - SA Board for Psychology) and a Master Human Resources Practitioner. He is member of various professional societies (PsySSA, SIOPSA (Honorary Life Member), Jungian Centre, IPM, APA, SIOP, ISPSO, OPUS - the representative for Africa, ADPCA. He is trained in Systems Psychodynamic Organisational Consultancy, Executive

Coaching and Facilitation by the Tavistock Institute, London, AK Rice Institute, US, Centre for the Studies of the Person, CA, Eigenwelt Institute, National Training Laboratories, US, Esalen Institute, US. His work experience includes being a personnel officer (in Ghent, Belgium, Naschem, Pretoria Portland Cement), an organisational consultant and a Professor since 1990. He also lectures at other South African Universities and abroad. As academic he has supervised 62 Masters Dissertations and 26 Doctorate theses, presented national and international academic papers and has published 89 academic articles. He has won various research awards.

Title	The assessment of technical competencies: the emergence of a new era
Presenter	<i>Pieter Bronkhorst, EvaleX</i>
Abstract	<p>In line with the 30 year celebration of the ACSG, and as a practitioner during this time, an overview of how technology has changed.</p> <p>From paper and pencil to the development of an integrated system within which position profiling, performance contracting, assessments and talent management can be managed.</p> <p>In particular, an expose of breaking new ground in the domain of assessment of technical competencies. How one of the largest financial institutions in South Africa addressed the dilemma of dealing with skills audits and technical competence assessment.</p> <p>The problem definition was:</p> <p style="text-align: center;"><i>“We have been doing psychometric assessments for years, and whilst this has helped in finding the right talent, the business still has a challenge in getting our staff to have the required technical competencies. Where do we get a library for these technical competencies, how do we define them, how do we assess them and how do we report on them?”</i></p> <p>The presentation will provide a brief introduction on how technology has changed, then focus on a totally new innovation, the profiling of positions in terms of technical and behavioural competencies and the assessment of technical competence levels, and how these assessments then informed the development of learning strategy, recruitment strategy, succession planning, career path planning and talent management.</p> <p>The above will be done in the context of a project within a large South African financial institution where the rationale for the project, the scope, and the outcome and learning points will be addressed.</p>
<p>Pieter Bronkhorst started his own practice as consulting organisation psychologist in 1980. He completed his Bachelors and Masters degrees at the University of Pretoria, his Honours at UNISA and his PhD at University of Cape Town.</p>	

For his PhD he researched the phenomena of “corporate crisis and turn around management”. He has been involved in 25 successful corporate turnaround cases, 19 major re-engineering projects and has facilitated strategy development programs for more than 100 organisations, both Nationally and Internationally.

Pieter has developed the Internet based EvaleX Intellectual Capital Management System, which consists of the following modules: Behavioural/Psychometric Assessment, Competency Management, Performance Management, Learning & Development Management, Talent Management, Strategy Management, Project Management and Payroll Management.

He has personally assessed more than 6,000 managers across 22 different countries through the EvaleX25 Assessment Centre process advising companies on their talent requirements and the structure of their management teams.

Over the past 10 years, Pieter has spent 30% of his time abroad on international assignments and the other 70% in South Africa assisting corporations with corporate turn around and recovery, corporate growth, corporate performance, strategy development, assessment of the managerial competence, assessment of technical competence and measuring and managing Intellectual Capital.

AFTERNOON SESSION

Title	State of the art Assessment Centre practices in South Africa: survey results, challenges, and suggestions for improvement
Presenter	<i>Diana Krause, Alpen-Adria University Klagenfurt, Austria</i>
Abstract	<p>Despite the popularity of Assessment Centres as an instrument for personnel selection and personnel development, no recent study exists that describes the state of the art of Assessment Centre practices in South Africa. Given this research gap, we conducted a survey study in cooperation with SHL that describes the development, execution, and evaluation of Assessment Centres in $N = 44$ South African organisations. This keynote address reports recent findings regarding the design of the Assessment Centres, number and kind of job analysis, dimensions (job requirements) diagnosed, exercises used, additional diagnostic methods, assessor characteristics, contents and methods of assessor training, observational systems, information provided to participants, evaluation of participants' reactions, data integration, and characteristics of feedback. Furthermore, the results will be compared with professional suggestions made by scholars and practitioners to identify pros and cons in current Assessment Centre practices in South Africa. Finally, the presentation focuses on the challenges of Assessment Centre use and offers suggestions to improve recent Assessment Centre practices.</p>

