32\textsuperscript{nd} Annual ACSG Conference  
12 – 16 March 2012 at Spier in Stellenbosch

Assessment Centres: The DNA of Managing Talent

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\textbf{Abstract Selection Process:}
Submission format review process and acceptance of abstracts were handled by the ACSG executive committee.

All abstracts* submitted were subjected to a blind peer review process. Reviewers included: Dr George Coetzee, Eugene de Bruin, Prof Hennie Kriek, Prof Deon Meiring and the ACSG executive committee.

* The abstract booklet has been produced using presenter-supplied copy. Editing has been restricted to some corrections where appropriate.
SA Assessment Centre Study Group (ACSG)

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2008 – 2009 Anne Buckett (Precision HR)
2010 – 2011 Sandra Schlebusch (The Consultants / LeMaSa)

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www.acsg.co.za
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**Pre-Conference Training and Workshops: 12 – 14 March 2012**

**OBJECT 101 – VENUE: HELDERBERG**

*(08:00 – 17:00 on 12 & 13 March 2012)*

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<td>Sandra Schlebusch <em>(The Consultants / LeMaSa)</em> and Anne Buckett <em>(Precision HR)</em></td>
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<tr>
<td><strong>Abstract</strong></td>
<td>Purpose: Part of the reliability and validity of an Assessment Centre depends on using competent observers – people who have proven their competence in Observing behaviour, Noting behaviour, Classifying behaviour and Evaluating behaviour (ONCE). However, these are skills that need to be learned and continuously practiced to ensure competence. The purpose of Observer 101 is to introduce the potential observer to ONCE and to lay the foundation for eventually becoming a competent observer.</td>
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**Course Outcomes:** We follow a behavioural approach to assessing behaviour displayed during simulations by centre participants. Observer 101 will therefore focus on training potential observers on ONCE. At the end of the two days, the delegates will have an understanding how to:

- Accurately identifying behaviour;
- Correctly observing behaviour during an interactive simulation;
- Accurately noting behaviour during an interactive simulation;
- Objectively classifying behaviour according to competencies; and
- Fairly evaluating behaviour according to norms.

**Target Group**

- Psychometrists
- Psychologists
- People working in Human Resources or Training and Development
- SETA registered assessors
- Anyone with a solid academic background in Human Behaviour

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*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 telecommunications industry. Her experience stretches the whole
spectrum of human and organisational development. Her passion is using simulations and ACs for development 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. She is the current ACSG: Outgoing Chairman.

Anne Buckett is a qualified Industrial Psychologist in South Africa 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 at and with several large international consulting firms acquiring consolidated experience in a wide range of HR interventions. In addition, she is trained on a variety of tools, techniques and methodologies across a large number of well-established test publishers. Her experience covers both private and public sector organisations. Anne has served as an executive committee member of People Assessment in Industry (PAI) (2006 – 2007) and was Regional Chairperson for the Society of Industrial and Organisational Psychology of South Africa (SIOPSA) Pretoria Branch (2007 – 2009). She was the Chairperson of the Assessment Centre Study Group of South Africa (ACSG) from 2008 – 2009.
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<td>Presenter</td>
<td>Petrus Nel (University of the Free State, South Africa)</td>
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<tr>
<td>Abstract</td>
<td>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.</td>
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**The focus areas that will be discussed are:**

- 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.

Given that this is an introductory type of workshop, information will mainly be shared through presentations and questions and answers.

*Petrus Nel* has been in the Higher Education Sector for the past 13 years. He is the co-editor of four 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 mainly psychometrics, applied psychological and performance assessment, and personnel psychology. Currently, he is interested in the application of structural equation modelling and item response theory in dealing with bias and equivalence in psychometric instruments. He is registered as an Industrial Psychologist with the HPCSA. He holds a PhD from the University of Stellenbosch and a Master’s degree from the University of Pretoria.
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<td>Presenter</td>
<td>Martin Kleinmann (University of Zürich, Switzerland)</td>
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<td>Abstract</td>
<td>Which dimensions and how many of them should we use in Assessment Centres? This is one of the key questions that will be discussed in more depth during the workshop. The aim of the workshop is to develop criteria to determine the dimensions that best fit the specific goal of an Assessment Centre. We will discuss the ideal number of dimensions, how to select and develop dimensions, how to create broad dimensions, and whether a conceptual background of dimensions is necessary. We will also discuss the appropriate stability of dimensions – based on whether Assessment Centres are used for personnel selection or personnel development. We will also be discussing whether it is possible for Assessment Centres to have no dimensions. At the end of the workshop, a map based on empirical data summarising Assessment Centre dimensions will be presented and its usefulness will be discussed.</td>
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*Martin Kleinmann* has been a Professor at the University of Zurich, Switzerland, and is currently the head of the Work and Organizational Psychology group. After his PhD he received a professorship at the University of Marburg, Germany. He has received several grants from the German Research Foundation and the Swiss National Science Foundation, has worked as a consultant for several years in the field of Assessment Centres and has been the president of the German Society of Industry and Organizational Psychology and the editor of the leading German journal of personnel psychology. His books about Assessment Centres are published in German and translated into Russian. His articles are published in the *Journal of Applied Psychology*, *Personnel Psychology* and several other journals. His main research interests include construct-related validity of personnel selection, performance ratings in different contexts, impression management, and time management.
Title: Introduction to Development Centres

Presenter: Sandra Schlebusch (The Consultants / LeMaSa)

Abstract:
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.

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.

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.

Objective:
The objective of the workshop is to open up the possibility of using an 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.

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 telecommunications 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. She is the current ACSG: Outgoing Chairman.
Title: How to Use Trait Activation Theory in Assessment Centre Practice

Presenter: Filip Lievens (Ghent University, Belgium)

Abstract:
This workshop teaches participants the knots and bolts of using trait activation theory in assessment situations. After introducing the main concepts of this recent interactionist theory, applications in various assessment domains are presented. Examples are Assessment Centre exercise stimuli, assessor check lists, assessor selection questionnaires, situational judgement test items, templates for alternate Assessment Centre exercises, etc. At the end of workshop, participants will have developed several assessment tools and rating aids that are grounded in trait activation theory.

Filip Lievens received his PhD from Ghent University, Belgium and is currently Professor at the Department of Personnel Management and Work and Organisational Psychology at Ghent University. He has also been a visiting professor at University of Minnesota, Bowling Green State University, Nanyang Technological University, Singapore Management University, University of Zürich, University of Valencia, and University of Giessen.

Professor Dr Filip Lievens is a world-renowned authority in the field of selection and assessment. He has published over 100 articles in the areas of Assessment Centres, situational judgement tests, structured interviews, high-stakes testing, employer branding, and web-based testing. Of those publications, 24 have been in Journal of Applied Psychology, which is regarded as the top journal in industrial and organizational psychology. He also co-authored an authoritative review on personnel selection in Annual Review of Psychology. Overall, his research has been cited more than 1,000 times.

As recognition of his research contributions, he serves in the editorial board of both Journal of Applied Psychology and Personnel Psychology. He was the first European winner of the prestigious Distinguished Early Career Award of the Society for Industrial and Organizational Psychology. He also won the Douglas Bray and Ann Howard Award that recognises outstanding contributions in the leadership assessment domain. In Belgium, he was the first industrial and organizational psychologist to be Laureate of the Royal Flemish Academy of Sciences and Arts, an award to value substantial contributions in any discipline in social sciences.

Fillip Lievens has given over 200 presentations, workshops and invited keynote presentations across all continents (Europe, USA, Asia, Africa, and Australia). He has consulted for private, public, and military organisations and has served as "meta consultant" on selection-related topics for national and international consultancy firms.

Although Filip’s leisure time is scarce, he is an avid runner, swimmer, and biker (aka triathlon). During holidays, he enjoys travelling to foreign countries and cultures. In past years, he visited among others Alaska, Nepal, Peru, New Zealand, Oman, and Namibia.

More information about his research can be found at: http://users.ugent.be/~flievens/
FREE WORKSHOP 5 – Stellenberg Room  (13:00 – 17:00 on 14 March 2012)

Title  Research Focus Area Workshop

Presenters  Deon Meiring (University of Pretoria & University of Stellenbosch, South Africa)

Abstract  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. 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. Feedback will also be given on research projects that have been completed, the latest research in the field of AC, AC research methodology and a review of the latest book by Nigel Povah and George Thornton on Assessment Centres and Global Talent Management.

Deon Meiring is an Associate Professor at the Department of Human Resources Management at the University of Pretoria. In October 2007 he was also appointed as Assistant Professor extraordinary at the Department of Industrial Psychology at the University of Stellenbosch where he heads up the Assessment & Development Center Research Focus Area. Deon field of specializations is in advance assessment practice and he has extensive experience in Assessment & Development Centres design and personality test construction. He is registered as an Industrial Psychologist with the Health Professions Council of South Africa (HPCSA) since 1995. He consults on a part time basis in industry on executive and specialized assessment projects.

He completed his PhD at the Tilburg University, Netherlands under Prof Fons van de Vijver in 2007 one of leading Cross-Cultural Psychologist in the world. He has published scientific articles and chapters, and has presented his research at local and international conferences. In 2010 he received an honorary membership from the Assessment Centre Study Group (ACSG) for his work in Assessment Centre field in South Africa. He is the chairperson of the 2012 International Association for Cross-Cultural Psychology (IACCP) conference that will be hosted in Stellenbosch, July 2012 (www.iaccp2012southafrica.co.za). He is also the chairperson of the Local Organizing Committee of the First World Conference of Personality (1 WCP) that will take place in Stellenbosch in 2013 (www.perpsy.org).
**Conference Day One - 15 March 2012**

**OPENING ADDRESS – Auditorium**  
**(08:15 – 09:15 on 15 March 2012)**

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<tr>
<td>Presenter</td>
<td>Matimba Mbungela (Regional Head Effectiveness and Change, Vodafone)</td>
</tr>
<tr>
<td>Abstract</td>
<td>In a highly competitive and ever-changing market, Vodafone has made talent management one of its core priorities. The company has been on a journey to attract, develop and retain the best talent with a mixture of pragmatism and ambition for several years now. Vodafone’s achievement has been to give the answers that the business needs and making extensive investments in talent programmes to ensure the alignment of business needs and the talent strategy. As the world’s leading telecommunications company their success comes from the outstanding people that make it happen for their customers every day. “When we say we’re passionate about our people, we mean it. We always listen to what our people have to say, and are happy to reward their dedication and commitment to performing at their best” (<a href="http://www.vodafone.com">www.vodafone.com</a>).</td>
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Vodafone has an integrated Talent Management Strategy and in the opening address at the ACSG 32nd Annual Conference, Matimba Mbungela will specifically tell us more about the following:

- A segmented approach when investing in the future talent of the business.
- Development centres as an input into the calibration platform of future leaders in the business.
- Line management capability to scout for talent and developing future leaders
- Continuously identifying new sources of talent.
- Using Potential Indicators as the means to calibrate talent.

Matimba Mbungela is the Regional Head of Organisational Effectiveness and Change at Vodafone and before that was the Regional Head of Talent- Africa, Asia Pacific & Middle East at Vodafone. He is an exceptionally talented, passionate, experienced and well rounded HR practitioner with extensive emerging markets experience across Africa, Asia Pacific and the Middle East whilst based in the UK (London).
The DNA of Managing Talent – thoughts and empirical evidence

Human DNA consists of four bases: Cytosine, Guanine, Adenine and Thymine. Combined correctly, we have all the information necessary for human genetic structure. Assessment Centres consist of four components: Candidates, Given exercises, Assessors and Target dimensions. If we correctly combine these parts we will have important information for managing talents. The four components of the Assessment Centre and how they contribute to validity will be presented. For Candidates, the relevance of their cognitions and the stability of their behaviour will be outlined. For Given exercises, the number and similarity of these exercises will be discussed. Assessors’ skills may depend on the candidate: assessor ratio and on observation training. The type and number of Target dimensions will also be discussed. Thoughts and new empirical studies will be presented for all four components. As with DNA, we know all the necessary components; however, we still do not have the complete picture. Some questions still remain.

Martin Kleinmann has been a Professor at the University of Zurich, Switzerland, and is currently the head of the Work and Organizational Psychology group. After his PhD he received a professorship at the University of Marburg, Germany. He has received several grants from the German Research Foundation and the Swiss National Science Foundation, has worked as a consultant for several years in the field of Assessment Centres and has been the president of the German Society of Industry and Organizational Psychology and the editor of the leading German journal of personnel psychology. His books about Assessment Centres are published in German and translated into Russian. His articles are published in the Journal of Applied Psychology, Personnel Psychology and several other journals. His main research interests include construct-related validity of personnel selection, performance ratings in different contexts, impression management, and time management.
A talent management framework: the outcome of 10 years of research across 19 organisations and 800 managers

A great many organisations use sophisticated assessment methodologies, and the outcome of the assessment is usually feedback to a decision maker on whom to appoint or to a candidate on development areas. Then, in many cases, the process stops abruptly; like water running into sand. Once the initial objective of the assessment has been achieved there is seldom a trace of any on-going utilisation of the information in a significant strategic way.

What is the next logical step? Is it not perhaps translating the assessment results into a talent framework? What kind of framework? How?

The purpose of this presentation is to present a scientifically researched framework; an algorithm of how different inputs contribute to the talent statement of an individual. A framework that has evolved over the past 10 years, the result of research and practical application and to present research findings on its validation.

During the presentation the results of a 10 year research project will be presented. The results of approximately 800 senior managers across 19 organisations (9 SA based and 10 international) tracked in a longitudinal study of 3 to 5 years will be discussed. A 6 dimensional talent framework resulting in 11 different talent classifications will be presented, showing how the AC and psychometric results were included into a “talent algorithm.” How the outcome from the “talent algorithm” or framework culminated in a talent classification and utilisation recommendation for each manager will also be discussed. More importantly will be the accuracy of this framework in providing key information towards building high performance organisations and research findings tracking accuracy of predictions will be related to the audience.

Pieter Bronkhorst was awarded his PhD by the University of Cape Town for his research into corporate failure and corporate recovery. This involved the study of 40 failure and recovery cases in South Africa and overseas. One of the key findings was the role that intellectual capital (and in particular human capital) plays in organisation success. He recently published a book titled “The Architecture of high performance organisations creating corporate capability.”

Over the past 30 years Pieter has advised companies on corporate strategy, performance management, talent
Pieter operates through two entities, EvaleX Intellectual Capital Management cc which developed the EvaleX Human Capital Management System and Organisational Management Technologies, which provides consulting services to clients and which manages the implementation of the EvaleX system in client organisations.

His consulting practice consists of a blend of South African and overseas clients. Pieter has accumulated extensive international experience consulting to overseas clients.

**Title**
The customisation of simulation exercises and other challenges as part of a large skills audit project

**Presenter**
Anne Buckett (Precision HR)

**Abstract**
The current project is set within a government department in South Africa. An Assessment Centre approach was followed in order to determine skills gaps and focus development interventions. A range of simulation exercises were designed and customised for three levels in the organisation: senior management, middle management and supervisors. After the initial draft exercises were designed and trialled a number of design fixes were suggested to enhance validity. These included: reducing the number of dimensions, using more structured scoring systems, making dimensions apparent to candidates, frame-of-reference training and type of assessors. In addition, a core design team was appointed to further enhance and refine the assessment battery.

The design team had 18 months to complete the simulation exercises. Once the assessment batteries were signed off the project was implemented. The time-lines and turnaround were tight (6 months). During this time a team of trained Psychologists, Psychometrists and HR Practitioners conducted the Assessment Centres across the country assessing up to 20 candidates per day. The total number of candidates assessed was 72 senior managers, 711 middle managers and 925 supervisors. The process and challenges leading up to implementation will be discussed with delegates.

Results will be shared with delegates such as the finding of exercise effect despite stringent design practices being used and the quality of different types of assessors’ evaluations. The finding was that IO Psychologists generally produced greater quality results but, with proper training, this effect across different categories of assessors was relatively small. The
categories of assessors used for this project included IO Psychologists, Educational Psychologists, Research Psychologists, Counselling Psychologists, Clinical Psychologists, Psychometrists, Intern Psychologists and HR Practitioners. Lessons learnt and suggestions for the future will be discussed with delegates.

**Anne Buckett** is a qualified Industrial Psychologist in South Africa 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 at and with several large international consulting firms acquiring consolidated experience in a wide range of HR interventions. In addition, she is trained on a variety of tools, techniques and methodologies across a large number of well-established test publishers. Her experience covers both private and public sector organisations. Anne has served as an executive committee member of People Assessment in Industry (PAI) (2006 – 2007) and was Regional Chairperson for the Society of Industrial and Organisational Psychology of South Africa (SIOPSA) Pretoria Branch (2007 – 2009). She was the Chairperson of the Assessment Centre Study Group of South Africa (ACSG) from 2008 – 2009.

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<tr>
<td><strong>Title</strong></td>
<td>The evaluation of a frame of reference training programme for assessors of Assessment Centres</td>
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<tr>
<td><strong>Presenters</strong></td>
<td>Gerdi Mulder (North West University), Lené Jorgenson (North West University) and Dean Meiring (University of Pretoria)</td>
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<tr>
<td><strong>Abstract</strong></td>
<td>Research Problem: Assessment Centres are one of the most effective selection processes. However, the biggest issue facing Assessment Centres is that of construct validity (Guion, 1998; Collins et al., 2003). A certain aspect that could affect the construct validity of Assessment Centres is assessor training; to improve the consistency of their judgements (Pell, Homer &amp; Roberts, 2008). The assessors’ levels of expertise play a significant role in the validity of the whole process (Jones &amp; Born, 2008). It can therefore be said that the group of people that has the biggest impact on the whole assessment process, are the assessors (Schlebusch, 2008).</td>
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**Methodology:** For this study, a purposive sample of industrial psychology honours students will be used. They will be split into a comparison group and an experimental group. Both groups will receive the same pre- and post-test as well as a post-post-test one month after the training, in the form of a focus group and evaluating independent role-players based on predetermined criteria, by viewing approved recordings of typical Assessment Centre simulations. The Frame-of-Reference training programme will be conducted over a three-day period. Practical sessions will also be hosted for assessors to practice and receive feedback.
on their newly obtained skills. The experimental group will receive the training between the pre- and post-tests. The comparison group will only receive the training after the post-post-test has been completed to ensure fair research practices.