*Univ.-Prof Dr **Diana E Krause*** is the Head of Team on Human Resource Management and Organizational Behaviour at Alpen-Adria University Klagenfurt, Austria. She studied Psychology at Humboldt University Berlin and Management and Economics at Technical University Berlin (Germany). After her Ph.D. in 2003 she moved to the U.S. where she worked at Colorado State University in the Department of Industrial and Organizational Psychology. Furthermore, she worked three years as an Assistant Professor at The University of Western Ontario, Canada. In 2008, she moved back to Europe and had numerous professorships in Germany, Austria, and Switzerland. Dr Krause published three books, and numerous scholarly chapters and papers in peer-reviewed journals.

OPEN SPACE SESSION 2 – RESEARCH / BEST PRACTICE

VENUE: MAG 1		18 MARCH 2010
Title	Assessment Centre in the military	
Presenter	<i>Francois de Kock, University of Stellenbosch; Lt Col Albert Meyer, Military Psychological Institute & Maj Natascha Bruwer, Military Psychological Institute</i>	
Abstract	<p>Assessment Centres largely originated in the military (Thornton & Rupp, 2006) and are still widely used in military and public safety organisations for selection. This practitioner paper discusses the specific application of Assessment Centres (AC) in the military by addressing three main aspects. Firstly, the history and development of ACs in the military are reviewed, including an overview of current international uses of ACs in the military. Secondly, the practical application of military ACs in South Africa is illustrated with case study projects undertaken by the Military Psychological Institute (MPI). In this part of the presentation, the AC design and development process normally followed is explained and applications (e.g., typical dimensions and exercises) are shown. Lastly, the lessons learned from local military ACs are formulated in a series of recommendations for practice and research. Throughout the presentation the commonalities between military and non-military ACs are highlighted and the distinguishing characteristics between these applications are outlined. In conclusion we argue that the military, as major users of the AC method, is rather unique in some of its client needs but the way ACs are conducted are generally shared with ACs in non-military contexts.</p>	
<p>François de Kock teaches IO Psychology at Stellenbosch University and is currently a PhD candidate in Industrial and Organisational Psychology at the Erasmus University of Rotterdam, the Netherlands. The focus of his PhD research is on “Individual differences in the accuracy of assessor judgment in personnel selection”. He has published in local academic journals, with a keen interest in personnel selection research, and acts as reviewer for two local academic journals. As a registered Industrial Psychologist (HPCSA) he has done assessment and research in the military, but also worked in OD, training and selection for various local and international organizations in South Africa and abroad.</p> <p>Albert Meyer is a registered Industrial Psychologist currently employed as the Head of the Assessment and Development Centres at the South African Military Health Services (DOD). In this capacity he supervises and manages psychologists within the areas of Specialist Assessment, Learning and Development Assessment, Performance Management and Organisational Assessment and Development. He is also the coordinator and supervisor of the current Industrial Psychology Internship Programme at MPI.</p>		

Albert's experience includes the development of a competency based evaluation scale for senior management, the development and validation of a competency based performance appraisal questionnaire used with the Department of Defence for developmental purposes, the design, refinement and facilitation of a course for organizational consultants to empower HR Practitioners within the SA Defence Force to assess and transform dysfunctional units into more productive entities, the design and presentation of several soft-skills programmes and simulation activities, and the assessment of leadership potential, specialist positions/skills and group efficiency using competency-based frameworks, psychometric instruments and simulation exercises. Albert also consults in private practice.

Natascha Bruwer studied at Rand Afrikaans University (UJ) and University of Stellenbosch, where she obtained her Masters degree in Industrial Psychology. She has been registered as an Industrial Psychologist since 2004. Her career commenced at the South African National Defence Force (SANDF) and she has since worked at various units within the SANDF. Natascha also lectured at the Military Academy in Saldanha and is presently doing training and development and assessment at the Military Psychological Institute (MPI) in Pretoria.