**Theoretical Foundation:** By implementing Frame-of-Reference training as an intervention for assessors, the construct as well as criterion validity could be influenced significantly (Lievens & Conway, 2001 & Schleicher, Day, Mayes & Riggio, 2002). Although international studies exist on Frame-of-Reference and assessor training, currently no such research exists for the South African context. The general aim of this research is to determine the effect of a Frame-of-Reference training programme for assessors of an Assessment Centre.

**Conclusion / Results:** The expected outcome of the study is that the experimental group will show a significant increase in terms of knowledge and skills on assessor behaviour.

**Gerdi Mulder** commenced her studies in 2007 at Northwest University. During 2009 she completed her B Comm Behavioural Sciences degree and in 2010 she achieved her Honours degree in Industrial Psychology, both cum laude. In 2011 she began her Masters studies in Industrial Psychology with the dissertation title: The evaluation of a frame-of-reference training programme for assessors of an Assessment Centre. During 2011 she started lecturing at the NWU-Potchefstroom Campus for pre-graduate students. In 2012 she plans to complete her dissertation as well as her internship in Industrial Psychology with JvR Consulting Psychologists. During this year she also hopes to start her PhD still building on her Masters dissertation.

**Lené Jorgensen** started off her career in 1997 as Psychologist in the South African Police Service, North West province. During her career as Provincial Manager for the SAPS Psychological Services, she was responsible for Project management, Strategic Management, Organisational Development, Psychometric assessments, Senior appointments (Assessment Centres), counselling and trauma management. Developing and implementing interventions to address work wellness in the SAPS resulted in a PhD during 2006 on work-related well-being interventions. She commenced her academic career at NWU during January 2008 where she teaches Counselling and Psychometric assessment for Honours and Masters students.

**Deon Meiring** is an Associate Professor at the Department of Human Resources Management at the University of Pretoria. In October 2007 he was also appointed as Assistant Professor extraordinary at the Department of Industrial Psychology at the University of Stellenbosch where he heads up the Assessment & Development Center Research Focus Area. Deon field of specializations is in advance assessment practice and he has extensive experience in Assessment & Development Centres design and personality test construction. He is registered as an Industrial Psychologist with the Health Professions Council of South Africa (HPCSA) since 1995. He consults...
on a part time basis in industry on executive and specialized assessment projects.

He completed his PhD at the Tilburg University, Netherlands under Prof Fons van de Vijver in 2007 one of leading Cross-Cultural Psychologist in the world. He has published scientific articles and chapters, and has presented his research at local and international conferences. In 2010 he received an honorary membership from the Assessment Centre Study Group (ACSG) for his work in Assessment Centre field in South Africa. He is the chairperson of the 2012 International Association for Cross-Cultural Psychology (IACCP) conference that will be hosted in Stellenbosch, July 2012 (www.iaccp2012southafrica.co.za). He is also the chairperson of the Local Organizing Committee of the First World Conference of Personality (1 WCP) that will take place in Stellenbosch in 2013 (www.perpsy.org).

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<th>OPEN SPACE ONE – Auditorium</th>
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**Title**: An alternative approach to measuring Assessment Centre reliabilities

**Presenters**: Gert Roodt (University of Johannesburg) and Sandra Schlebusch (The Consultants/LeMaSa)

**Abstract**

Background: Over the years numerous published research projects on the reliability of AC ratings have presented varying results in terms of overall dimension ratings as well as overall assessment ratings. Low reliabilities (high error variances) also have a negative, restrictive effect on predicting outcome variables. Previous research primarily used categorical ratings at dimension level, as well as ratings at exercise level, resulting in rating range restrictions. A compounding factor to the challenge of doing research on ACs is the fact that we sometimes work with very small total populations. Is this perhaps one of the reasons we seem to find contradictory results from the various research projects?

The Current Study: This project can be classified as exploratory research in that it tries to find a possible alternative approach to capture data for research on AC reliabilities. Description of data: Fifty two delegates (total population of the company) attended a Collaborative Development Centre. Forty two individuals’ data sets were used in this study. Each delegate participated in three simulations, assessing 12 primary dimensions and five secondary dimensions. Each of these dimensions had various sub-elements. A total of seven different facilitators worked on this project. The analysis of the data was done on the competency area level; the competency level, the sub-element level as well as per simulation.

Objectives of the Current Study: The primary objective of this study is to compare the reliabilities of the categorical dimension score ratings (final ratings) to dimension raw scores
where a wider range of scores are captured.

**Conclusions:** It is proposed that AC ratings have two applications, namely (1) the final categorical assessment ratings (derived from the raw score ratings) used for client feedback and (2) the unrestricted dimension raw scores that can be used for predictive analyses. The conclusions derived at the end of this study will be shared with the audience, as well as the implications for both AC practitioners and researchers. Future research will also be proposed.

**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 also an active member of Toastmasters International. She has extensive work experience in the chemical industry, the transport industry, the broadcasting industry and the telecommunications 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. She is the current ACSG: Outgoing Chairman.
The importance of the Assessment Centre method in staff selection and talent management strategies – the example of the European Union institutions

Bogdan Georgiev (European Personnel Selection Office, Belgium) and Sari Lekhonen (European Personnel Selection Office, Belgium)

Despite the economic crisis, both private and public sector organisations are finding it difficult to attract talented employees.

The situation is even more complex for the EU institutions which are recruiting at graduate level for top European public sector positions but also for other type of profiles such as secretaries and nuclear inspectors, from 27 European countries.

That is why a shift towards strategic HR planning together with a total update of selection methods became necessary, culminating in the setting up of Assessment Centres for permanent staff selection in September 2010.

On the basis of the first year’s experience, this modernisation has resulted in both increased efficiency and effectiveness of the EU Institutions' selection process to such a point that our objective in the coming years is to become a leading world reference in the field.

The presentation also focuses on the potential impact of the new selection methods on talent management strategies within the EU Institutions, facing a major generational change.

The new electronic tools in use are geared towards giving a detailed feedback of each candidate, in seven or eight different competencies. This in turn helps the recruiters at the outset of any recruitment.

The following instruments are used:

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<tr>
<th>Administrators (graduate level selection)</th>
<th>Case Study</th>
<th>Oral Presentation</th>
<th>Group Exercise</th>
<th>Structured Competency Based Interview</th>
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<td>Analysing and Problem-Solving</td>
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<td>Delivering Quality and Results</td>
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<td>Learning and Development</td>
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<td>Prioritising and Organising</td>
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<td>Resilience</td>
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<td>Working with Others</td>
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<td>Leadership</td>
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<td>Technical Expertise</td>
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In addition to these simulations and tests, we use computer-based tests for

- verbal, numerical and abstract reasoning,
- situational judgement tests and
- e-Trays.

**Bogdan Georgiev** holds a Masters degree in Industrial and Organisational Psychology from the University of Strasbourg (France) and is also a certified Assessment Centre Assessor. He has worked as a recruiter in the finance and the telecommunications sector. Bogdan is currently Project Manager in the European Personnel Selection Office (EPSO), which is responsible for selecting staff to work for the Institutions of the European Union. He is working on the organisation and implementation of EPSO’s Assessment Centres and on the training of the assessors involved.

**Sari Lehkonen** holds an MA in French, Communication and Political Science from the University of Helsinki. After graduation, she obtained a year’s scholarship to work at the Finnish Cultural Institute for Benelux in Antwerp (Belgium) before joining the European public service in Brussels in 1996. Sari speaks Finnish, English, French and Dutch.

Through her various positions, she has developed expertise in the management of human and financial resources, as well as in promoting the European Union to specialised audiences and citizens.

In February 2009, Sari joined the European Personnel Selection Office, where she is currently Acting Head of Unit in charge of the Assessment Centres for selecting permanent EU staff.

At present and after office hours, she is following post-graduate studies in the field of HRM at Kingston University London.
**Title**
The Assessment Centre method in South Africa – implications of proposed Employment Equity Act amendments

**Presenter**
Kim Dowdeswell (SHL)

**Abstract**
The regulation of psychological tests and who may use them is a subject that has received much attention in South Africa in recent years, with ongoing debates concerning what constitutes a psychological test, amongst others. However, the most recent resurgence of this matter from a legislative perspective was highlighted not in health professions legislation but rather in proposed amendments to South Africa’s labour legislation.

This session will unpack proposed amendments to Section 8 of the Employment Equity Act, published for public comment in December 2010. The commentary submitted to the Department of Labour by People Assessment in Industry (PAI) will be discussed, and more specifically the implications of the proposed amendments for the Assessment Centre method in South Africa will be unpacked.

In summary, PAI opposed the proposed amendments to section 8 of the Employment Equity Act. The key argument for this position was that the promulgation of the proposed amendments would be anticipated to result in an unsustainable situation, as the current classification system is not supported by all stakeholders and is insufficient to cater appropriately for psychological testing and “other similar assessments” (which also encompasses Assessment Centres).

In addition to considering the implications of the proposed amendments for the Assessment Centre method, suggestions will be given (and requested from the audience) for informing the way forward. At the time of submission of this abstract, a decision on whether the proposed amendments would be promulgated in their current form had not yet been reached. The outcomes of this session will be used to inform actions and initiatives PAI will take forward in pursuit of its purpose of ensuring assessment (both psychological and other) exists within the South African context as a value adding and ethical practice.

**Kim Dowdeswell** is a Registered Industrial Psychologist and Head of Products & Research for SHL. With the company since 2003, she has experience in test development, localisation and validation as well as culture fairness and equivalence studies. Her responsibilities include heading up the local research team, maintaining the research evidence base for the company’s assessments in South Africa, and assisting client organisations with research projects. Kim holds a Masters Degree (Cum Laude) in Human
Resource Management from the University of Pretoria and is currently busy with her PhD at the same university. Her research interests include adverse impact in the South African context and she has co-authored a book chapter on the topic, edited by Dr James Outtz and published in SIOP’s Organizational Frontier Series. She is a member of SIOPSA, Past Chair of the SIOPSA Pretoria Branch, and Chair of the People Assessment in Industry (PAI) interest group.

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<td><strong>Title</strong></td>
<td>Lest we forget – a case study highlighting the risk of complacency in how we “do” Assessment Centres</td>
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<td><strong>Presenter</strong></td>
<td>Jackie Fourie (SHL)</td>
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<tr>
<td><strong>Abstract</strong></td>
<td>We know from ‘how to’ manuals and best practice literature on Assessment Centre methodology of the importance to factor in organisational culture in not only our design of an AC, but also its execution and feedback. We also know culture comprises various components, which play an important role in informing the competencies required for a role and the ultimate success of the person.</td>
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The central purpose of this session is to share a case study of a unique AC experience, which left the practitioner with questions regarding aspects of the ‘what I am doing’ as much as the ‘how’. The key question revolves around to what extent assessor sensitivity, and logistics and business realities, allow for a proper consideration of organisational culture as a sensitising backdrop to the conducting of ACs.

The role profiling for the role already flagged this case as ‘different’. The enigmatic character of the COO presiding over the session had much to do with that, as did the highly political positioning of the company as a subsidiary of an international group and given a ‘doubtful to survive’ outlook by the Group. Also knotted in the practitioner’s frame of reference was the knowledge that the AC candidate was considered a star performer, and had been hand-picked by the COO to work with him in two previous organisations.

The comprehensive one-day AC (one candidate, one assessor) targeted a set of 11 competencies and comprised of a personality questionnaire (OPQ), two ability tests, an Analysis Presentation exercise, a role play and a competency-based interview.

The results of the AC could best be described as discrepant. In reconciling the results with the overall judgement of the candidate by management, the practitioner had occasion to explore several critical questions relating to organisational culture (i.e. to what extent does the
specific life phase or context of the organisation make some rather unconventional behaviour more acceptable?), the tools we use, our scoring methodology (how does one integrated vastly discrepant scores and which evidence weighs stronger?), and our overall delivery of results (particularly important in this scenario: how is feedback delivered to avoid potential rejection of results and ensure the value of the process is not lost?)

The proposed session aims to review some of the questions and learnings derived from the case. Most importantly, it hopes to peg – in a way of speaking – a ‘lest we forget’ post-it note regarding the importance of remaining cognisant of the world in which our assesses function and the impact of our work.

**Jacqueline Fourie** is a registered Counselling Psychologist, who joined SHL in 2002. Previously, Jacqueline gained experience in research at the then NIPR. She has extensive experience in the areas of recruitment and executive search, and all aspects of assessment including assessment and development centres, and career counselling. At SHL she has consulted widely on areas ranging from job analysis and competency model development to the optimal use of assessment tools. Her passion, however, centres on the use of Assessment Centre methodology and in-depth feedback sessions with candidates and their sponsors. She has consulted to clients across industries, both within and outside the borders of South Africa, and is an experienced trainer. Jacqueline holds a Master’s Degree in Counselling Psychology from Rand Afrikaans University, receiving the Chancellor’s medal for her research. She is currently busy with her PhD at the University of Johannesburg, writing a dissertation in the area of cyberspace relationality.
The role of positive psychological characteristics in the academic performance and work adjustment of engineers

Johanna Pliska (Exxaro)

Currently the focus is very much on leadership competencies and the measurement thereof. Ensuring the development (entrance) of scarce skills and the retention of these skills, to ensure competitive advantage in SA, is underestimated. Typical challenges are; the number of learners who do qualify to study engineering related studies, the current drop-out dilemma at tertiary level in these disciplines (30% at least) and the eventual rate of engineers we retain in the industry (only between 40 and 45%). At the same time, work stress can cause that any workforce to have at least a 25% of employees who have work related illnesses (with a related cost impact). These dilemmas, brings another focus to the assessment arena. Competencies we assess need to include dimensions of coping for both the academic and work context. This presentation is based on the results as part of a PhD study – 5000 items were analysed. The result is a classification of positive psychological characteristics to facilitate academic performance and a classification to facilitate work adjustment of engineers (as a scarce skill category).

Johanna Pliska has a M. Com (Cum Laude) in Industrial Psychology. She is currently an Industrial Psychological Consultant in the Talent Management Centre of Excellence at Exxaro Resources. She is a registered Industrial Psychologist with 17 years experience in the mining industry. Areas of expertise include assessments, leadership development, career planning, coaching and mentoring, and the development and implementation of strategies to develop and to retain talent.

Informing talent management decisions through technology-driven Assessment Centre methodology

Johan Struwig (SHL)

In the competitive talent acquisition space of today’s world of work, Internet-based assessment is the order of the day. Tippins (2009) wrote a few years ago that the (Internet) train has left the station, and that recent literature indicates that it is still moving. A great number of research articles published in recent years indicate equivalence between paper-based and Internet-based testing. But where does this leave Assessment Centres?
The emergence of the Internet in testing is spilling over into AC methodologies. A recent example of this is Dr Martin Lanik’s keynote addresses at the 2011 ACSG conference, illustrating how the use of technology enables remote administration of ACs, resulting in cost- and time-savings. In-tray exercises are presented online, measuring competencies required for effective job performance. Interactive assessments present information to candidates through email, voice mail, visitors and other means.

A question that comes to mind is how the performance of Internet-based simulation exercises compares to the more traditional Assessment Centre exercises, both on a practical and psychometric level? This paper explores the topic, examining the Internet-based simulation exercises increasingly being used in relation to more traditional location-based / face-to-face ACs.

Schmidt and Hunter (1998) in their seminal article concerning 85 years of research findings, reported AC validity to be 0.37 (based on the work of Gaugler et al, 1987). A more recent meta-analysis reported Assessment Centre validity at 0.28 (Hermelin et al, 2007). While the nature of an AC – by definition incorporating a variety of exercises – makes direct comparison with individual Internet-based simulation exercises difficult, the session will investigate validation evidence available for such Internet-based assessments.

Considering the research findings, the implications for Internet-based simulation exercises and more traditional ACs will be examined, considering various factors such as psychometric properties, time, cost and influence on the hiring cycle.

Johan Struwig is a registered Industrial Psychologist who graduated from the University of Cape Town. During his career (mainly in the financial and consulting industries), he developed expertise in the areas of Assessment and Development Centres, work evaluation and organisation design, training and development, strategic resourcing and talent management, transformation, performance management and employee relations.

He is the Managing Consultant of SHL Cape Town. He manages various assessment and development projects across Africa, conducts work analysis, designs competency models, presents training programmes in occupational assessment, work analysis and competency design, personality assessment and interviewing skills.

He is a member of the Psychological Assessment Initiative, the Assessment Centre Study Group and The Society for Industrial Psychology. His special interest is in the area of assessing people with disabilities and he has initiated pilot assessment projects with institutions in this field.
Assessing towards managing industrial and organisational psychology talent on masters level

Rian Viviers (University of South Africa) and Annelize van Niekerk (University of South Africa)

The purpose of this paper is to inform the reader on how talent is selected and developed in the context of the UNISA Industrial and Organisational Psychology Masters degree. In order to deliver graduates that would become professional Industrial and Organisational Psychologists registered with the HPCSA, the Department endeavours to select and develop students of the highest calibre. The Department embarked on a scientific selection process a number of years ago. This process is based on best practice, and aligned with the requirements of the HPCSA to register as a Psychologist in the category Industrial.

Since the introduction of this selection process, significant progress has been made towards refining both procedures and psychometric instruments utilised. In partnership with the test developer, preliminary research has been conducted on the assessment results collected thus far. The main aims of this research are firstly to validate the assessment battery and secondly to see if a correlation exists between the assessment results and the overall degree results of the students. Although the sample size is currently relatively small, favourable information has been obtained to support the process of scientific selection. As the sample size increases (based on students successfully completing the full degree) continuous research will be conducted to validate the selection process.

The process is not only used to successfully identify the most promising talent, but to also to develop this talent to become competent Industrial and Organisational Psychologists. Therefore the data is shared with and used by the selected students to assist them on their journey of personal and professional development. From a practical point of view the process is working very well for the department.