Title	The variability of Assessment Centre validities: subject to purpose?
Presenter	<i>Kim Dowdeswell, SHL</i>
Abstract	<p>In the Assessment Centre literature it can be observed that, over the years, reported validity coefficients of Assessment Centres have been declining. As an example: the gold standard of Assessment Centre meta-analytic research reported a validity coefficient of 0.37 (Gaugler et al, 1987), whereas the figure reported in a more recent meta-analysis was statistically significantly lower at 0.28 (Hermelin et al, 2007).</p> <p>Another trend reported over the years is that Assessment Centres are increasingly being used for development rather than purely for selection. Further, Lievens & Klimoski (2001) note that the purpose of Assessment Centre ratings (i.e. a 'yes/no' decision for selection vs. identification of strengths and weaknesses for development) may influence how assessors evaluate candidates. A question arising from this is whether validity would be higher for Assessment Centres carried out for development vs. selection?</p> <p>Linked to this is the discussion comparing validities obtained with overall assessment ratings (typically more useful for selection) and dimension ratings (typically more useful for development), where composites of dimension ratings were found to have higher validities than those reported for OARs (Arthur, Day, Mcnelly & Edens, 2003).</p> <p>This presentation will strive to explore the observations laid out above, with an emphasis on potential differences in validities observed between Assessment Centre purposes and approach. The practical application expected to arise from this would be identifying ways in which the validity of Assessment Centres may be increased. This point will be addressed in the presentation.</p>

Kim Dowdeswell is a senior research consultant and registered industrial psychologist working for SHL, an international occupational assessment and human resource technology firm. Kim holds a Masters Degree (Cum Laude) in Human Resource Management from the University of Pretoria. In 2006 she received the Achievement Award from the South African Board for Personnel Practice, for the best postgraduate student in the Human Resources field at the University of Pretoria, as well as academic honorary colours from the university. She is currently busy with her PhD (Industrial Psychology) at the University of Pretoria. She is a member of the Society for Industrial and Organisational Psychology (SIOPSA), and serves on the executive committee of the People Assessment in Industry (PAI) interest group.

Title	A two-stage Assessment Centre that brought all employees to a higher level of performance
Presenter	<i>Roy Perham, John Jay College, New York City, USA</i>
Abstract	<p>To succeed in the “Brave New World” of retail competition in the 1990s, senior management of one of the largest electric and natural gas utilities in the Northeast US decided they wanted to change the jobs of their customer service reps from mechanically processing calls to giving “wow” customer service and selling products and services. None of the reps passed the first Assessment Centre based on the new job performance standards, but after three months of behaviour-modelling training individualized to their skill deficits and supervisor coaching, nearly all passed the second one. The few who didn’t were reassigned to non-customer-service positions.</p> <p>The objectives of the presentation are as follows:</p> <ol style="list-style-type: none"> 1. To show how an Assessment Centre can be integrated into a system to improve hiring, promoting, training and coaching - and reduce training costs. 2. To demonstrate how the development of an Assessment Centre can be an organizational development intervention to create a “rigorous culture” of exacting standards—as described in Collins’ Good-to-Great. 3. To demonstrate strategies that were used to keep employee evaluation anxiety from creating resistance to greater use of assessments and from reducing employee performance in them.
<p>Roy G Perham, PhD has developed and run Assessment Centres to develop or select managers and supervisors at several large public utilities and customer service representatives at pharmaceutical companies. He has a PhD in Industrial/Organizational Psychology from Stevens Institute of Technology, and received postgraduate training at the Center for Creative Leadership in Greensboro, North Carolina. He is an Adjunct Assistant Professor of Psychology at John Jay College of Criminal Justice in New York City, teaching graduate courses in statistics and research methods.</p>	

VENUE: MAG 5 **18 MARCH 2010**

Title **Exploring the equivalence and rater bias in AC ratings**

Presenter *Gert Roodt, Univeristy of Johannesburg & Sandra Schlebusch, The Consultants*

Abstract

This empirical study reports on the assessment results of an In-Basket test applied to 1053 participants on supervisory levels across all regions of South-Africa. These assessments yielded scores on six competency dimensions (Initiative; Information Gathering; Judgement; Providing Direction; Empowerment; Management Control) and also provided an overall assessment rating (OAR).

The primary focus of this study is to report on rating differences on the six competency dimensions and the overall rating, between age, tenure, regional and divisional groups. Scores are also provided on sub-dimension level. These findings give an indication of AC rating equivalence across different competency dimensions and sub-dimensions as well as for the overall score. A second focus of the study will be to compare the internal consistency (intra-rater) reliabilities for different raters on the different competency as well as competency sub-dimensions.