Rian Viviers is a professor in the Department of Industrial and Organisational Psychology at the University of South Africa. He is a registered psychologist (Category: Industrial and Organisational) and holds a Doctorate from Unisa. Prior to his appointment to Unisa, he worked for Transnet, where he focused on training and development and specialised in Assessment Centres. At Unisa he is currently Manager of the Master’s Programme as well as Internship Manager. He is particularly interested in the relatively new movement of Positive Psychology and also presents two short courses for the Centre for IOP, one of which is related to Positive Psychology. He often presented papers internationally as well as nationally and has published a number of peer reviewed articles. He worked as part-time consultant for SHL (South Africa) since 1996 and also for a period in the UK. He gives
Annelize van Niekerk is a lecturer in the Department of Industrial & Organisational Psychology at the University of South Africa. She is in the final phase of completing her Masters Degree in Industrial & Organisational Psychology at UNISA. She is also currently a registered intern psychologist in the category Industrial and Organisational Psychology with the HPCSA. Prior to her appointment at UNISA, she worked in the private sector where she gained more than 12 years experience in the field of selection and development, with the incorporation of psychometric assessments. She currently lectures Personnel Psychology to third year and postgraduate students at UNISA and is also involved in the annual selection of Master students. She is also a member of the ACSG and SIOPSA.
Title: Investigating the construct validity of an Assessment Centre in South Africa

Presenters: Nadia Brits (University of Stellenbosch) and Deon Meiring (University of Pretoria)

Abstract: Despite the frequent use of ACs both internationally and locally in South Africa, ACs have been widely criticised on the basis of whether they actually measure the dimensions that they intend to measure. The question has often been asked whether ACs are construct valid, since low discriminant- and convergent validity, as well as persistent exercise effects, seem to dominate research findings. This question serves as the driving force of the present study.

The aim of this study is to examine the construct validity of a development Assessment Centre (DAC). A convenience sample was used to pursue the research objective. The data was received from a private consultant company in the form of 202 individuals’ AC ratings who were assessed in a one-day DAC. Twelve competencies were assessed by four different exercises.

The AC data had several challenges that had to be overcome before statistical analyses. Due to the lack of sufficient number of indicators, all dimensions had to be combined within their respective global (second-order) factors. This resulted in four single trait (ST) measurement models that were investigated for face value of construct validity before adding exercises into the existing models. The four exercises were integrated into one global exercise effect to determine the existence of exercise effect. Only two of the four ST models were permissible to be examined for any existing exercise effects. The result was two single trait, single exercise (STSE) measurement models. Inter-item correlations were calculated in SPSS, followed by confirmatory factor analysis on each respective measurement model in EQS used to study the internal structure of the dimensions.

With one dimension as the exception, the results of the CFA imply that the DACs indicators (i.e. behavioural ratings) in each second-order factor fail to reflect the underlying dimension, as it was intended to do. When adding the conglomerated exercise effect, only one of the two dimensions had plausible results with good model fit and parameter estimates that leaned towards dimension and not exercise effects. Based on these findings, the validity of the developmental feedback provided to each participant after the completion of the DAC, is doubted. With one dimension as the exception, the present study’s results corroborate international research findings on the construct validity of ACs.
Nadia Brits is an Industrial Psychology Intern at Eskom Holdings Ltd. During her first year of studies in B Comm (Psych) at the University of Stellenbosch, she was invited to be part of the Golden Key International Honour Society, which provides privileges to only the top 15% of all university students. Furthermore, she was awarded Best Honours Student for Class of 2009 in the Department of Industrial Psychology. She continued her studies as Master student whilst working as Junior Consultant at TSM Consulting in Paarl. Prof Deon Meiring acted as supervisor for her Masters dissertation on the Construct Validity of Assessment and Development Centres. Her contribution of research in ACs within the South African context was acknowledged and rewarded by the ACSG with financial support for her studies. Practical implications for the AC field, and recommendations on how to improve the design of ACs stemming from her research, are applicable for both International and South African AC practitioners. She is currently working on her first paper to be published in cooperation with Deon Meiring and Jurgen Becker.

Deon Meiring is an Associate Professor at the Department of Human Resources Management at the University of Pretoria. In October 2007 he was also appointed as Assistant Professor extraordinary at the Department of Industrial Psychology at the University of Stellenbosch where he heads up the Assessment & Development Center Research Focus Area. Deon field of specializations is in advance assessment practice and he has extensive experience in Assessment & Development Centres design and personality test construction. He is registered as an Industrial Psychologist with the Health Professions Council of South Africa (HPCSA) since 1995. He consults on a part time basis in industry on executive and specialized assessment projects.

He completed his PhD at the Tilburg University, Netherlands under Prof Fons van de Vijver in 2007 one of leading Cross-Cultural Psychologist in the world. He has published scientific articles and chapters, and has presented his research at local and international conferences. In 2010 he received an honorary membership from the Assessment Centre Study Group (ACSG) for his work in Assessment Centre field in South Africa. He is the chairperson of the 2012 International Association for Cross-Cultural Psychology (IACCP) conference that will be hosted in Stellenbosch, July 2012 (www.iaccp2012southafrica.co.za). He is also the chairperson of the Local Organizing Committee of the First World Conference of Personality (1 WCP) that will take place in Stellenbosch in 2013 (www.perpsy.org).
Title: Integrated talent management at management level – a case study

Presenter: David Bischof (Deloitte)

The objective of the presentation is to illustrate the importance of a multiple assessment approach to talent management initiatives. Furthermore, the presentation will indicate a best practice approach to obtaining integrated information for talent management purposes.

During 2011, Deloitte Consulting (Pty) Ltd was approached by a multi-national organisation in Sudan to conduct a talent management project. The organisation operates across six sectors in Sudan and they required an integrated talent management process that was aligned with the organisation’s business strategies. Furthermore, they wished to identify and proactively manage the development and careers of the organisation’s high-potential leadership talent and allow the organisation to optimally leverage their talent. Deloitte utilised Development Dimensions International (DDI) technology to create and to map the competencies required for success at a senior management and leader level through Business Driver workshops that were held at an EXCO and Senior Management level. This was done to provide the organisation with clear targets for the assessment and development process aligned to the specific needs of their business. 48 Leaders underwent a rigorous DDI assessment process on-site in Sudan and the assessment was designed specifically to provide talent management and developmental data. This involved the delegate participating in the “day in the life of” a leader in a case study organisation which included a strategic analysis and presentation, five operational challenges (in-basket items), a peer role-play and a direct report role-play. The Occupational Personality Profile (OPQ) marketed by SHL and Modified Career Path Appreciation (MCPA) marketed by BIOSS were also used to complement the Assessment Centre. The Development Centre ran for a full day from 07:00 to 16:00. A total of seven assessors worked on the project. The assessment information was utilised to create integrated talent and potential information for the organisation. Furthermore, to close the development gaps identified and enhance proficiencies, a two-tiered Accelerated Learning Management Centre was created, one tier for developing high-potential leadership talent at the senior management level and a second tier for the development of high-potential leaders at the leader level. Internal capacity building to promote the long-term sustainability of the solution was also implemented.
David Bischof is a Research Psychologist and a Psychometrist – Independent / Private Practise registered with the HPCSA. He holds a Master of Arts in Research Psychology (cum laude) and is currently a manager at Deloitte Consulting (Pty) Ltd in the Managed Services Area of Human Capital, working in the Assessment Centre. In this role he specialises in provision of business development support for the Assessment Solutions Practise. David also works closely with the Deloitte DDI team and has extensive experience in the use of various DDI methodologies such as the Executive Assessment Centre, Success Profiles / TS Access, Leadership Mirror, etc. He also specialises in integrated talent management, career pathing and succession planning projects for various clients in the private and public sector. David published his Masters thesis titled “Post-modern career assessment for traditionally disadvantaged South African learners” in the journal “Perspectives in Education” during 2008.

OPEN SPACE TWO: Speakers Corner – Manor House
(11:45 – 12:45 on 15 March 2012)

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<tr>
<th>Title</th>
<th>Accuracy of candidate self-evaluation after an Assessment Centre</th>
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<tr>
<td>Presenter</td>
<td>Anne Buckett (Precision HR)</td>
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<tr>
<td>Abstract</td>
<td>The current project is set within a financial services organisation. The purpose of the project was to provide objective input to the organisation’s decision making committee about the strengths and development needs of senior staff as part of a restructuring and human capital alignment project. An Assessment Centre approach was followed in order to provide the data to the organisation. The Assessment Centre followed a hybrid approach and consisted of two case studies, a strategic presentation, a leadership questionnaire, a cognitive assessment and an emotional intelligence questionnaire. Competencies were mapped onto an assessment matrix and off-the-shelf products were used.</td>
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The Assessment Centre lasted one day and 50 candidates were assessed over a period of time. At the end of the day each candidate was given an evaluation form to complete. The following questions were included:

- What was your overall experience of the Assessment Centre?
- How well do you think you performed overall?
- Which competencies do you feel were effectively measured?
- Evaluate your own overall performance on each of the competencies measured.

Each candidate received individual feedback and an additional follow up was done not more than two weeks later. The results showed that, without fail, most candidates overestimated their overall competency performance. However, the majority of candidates were also open to feedback and development input. Interestingly, but perhaps not surprisingly, was that, in a small percentage of cases, candidates decided to change their experience of the
Assessment Centre from positive to negative after the announcement of the new structure.

Examination of performance data indicated that the group average was slightly above average despite contradictory anecdotal evidence. It was also found that most candidates believed that this rating was more significant than the Assessment Centre data and had a hard time distinguishing competencies from performance targets. This was possibly one reason for the skewed self-perception scores found in the data. Lessons learnt and suggestions for dealing with future projects of this nature will be discussed with delegates.

Anne Buckett is a qualified Industrial Psychologist in South Africa 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 at and with several large international consulting firms acquiring consolidated experience in a wide range of HR interventions. In addition, she is trained on a variety of tools, techniques and methodologies across a large number of well-established test publishers. Her experience covers both private and public sector organisations. Anne has served as an executive committee member of People Assessment in Industry (PAI) (2006 – 2007) and was Regional Chairperson for the Society of Industrial and Organisational Psychology of South Africa (SIOPSA) Pretoria Branch (2007 – 2009). She was the Chairperson of the Assessment Centre Study Group of South Africa (ACSG) from 2008 – 2009.

**OPEN SPACE TWO: Speakers Corner – Manor House**

**Title**  
The lesser of two evils – can companies afford not to test?

**Presenters**  
Francois de Kock (University of Stellenbosch), Gert Roodt (University of Johannesburg) and Sandra Schlebusch (The Consultants/ LeMaSa)

**Abstract**  
Background: In the recent past suspicion was raised against the use of systematic selection procedures (e.g., psychometric testing; ACs; SJTs) as being unfairly discriminatory without any substantiating evidence supporting these claims. This resulted in companies shying away from the use of (some of) these procedures, despite their potential benefits. As a consequence, managerial appointments are often made without using systematic selection procedures, like ACs, that establish how candidates would typically react in particular work-related situations.

Current Study: Against this backdrop, this presentation provides a brief anecdotal case study of a ‘wrong’ managerial appointment resulting from non-use of systematic selection procedures. The case is analysed in terms of generic managerial competencies, thereby indicating which ‘problematic’ behaviours could have been detected beforehand and what consequences these problematic behaviours have for the company.
Objectives: First, we provide a brief anecdotal case study of a ‘wrong’ managerial appointment.
Second, the case is analysed in terms of generic managerial competencies.
Third, a systematic analysis of the consequences it had for the company is provided.
Fourth, a systematic method of cost – benefit analysis (based on classic utility analysis) that enables comparisons between the use of selection procedures (e.g., ACs or SJTs), as opposed to no selection procedures at all, is proposed.
Last, conclusions are drawn and recommendations are made.

Conclusions: A systematic analysis of the anecdotal case study shows that companies cannot afford not to test. Classic utility analysis still provides a sound basis for making a comparison between a particular selection strategy and the decision not to test.

François de Kock teaches IO Psychology at Stellenbosch University. He is a PhD candidate in Industrial and Organisational Psychology at the Erasmus University of Rotterdam, the Netherlands and the focus of his PhD research is “Individual differences in the accuracy of assessor judgement in personnel selection”. He has published in local academic journals, with a keen interest in personnel selection research, human capital measurement, and performance management, and acts as reviewer for academic journals and also conferences (e.g., SIOP). His substantive research interests lie in a few areas, namely the influence of the rater in the assessment process in human resource management applications such as interviews and performance appraisal, the validation of employee selection procedures, and also human capital measurement. He has practitioner experience as an IO-psychologist involved in assessment and research in the military and other IO work in local and international private and public sector organisations. François is a registered Industrial Psychologist (HPCSA) and tries to marry the science and practice of IO-psychology in his day-to-day work with clients.

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 also an active member of Toastmasters International. She has extensive work experience in the chemical industry, the transport industry, the broadcasting industry and the telecommunications 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. She is the current ACSG: Outgoing Chairman.

**ETHICS PRESENTATION – Auditorium**

*(10:40 – 11:40 on 15 March 2012)*

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<tr>
<th>Title</th>
<th>Assessing for ethical leadership</th>
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<tr>
<td>Presenter</td>
<td>Leon van Vuuren (<em>University of Johannesburg</em>)</td>
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<tr>
<td>Abstract</td>
<td>The need for ethical leadership in government, business and society has drastically increased during the first decade of the 21st century. Although inroads have been made by public sector and non-governmental organisations towards the establishment of a society characterised by a strong moral fibre, progress has been slow. It appears that the business organisations, and more specifically, the leadership in this sector, may have a crucial role in building an ethical culture in broader society. The question then arises as to what can be done to ensure the selection and development of ethical leadership in business. The challenges associated with the assessment of ethics (integrity) by means of psychometrics are well documented. Whereas good strides have been made in the psychometric testing for integrity, there are certain ethics competences that are required from leadership that cannot be readily measured by means of psychometric testing. The purpose of this paper is to provide a framework for the assessment of ethical leadership competence.</td>
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The following themes that will be addressed in this paper may inform the components of such a framework:
Lessons from the past: Ethical leadership failures

The nature of business ethics

The business case for ethics

The need for ethical leadership

The structure of ethical leadership competence

Assessing for ethical leadership competence

Using Assessment Centre technology to develop ethical leadership.

Leon van Vuuren is professor in the Department of Industrial Psychology and People Management at the University of Johannesburg where he teaches industrial psychology and business and professional ethics. He holds a D. Com in Industrial Psychology and is professionally registered as a Psychologist (Speciality: Industrial) with the Health Professions Council of South Africa (HPCSA), and as a Human Resource Management Practitioner with the South African Board for People Practices (SABPP). During 2000 he completed a course in Managing Ethics in Organisations presented by the American Ethics Officer Association and the Centre for Business Ethics at the Graduate School of Business at Bentley University. During 2011 he was appointed by the Minister of Health to serve on the Professional Board for Psychology of the Health Professions Council of South Africa (HPCSA) for a five-year term (2010-2015). In this capacity he is a member of the Executive Committee of the Board, the Chairperson of the Committee for Preliminary Inquiry (Ethics Committee) and a member of the Education Committee.

Leon has published several articles in international and national scholarly journals. He is co-author of Business Ethics (4th ed.) that was published in 2010 and is the editor of the African Journal of Business Ethics.

His areas of specialisation include consultation, teaching and research in business and professional ethics. He specialises in the strategic institutionalisation of business ethics, corporate ethical culture transformation and the implementation of a corporate ethics management function. Other focus areas include the coaching of functionaries responsible for the management of ethics and the prevention of unethical behaviour in organisations, both in the public and private sectors. Among others, he has developed a variety of training materials for various organisational levels and applications. As consultant he is an associate of the Ethics Institute of South Africa (EthicsSA).

He played a key role in the development of the Code of Ethics of the SABPP. He is also the convenor of the ‘Future Fit’ professional ethics task team of the Society for Industrial and Organisational Psychology of South Africa (SIOPSA).
Assessment as a box of building blocks: Onward with innovative hybrid assessment practices

Filip Lievens (Ghent University, Belgium)

For decades, the “sign” versus “sample” paradigm has dominated personnel selection. In recent years, however, this distinction has become more blurred. In particular, assessment procedures have been developed that creatively combine components (“building blocks”) from both sign-based and sample-based approaches, thereby capitalizing on the respective strengths of these approaches. In this presentation, the rationale and scientific behind several innovative hybrid assessment practices will be outlined and elucidated. These hybrids include among others contextualised personality inventories, situational judgement tests, speed assessment, and open-ended computer simulations.

Filip Lievens received his PhD from Ghent University, Belgium and is currently Professor at the Department of Personnel Management and Work and Organisational Psychology at Ghent University. He has also been a visiting professor at University of Minnesota, Bowling Green State University, Nanyang Technological University, Singapore Management University, University of Zürich, University of Valencia, and University of Giessen.

Professor Dr Filip Lievens is a world-renowned authority in the field of selection and assessment. He has published over 100 articles in the areas of Assessment Centres, situational judgement tests, structured interviews, high-stakes testing, employer branding, and web-based testing. Of those publications, 24 have been in Journal of Applied Psychology, which is regarded as the top journal in industrial and organisational psychology. He also co-authored an authoritative review on personnel selection in Annual Review of Psychology. Overall, his research has been cited more than 1,000 times.

As recognition of his research contributions, he serves in the editorial board of both Journal of Applied Psychology and Personnel Psychology. He was the first European winner of the prestigious Distinguished Early Career Award of the Society for Industrial and Organizational Psychology. He also won the Douglas Bray and Ann Howard Award that recognizes outstanding contributions in the leadership assessment domain. In Belgium, he was the first industrial and organizational psychologist to be Laureate of the Royal Flemish Academy of Sciences and Arts, an award to value substantial contributions in any discipline in social sciences.

Filip Lievens has given over 200 presentations, workshops and invited keynote presentations across all continents (Europe, USA, Asia, Africa, and Australia). He has consulted for private, public, and military
organizations and has served as "meta consultant" on selection-related topics for national and international consultancy firms.

Although Filip’s leisure time is scarce, he is an avid runner, swimmer, and biker (aka triathlon). During holidays, he enjoys travelling to foreign countries and cultures. In past years, he visited among others Alaska, Nepal, Peru, New Zealand, Oman, and Namibia.