Causes for the obtained differences are explored and suggestions are made to address some of these practical applications for both the service provider and the client organisation. Suggestions for further research are also proposed.

Prof **Gert Roodt** currently heads up the Centre for Work Performance in the Department of Human Resource Management at the University of Johannesburg. He obtained his doctorate in 1992 and is a registered psychologist (in the category industrial psychology). He is also a registered personnel practitioner. His broad research interests are in the area of assessment and in the measurement of organisational processes, which combined, provide a platform for his current research interest in human capital metrics and analytics. He is the editor and co-editor of five books and the author and co-author of numerous scholarly articles and papers presented at local and international academic conferences. He was elected as a fellow of the Pan Pacific Business Association and was awarded a fellowship by SIOPSA.

Sandra Schlebusch is currently the managing director of LeMaSa (Pty) Ltd and the owner of LeCouSa Consulting, the company owning the brand *The Consultants*. She obtained a BCom Honours degree in Industrial Psychology at the Potchefstroom University for Christian Higher Education. She continued her studies in business and management leadership and obtained an MBA during May 2004 at the University of the Northwest, Potchefstroom Campus. She is a registered psychometrist at the Health Professions Council of South Africa. She is a practising life, business and executive coach and is an associate of Consciousness Coaching International. She is a member of Toastmasters International. She has extensive work experience in the chemical

industry, the transport industry, the broadcasting industry and the cellular industry. Her experience stretches the whole spectrum of human and organisational development. Her passion is using simulations and ACs for developmental purposes. Her active involvement in AC design, implementation and evaluation started at the end of 1987 and continues till today. She received an Award of Recognition for Continuous Contribution to the field of Assessment Centres in South Africa for the year 2007 from the Assessment Centre Study Group.

ACSG CONFERENCE - 19 MARCH 2010

PLENARY ADDRESS		ETHICS STREAM
Title	Ethical issues and challenges: over the years and into the future	
Presenter	<i>Anne Buckett, Precision HR</i>	
Abstract	<p>The Assessment Centre method enjoys a long and rich history in HR and personnel management. Over time we have seen a broader application than merely for selection purposes (Thornton & Rupp, 2006). Assessment Centres are increasingly used for development purposes and succession planning, as a means of implementing effective retention strategies and for the identification of key organisational leaders. Therefore, the way in which AC practitioners work becomes of paramount importance in order to maintain the ethical underpinnings of the Assessment Centre.</p> <p>Lievens & Thornton (2005) note several disturbing trends starting to surface in Assessment Centres. These include taking short-cuts and applying the term "Assessment Centre" to many other methods that do not conform to the essential elements of the Assessment Centre method. Moses (2008) believes that the quality of assessors, assessor training, report writing, organisational support and poorly designed and managed Assessment Centres further compound the problem. In short, it presents AC practitioners with potentially significant ethical challenges.</p> <p>This plenary address will include interviews with past ACSG chairs and international colleagues in order to present delegates with an indication of past ethical challenges in Assessment Centres versus future ethical challenges that Assessment Centre practitioners face. The plenary address will further include a brief literature review of the key challenges facing Assessment Centre practitioners today. Suggestions to improve and maintain ethical Assessment Centre practices are shared with delegates.</p>	
<p>Anne Buckett is a qualified Industrial Psychologist with extensive experience in assessment and development in industry. She is presently the Managing Consultant of Precision HR with specialist expertise in the areas of HR competency-based assessment and development. She has worked with several large international consulting firms acquiring in-depth experience in consulting. In addition she is trained on a wide variety of tools, techniques and methodologies. Delivering integrated HR solutions to organisations as part of her services includes large-scale HR project management, determining key HR practices and protocols; designing and implementing recruitment, selection and decision-making strategies; compiling assessment matrixes and test batteries; conducting job analyses and determining key competencies; designing and implementing assessment and development centres end-to-end; project managing restructuring processes and managing 360° development and feedback projects. Anne is a seasoned conference speaker and</p>		

has presented sessions at several industry conferences. Furthermore, she has served as an executive committee member of People Assessment in Industry (PAI) and was Regional Chairperson for the SIOPSA Pretoria Branch. She is the outgoing Chairperson of the ACSG and will begin her doctorate exploring the effect of design fixes on the construct validity of Assessment Centres in South Africa at the University of Stellenbosch in 2010.

INTERNATIONAL KEYNOTE SPEAKER**19 MARCH 2010****MORNING SESSION**

Title	Psychometrics and Assessment Centres: can there be a meeting of minds?
Presenter	<i>Kevin Murphy, Pennsylvania State University, USA</i>
Abstract	Assessment Centre researchers and psychometric researchers have often reached different conclusions in evaluating the validity of Assessment Centres. This is most obvious in the debate over the meaning and the estimation of dimension vs. exercise effects and their implications for construct validity. Other examples include comparisons of the predictive validity of Assessment Centres vs written tests. Differences in the conclusions reached by these two groups of researchers can best be understood in terms of important differences in the way the term “validity” is used in different contexts. Continuing evolution in our understanding of “validity” offers hope that these two research communities will begin to find common ground in their evaluations of the validity and value of Assessment Centres.

Kevin Murphy is a professor of psychology and information sciences and technology at Pennsylvania State University. He is the author of over 130 articles and book chapters, and author or editor of 10 books, in areas ranging from psychometrics and statistical analysis to individual differences, performance assessment, gender, and honesty in the workplace. Kevin’s main areas of research include personnel selection and placement, performance appraisal, and psychological measurement. His current work focuses on methods of validating inferences from psychological tests and assessments.

Kevin served as president of the Society of Industrial and Organisational Psychology (SIOP), editor of *Journal of Applied Psychology*, as well as a member of the editorial boards of *Human Performance*, *Personnel Psychology*, *Human Resource Management Review*, *International Journal of management Reviews*, *Journal of Industrial Psychology* and *International Journal of Selection and Assessment*. He served as a member and chair of the Department of Defence Advisory Committee on Military Personnel Testing, and has also served on four National Academy of Sciences Committees, most recently the Committee to Review the Scientific Evidence on the Polygraph. He has worked extensively with the Navy Personnel Research and Development Center and with the United States Marine Corps, including two visiting appointments by NPRDC, and has served as a consultant to private and public sector organisations in the areas of personnel selection and the assessment of job performance.

Kevin has served on the faculties of Rice University, New York University, and Colorado State University, and has had visiting appointments at the University of California, Berkeley and the University of Limerick. He has also been a Fulbright Scholar at the University of Stockholm, and is a

fellow of the American Psychological Association, the Society for Industrial and Organisational Psychology and the American Psychological Society. He is the recipient of the Society for Industrial and Organisational Psychology's 2004 Distinguished Scientific Contribution Award. He earned his PhD from Penn State in 1979.

OPEN SPACE SESSION 3 – AC APPLICATIONS

VENUE: MAG 1		19 MARCH 2010
Title	Developing talent in racially diverse workplaces	
Presenter	<i>Nischal Khandai, African Bank Limited</i>	
Abstract	<p>Objective Explore methods used in developing Talent in racially diverse workplaces.</p> <p>Project in Detail Presentation will be based on a case-study of work done and experiences learnt from actual implementation of talent development at African Bank Limited in South Africa. Here one explores how talent was attracted, developed and retained using various batteries of assessments, performance management, succession planning, career path discussions, and fast-tracked development in terms of our affirmative action initiatives. Delegates will be exposed to practical teachings and lessons learnt. One could literally get back into their work-space and implement such.</p> <p>Rationale of Project To specifically address development of designated employees using various batteries of tests while taking into consideration other factors like exposure, experience, performance while addressing the strategic issue of diversity in a South African perspective.</p> <p>Outcome Identify a high performing talent pool for succession planning.</p> <p>Learning Application to Delegate Explore methods used, the advantages and disadvantages. Show-case successes and define a framework which has generic application in South Africa and Globally.</p> <p>Delegates walk out with a toolkit which can be used for designing a talent development strategic framework with useful hints and pointers on hotspots and cautionary areas.</p>	
<p>Nischal Khandai started his career as a Consultant and Training Officer for the Academy for Mathematics in South Africa. After working in various Labour Relations Consultancy roles he joined African Bank in 1999 where he has held a variety of positions in Sales Management, Human Resources, Training and Labour Relations. Nischal now heads the Group Employee Relations function at African Bank. This portfolio is responsible for the vision, policy and strategic management of the Labour Relations, Employee Wellbeing, HR Compliance, Employment Equity</p>		