More information about his research can be found at: http://users.ugent.be/~flievens/
Title: Re-evaluating the importance of the criterion space in Assessment Centre design

Presenter: Nadene Venter (SHL)

Abstract: The insights Assessment Centres offer an organisation concerning the current performance and potential of its staff provide powerful information to inform key decisions about talent. Taken holistically, such information can enable decisions about the organisation’s talent strategy as well as to determine actions required for various talent management initiatives (e.g. training & development, strategic workforce planning, succession planning, etc.).

However, in order to understand for example the fit between talent available and talent needed, the organisation must have a clear idea of its requirements, both at the organisational and job level. Furthermore, in order for the information derived from ACs to provide accurate inputs to key talent decisions, the requirements the ACs are designed to measure must be clearly defined, and linked in an objective and rationale manner to the outcomes desired. Herein lies the importance of job analysis and accurate criterion definition in AC design, which will be the focus of this paper.

Dulewicz (1991) makes the point that job analysis will result in a set of key competencies and “only then should one select or design appropriate tests and exercises which will best measure these key competencies”. In a positive reflection of South African AC practices, a recent survey found that nearly all of the organisations participating reported on the use of some form of job analysis before conducting an AC (Krause et al., 2011), with one of the most common techniques reported being competency modelling. The authors reported that the “wide use of competency modelling shows that job analyses are conducted in great detail very carefully”.

This paper will examine the criterion domain underpinning ACs, review the advantages and limitations of existing job analysis methodologies, and consider new developments in the field. The over-arching purpose is to ensure that AC design and development remains aligned with organisational requirements, to continue delivering valuable information for use in talent management practices.
Nadene Venter is a registered Industrial Psychologist and Managing Director of SHL South Africa. Nadene holds a M. Comm Degree (Cum Laude) from the Rand Afrikaans University (University of Johannesburg), receiving the Chancellor’s medal for the best Masters degree student in the Faculty of Commerce.

Nadene has been working for SHL for more than ten years. During this time she has focused on areas of competency-based recruitment and assessments, career development, performance management, organisation development and the facilitation of training and development interventions at all levels - assisting companies in the public sector, manufacturing, financial and service industries.

Nadene has presented at a number of conferences on the design of competency frameworks for integrated talent management processes, as well as best practices in the use of occupational assessment as part of screening, selection and development interventions.

**OPEN SPACE THREE – Stellenberg Room**

<table>
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<th>(09:15 – 10:15 on 16 March 2012)</th>
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**Title**

Computer-based simulation technology as part of an Assessment Centre to identify talent in a multi-national organisation

**Presenter**

Jan van der Westhuizen (Experiential Technologies)

**Abstract**

The main objective of this paper is to demonstrate the value of Computer Based Simulation Technology (CBST) in Assessment Development Centres (ADC) for identifying and developing talent. As an Experiential Centre (EC), the objectives include; providing inputs into the use of Business Simulation Technology as Assessment Centre exercise and demonstrating the high correlation between Experiential Assessment Centres (EC) and on-the-job results.

A North American Case Study where CBST was used as part of an ADC will be presented (N = 94; Competencies measured = 26). The rationale behind using Computer Based Simulation Technology in the ADC or EC methodology was to enhance the reliability and validity of ADC as an experiential learning and/or assessment mechanism due to the high context validity.

With the assistance of the Research Focus Group from the University of Pretoria (UP) and Stellenbosch University (SUN), data collected during this Assessment Centre was analysed and the necessary tests performed. Results of the ADC outcomes of the North American plant were also compared with the South African plant. The statistical results/outcomes of this study will be shared in more detail during the presentation.
ADC and EC developed by means of CBST, with a combination of Behavioural Competence and Organisational Competence directly enhances Business Results. CBST in ADC and EC builds experience through experience and results in more accurate talent identification. Behavioural competence in itself cannot guarantee organisational success - CBST assists ADC to demonstrate both Behavioural as well as Organisational competence.

CBST challenges administrators and observers to truly understand business needs and key success drivers for business.

Jan van der Westhuizen is a senior private-sector manager, organisational development consultant and educator in the field of HR and Business Management. Simulations are one of his passions, allowing him to liaise closely with clients in assembling all the components pertaining to their organisation.

Jan is currently the co-author of a chapter: Computer-Based Simulation Technology as Part of the Assessment & Development Centre: A South African Case Study, in Nigel Povah and George Thornton’s book on Assessment and Development Centres, released during June 2011.

Jan also co-authored a chapter in a book on Organizational Development (Organizational Development: New Methods and Models for South Africa) and the use of simulations to assess and develop experience.

Jan delivered papers at various conferences on e-Learning, Assessment Centres and Project Management. One such were delivered at the annual ACSG conferences in South Africa and in the International Assessment Methodology Conference in Singapore 2010.

Jan is a Fellow of the Australian Institute of Management (AIM) and has won the APPETD award for Innovation in 2009.
Global virtual Assessment Centres – triumphs and lessons learnt

Matthew Tonken (SH&A and Fenestra) and Sandra Schlebusch (The Consultants / LeMaSa)

This case study focuses on the triumphs and challenges of delivering a fully virtual global Assessment Centre for selection.

Our client, a multinational German manufacturing company, is a believer in the value of Assessment and Development Centres. They use Centres throughout their businesses for selection, identifying high-potential managers, and development. During 2011, they began the process of migrating some of their traditional on-the-ground Development Centres to technology-enhanced Centres.

During 2011 the client organisation’s Supply Chain Management Division posed a challenge to the Human Resources Department: the Supply Chain Management Division wanted to create an innovative assessment process for the selection of recent university graduates into a logistics, procurement, and manufacturing Manager Trainee Programme. The client requested us to support them in delivering 300 selection assessments during a period of three weeks. The client would deliver the assessment content and we would place the assessment content on a technology platform. We would further support the client by supplying the necessary technology during the assessment process and the primary assessors.

While maintaining the traditional Assessment Centre methodology (multiple assessors, multiple exercises such as an in-basket, role-plays, interviews, psychometric tests, consensus meetings, etc.), we facilitated the delivery of the assessment material, capturing the candidates in-basket responses and assessor evaluations electronically.

The phone- and web-based assessments were conducted by our assessors in the US and South Africa partnering virtually with client assessors in Germany, Austria, China, India, the United States, and Canada. Candidates were located in Germany, the United States, Canada, China, India, and Eastern Europe.

We experienced a significant set of wins in this project, effectively implementing a global Assessment Centre despite some of the challenges we experienced. These challenges included a lack of international technology ubiquity, difficulty communicating and setting
expectations in multiple cultures, not to mention scheduling virtual Assessment Centres around the world.

During this presentation, we will share these triumphs and challenges by first describing the assessment process and our learning, and then opening it up to questions from the audience.

Matthew Tonken is Vice President of Talent Management Solutions for SH&A and Fenestra. His experience spans more than 15 years in business management and consulting, with a client list that includes Edward Jones, Siemens, Right Management, Ralcorp, UBS, Merrill Lynch, and Deutsche Bank, among others. He is a principal architect of the latest generation of Fenestra's HR technology platform. He directs new client implementation for all of Fenestra's technology-enhanced programs. He also focuses on design and delivery of web-delivered Assessment Centres for selection and development, training program design and delivery, and competency modelling.

Matthew holds an M.A. in Industrial and Organisational Psychology from New York University and has taken postgraduate courses in individual and group development at the Social Therapy Group in New York City. He sat on the board of the Metropolitan New York Association for Applied Psychology (METRO) as co-director of CareerNet, and is a member of the American Psychological Association, the Society for Industrial and Organizational Psychology, and the Society of Consulting Psychology.

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 telecommunications 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. She is currently the ACSG: Outgoing Chairman.
Demographic similarity effects in Assessment Centre ratings – an investigation of assessor bias in the South African context

Christine de Villiers (University of Stellenbosch) and Francois de Kock (University of Stellenbosch)

Assessor bias has received very little research attention, but remains an interesting and important topic for practitioners, assessees and AC clients. Using social identity theory, this research project studied the effects of demographic characteristics (gender, age and race) on ratings in Assessment Centres. We studied main and interaction effects of assessor and assessee demographic variables on ratings in a national sample of managers (Assessees: \( N = 220 \); Assessors: \( N = 12 \)). Descriptive statistics (means, SD) and inferential statistics (moderated multiple regression analysis) were used to test for both main and interaction effects (between assessor and assessee characteristics) of demographic variables on ratings. The regression analysis revealed highly a statistically significant (\( p < .001 \)) gender main effect (for assessor) — male assessors consistently rated assessees higher that female assessors did.

Assessor race had no main effect on ratings, but assesseee race did (\( p < .05 \)), showing that white assessees on average received higher ratings (5.12%) than black assessees. Age showed no main or interaction effects, although evidence of possible interaction effects was seen in descriptive statistics. Demographic similarity did not seem to affect Assessment Centre ratings in the present study. Recommendations for future research and AC practice are made.

Christine de Villiers was a Masters (Psych) student at Stellenbosch University in 2011, having completed her honours BComm (Psych) in 2009. Her thesis study focused on the impact of gender, age and race on Assessment Centre ratings, and more specifically, sought to determine whether demographic similarity between assessors and assessees affect AC ratings. Christine intends to commence an internship in 2012 as an intern Industrial Psychologist, and has a keen interest in the development of fairness in personnel selection in the South African context.