and Transformation disciplines. A key strategic role includes the attraction, development and retention of “historically disadvantaged employees” in South Africa to create a racially diverse workforce in the Bank and its various subsidiaries. Hence, this positions the Bank into an improved Employer Brand in Southern Africa. Nischal is also a member of the Executive Council of the Industrial Relations Association of Southern Africa (IRASA). Currently serves as a Panellist on the International Advisory Council for the World HRD Congress based in India - focusing on Learning and Development in the workplace. Nischal holds graduate qualifications in Commerce and Law with post-graduate qualifications in Business Studies, Law and Advanced Labour Law from various South African Universities. At present he is pursuing a Masters in Science Degree in Strategic HR at Heriot Watt University, Scotland (UK). He presented papers and case studies at Conferences hosted by the Institute for International Research (IIR) in Johannesburg, South Africa on: a. Securing Affirmative Staff Retention and b. Performance based Pay: Aligning reward with Achievement. c. Presented Paper on Talent Development at the World HRD Congress in India, Mumbai, 2009. Nischal is a principal member of the Industrial Relations Committee for the Banking Association of South Africa, b. Professional member of the South African Society of Labour Law; c. Member of the American Society for Training and Development, ASTD; e. Executive Council Member and Treasurer for the Industrial Relations Association of South Africa, IRASA.

VENUE: MAG 2

19 MARCH 2010

Title	Practical application of levels of work in Assessment Centre design and competence design
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Presenter	<i>Jacques Haworth, BIOSS</i>
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Abstract	<p>As work becomes more complex and abstract in organisations, so the nature of the competency required to perform the work changes. Effective design will take account of the need for work simulations to accurately reflect the required complexity of work, as well as the need for the definitions and behavioural indicators to be aligned to the appropriate level of work complexity.</p> <p>Levels of work has increasingly been used in an organisational development context to ensure the sustainability of interventions. This presentation provides an overview of the model, incorporating the practical application of complexity based principles in the design of competencies and simulation exercises.</p>
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Jacques has a wealth of organisational consulting experience gained in a wide range of industries from mining to retail. His areas of speciality include Assessment Centres, organisational design, organisational development, talent management and strategic human resource planning. Jacques has been with BioSS Southern Africa since 2001.

Title	Backing the wrong horse: when management overrides Assessment Centre results
Presenter	<i>Wilma Botha, NIA</i>
Abstract	<p>The objective of this presentation is to report on an exploration of the factors that are at play when management doubts the value of Assessment Centre (AC) results.</p> <p>The inputs of AC practitioners are used to explore and discover explanations for occasions where the management of an organisation is either reluctant to accept and incorporate AC results when making employee selection decisions, or completely unwilling to do so. The presenter has had contact with numerous AC practitioners who are discouraged when their AC findings are ignored.</p> <p>This study aims to explain some of the reasons why management could disregard AC results. Especially when combined with psychometric techniques, ACs are amongst the most reliable methods of predicting work performance. Therefore, it is important that practitioners understand the reasons when management overrides results. Such insight could enable AC practitioners to deal with the problem, and ensure that this valid and reliable assessment technique is retained, and its use extended.</p> <p>The following questions will be addressed:</p> <ul style="list-style-type: none"> • Does management understand the rationale of the assessment-centre technique? • Are all parties involved aware of the requirements of the job? • Does management use reliable techniques, such as competency-based interviews when evaluating candidates? • Does an employment-equity policy influence selection decisions? • How are enquiries from applicants dealt with? • Could dubious selection processes have an influence on the morale of an organisation? • How do AC practitioners deal with ethical dilemmas that may result? • How do AC practitioners remain motivated to retain high standards in their work? • How can the AC practitioner ensure that management realises that ACs could assist them in making scientifically-informed decisions? <p>The importance of maintaining communication with management throughout the selection process is emphasised.</p>

Wilma Botha is registered to practice both counselling and clinical psychology. She obtained her Masters degree in Psychology from the University of Pretoria, an MBA from the University of Stellenbosch and a DPhil (Leadership in Performance and Change) from the University of Johannesburg. Her career commenced at the HSRC. She then went to the SANDF where she gained extensive experience in occupational assessment, job analysis, OD and the development and management of Assessment Centres at the Military Psychological Institute. In her later role as head of the department of psychology at 2 Military Hospital, her duties included designing and implementing employee assistance programs, occupational assessment of personnel in high-level positions, psychotherapy, supervision of intern psychologists, and the design and facilitation of diversity management interventions. She later joined Groman Consulting where she gained significant experience in competency modelling, the implementation of competency-based human resource management systems, teambuilding, conflict resolution, and the design and management of Assessment Centres. She joined SHL South Africa in April 2000 where her main responsibilities included job analysis, competency design and the design and management of Assessment Centres. She has been involved in various international Assessment Centre projects and she presents Assessment Centre and observer training courses locally and internationally. She joined the National Intelligence Agency in the beginning of 2007.

VENUE: MAG 5 **19 MARCH 2010**

Title **Are Assessment Centres an enabling experience for the disabled?**

Presenter *Johann Greeff, Treetops Consulting & Lucille Greeff, Treetops Consulting*

Abstract This presentation will involve participants in exploring whether Assessment Centres can be an enabling experience for individuals who are physically, intellectually and psychologically challenged.

Drawing on our experience over the past 20 years we will explore the following issues relating to disability and Assessment Centres:

- practical considerations for the assessment itself;
- impact of disability on the assessment process;
- impact of disability on assessment results;
- fairness and bias when assessing disabled managers; and
- legal and ethical considerations.

The session will be in the form of shared case studies followed by a facilitated conversation.

Johan has been active in the Organisation Development arena for the past 25 years. He is Managing Director of Treetops Consulting who has assisted organizations like BMW; Pick n Pay; The Compass Group of Companies; Tongaat-Hulett's Sugar; Volkswagen SA; SARS; The Ekurhuleni Metro and many others in Strategy, Leadership Development, Organisational Transformation and Assessment Centres. He holds qualifications in Clinical Psychology. He is a Master OD Practitioner and founder member of IODA (International OD Association). He is an Executive Coach to various business leaders. Johan has recently been recognised as a Mentor by the South African Board of Personnel Practice, recognition that is attained by invitation only.

Lucille has 12 years experience as a facilitator and management development consultant. During this time she has worked with organisations such as Pick 'n Pay, Compass Group, Volkswagen, BMW, City of Cape Town, Provincial Government of the Western Cape, The Institute for Justice and Reconciliation, the Department of Health and many others. She is a Chartered Personnel Practitioner (Organisation Development) with the SABPP. She is also a performance poet. Her long term goal is to be as graceful as a jellyfish.

INTERNATIONAL KEYNOTE SPEAKER**19 MARCH 2010****AFTERNOON SESSION**

Title	Applying Assessment Centres cross-culturally
Presenter	<i>Diana Krause, Alpen-Adria University Klagenfurt, Austria</i>
Abstract	<p>In recent years, Assessment Centres are used in an international and intercultural setting. A challenge that multinational organizations face in this context is a conflict between stability and change which is reflected in the Assessment Centre use in the following way: Which Assessment Centre features should remain the same in different countries around the globe to derive international valid performance predictions from the Assessment Centre results? Which other Assessment Centre procedures should be adapted to a certain target country or newly developed for a specific country to reflect the country-specific conditions in an Assessment Centre process? Given this conflict between stability and change, an international group of experts from North America, Asia, and Europe (Task Force on Assessment Center Guidelines, in press) developed guidelines that need to be considered when Assessment Centres are applied cross-culturally. The purpose of this presentation is to portray these guidelines for intercultural Assessment Centre use. The relevance of the guidelines for cross-cultural Assessment Centre operations will be illustrated by presenting selected results of Assessment Centre practices in North America and Western Europe.</p>

*Univ.-Prof Dr **Diana E Krause*** is the Head of Team on Human Resource Management and Organizational Behaviour at Alpen-Adria University Klagenfurt, Austria. She studied Psychology at Humboldt University Berlin and Management and Economics at Technical University Berlin (Germany). After her Ph.D. in 2003 she moved to the U.S. where she worked at Colorado State University in the Department of Industrial and Organizational Psychology. Furthermore, she worked three years as an Assistant Professor at The University of Western Ontario, Canada. In 2008, she moved back to Europe and had numerous professorships in Germany, Austria, and Switzerland. Dr Krause published three books, and numerous scholarly chapters and papers in peer-reviewed journals.