François de Kock teaches IO Psychology at Stellenbosch University. He is a PhD candidate in Industrial and Organisational Psychology at the Erasmus University of Rotterdam, the Netherlands and the focus of his PhD research is “Individual differences in the accuracy of assessor judgement in personnel selection”. He has published in local academic journals, with a keen interest in personnel selection research, human capital measurement, and performance management, and acts as reviewer for academic journals and also conferences (e.g., SIOP). His substantive research interests lie in a few areas, namely the influence of the rater in the assessment process in human resource management applications such as interviews and performance appraisal, the validation of employee
selection procedures, and also human capital measurement. He has practitioner experience as an IO-psychologist involved in assessment and research in the military and other IO work in local and international private and public sector organisations. François is a registered Industrial Psychologist (HPCSA) and tries to marry the science and practice of IO-psychology in his day-to-day work with clients.
Maximising staff learning – how a DAC helped us to focus first line managers’ experience on a manager of others development programme

Marna Malan (Sasol) and Anne Buckett (Precision HR)

Sasol provides many opportunities for staff to grow and develop their managerial skills. One of the areas targeted for special attention pertains to First Line Manager (Manager of Others) development. In line with the move towards aligning and standardising performance in the organisation; the First Line Manager development process was revamped. Participants in the Manager of Others Development Programme (MODP) will attend three Study Schools over the course of six months aimed at improving and enhancing their suite of managerial skills.

In order to prepare participants attending the MODP to focus their experience and to maximise their learning the organisation employed a one day Development Assessment Centre (DAC) as part of a personal needs analysis approach.

The DAC consisted of three simulation exercises chosen specifically for representing five core Manager of Others competencies. The competency clusters are Business Acumen, Communication, Leadership, Fostering Relationships and Results Driven. The simulation exercises were a group exercise, a role play exercise and a scheduling exercise.

The entire process took one day to complete from start to finish for each group of eight participants. 65 participants were assessed over the course of three weeks. Assessments were administered in the morning. Scoring, integration and report writing took place in the afternoon. The participants returned at the end of the day and received individual feedback on their DAC performance. In addition to highlighting what competencies the individual had mastered, the report also included development observations with an indication of where a particular competency would be addressed in the MODP.

Benefits for the participants included insight into areas of strength and areas of development. As part of a coaching initiative line managers were trained as on-the-job coaches and the results from the DAC served as the first discussion point for this process.

This presentation will cover all the aspects of the DAC, including design, scoring, reporting and implementation. Lessons learnt will be discussed.
Marna Malan is a dedicated wife, mother and a registered industrial psychologist. She holds a PhD with main field of study - Industrial Psychology. Marna started her work life as an educator and then decided to pursue a career in the corporate environment. Marna is now ten years at Sasol; she touched base at Sasol Mining before joining Sasol Shared Services. She works in the Talent Management space, responsible for leadership effectiveness and occupational assessments. Marna is currently based in Secunda although she renders a service to the whole of Sasol international.

Anne Buckett is a qualified Industrial Psychologist in South Africa 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 at and with several large international consulting firms acquiring consolidated experience in a wide range of HR interventions. In addition, she is trained on a variety of tools, techniques and methodologies across a large number of well-established test publishers. Her experience covers both private and public sector organisations. Anne has served as an executive committee member of People Assessment in Industry (PAI) (2006 – 2007) and was Regional Chairperson for the Society of Industrial and Organisational Psychology of South Africa (SIOPSA) Pretoria Branch (2007 – 2009). She was the Chairperson of the Assessment Centre Study Group of South Africa (ACSG) from 2008 – 2009.

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<td><strong>Title</strong></td>
<td>Talent – an integrated perspective on potential</td>
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<tr>
<td><strong>Presenter</strong></td>
<td>Jacques Haworth (BIOSS)</td>
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<tr>
<td><strong>Abstract</strong></td>
<td>A case study description of an integrated approach to talent management and assessment of potential within a client organisation. The case study describes the use of and relationship between Assessment Centre ratings, personality information and capability information when determining ratings of potential in a talent management context. The objective is to examine the contribution of each of these types of potential to overall potential in a typical nine-box grid and share possible ways of doing this. The methodology used was that of mapping company competencies to Assessment Centre dimensions, capability dimensions and personality dimensions. A group of 40 senior managers was then assessed using 5 assessors in a full day of Assessment Centre and interviews (in-tray, competency based interview and 2 role plays).</td>
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The results indicate low positive relationships between these different types of potential indicating they are measuring related but separate constructs. The conclusion is that an integrated view of potential should incorporate multiple measures.

Jacques Haworth is currently the Consulting Manager at BIOSS Southern Africa. He holds a B. Com degree (Hons) in Industrial Psychology and is a registered Psychometrist. For the last 17 years, he has consulted to organizations in a wide range of industries, predominantly in the field of Assessment, Organisational Development, Talent Management and Coaching.

He has presented multiple papers at previous ACSG conferences. He is also a SIOPSA member.

**OPEN SPACE THREE: Speakers Corner – Manor House**

**Title**

Talent Management and Assessment Centres – what is the DNA?

**Presenter**

Hennie Kriek (Top Talent Solutions)

**Abstract**

The main objective of this session will be to explore and discuss the true DNA or founding basis of the Assessment Centre Method, and how new trends in people assessment in industry is putting pressure on these building blocks of the Assessment Centre. We will close the session by discussing a framework that can be used to evaluate the effectiveness of the Assessment Centre Method, for different talent management interventions.

We will take a quick journey through the nature of DNA and compare this with the core nature and basic foundation of an Assessment Centre. If we study available guidelines of best practice in the Design of Assessment Centres and Assessment Centre Methodology, we can identify certain characteristics that need to be present in any assessment intervention in order to qualify as an Assessment Centre. We will explore the rationale and reasoning behind each of these characteristics.

By understanding the new emerging world of Assessment of people in Industry, we will be able to look at the pressure this is placing on the basic Assessment Centre building blocks.

During the general discussion of this session we will explore strategies to think about the strengths and weakness of the traditional Assessment Centre. This will be placed against the background of a framework that could be used to evaluate the appropriateness of the Assessment Centre Method in different Talent Management applications. We will then test the feasibility to maintain the integrity of the basic DNA or building blocks of the Assessment Centre, against these different Talent Management applications.


Hennie Kriek is Professor Extraordinarius at the Department of Industrial and Organisational Psychology at the University of South Africa. His most recent position was that of President of SHL USA, Canada and Latin America. Before that he was the founding member and Managing Director of SHL South Africa, 1994-2007.

Hennie currently serves on the editorial board of “Industrial and Organizational Psychology, Perspectives on Science and Practice” (USA), “Human Performance” (USA), “Southern African Business Review” (SA) and advisory editor of the “Journal of Industrial Psychology” (SA). He also acted as a member of the awards committee of the “M. Scott Myers Award for Applied Research in the Workplace” of SIOP (USA) 2005-2007 and was a consulting editor of “International Journal of Management Reviews” (UK).

He was awarded honorary membership of SIOPSA for his contribution to IO Psychology in South Africa and was also awarded honorary membership of the Assessment Centre Study Group of South Africa (ACSG) for his contribution to the study of Assessment Centres in South Africa.

Hennie is currently the Chair of the Association of Test Publishers (ATP of South Africa). He was Chair of PAI (People Assessment in Industry) an interest group of SIOPSA, as well as the Assessment Centre Study Group of South Africa for a number of years. He is an International Affiliate member of SIOP, the ITC and the IAAP.
PLENARY SESSION – Auditorium (11:35 – 12:35 on 16 March 2012)

Title
Assessment data and executive decision-making – a case study of how hiring managers make selection decisions

Presenters
Hennie Kriek (Top Talent Solutions) and Fred Guest (Top Talent Solutions)

Abstract
Best practice in Traditional Assessment Centres demands that multiple observers must observe multiple participants on multiple assessment dimensions and must then pool their results as part of an integration discussion. Due to time and cost limitations the traditional Assessment Centre are not used as described during selection decisions but has been replaced by the use of a variety of assessments, online and supervised as well as some Assessment Centre technology exercises such as a standalone in basket or role-play.

The introduction of these assessment methods provides interesting dilemmas and opportunities for the design of Assessment Centre processes, reporting and decision-making.

Different selection decision-making strategies have been documented in terms of the optimal integration of assessment data to help and increase objective decisions making by hiring managers. Dr George Thornton of Colorado State University made the distinction between so called “in parallel” and “in series” decision-making strategies that can be deployed to increase objectivity and to prevent halo and other decision artefacts. The theoretical basis for these different points of departure will be explored and will be related to the current trend in Leadership assessment.

Based on the theoretical overview described above, the presenters will illustrate how different Assessment Centre designs and ways of presenting assessment data to hiring managers can potentially influence the decision making process. This will be done through the critical analysis of a leadership and executive Assessment Centre case study. The case study will provide a base for the application of principles and will be supported by actual assessment and talent decision data.

In this presentation some of these trends, their effects on Assessment Centre utility and talent decision-making will be explored.

Hennie Kriek is Professor Extraordinary at the Department of Industrial and Organisational Psychology at the University of South Africa. His most recent position was that of President of SHL USA, Canada and Latin America. Before that he was the founding member and Managing Director of SHL South Africa, 1994-2007.
Hennie currently serves on the editorial board of “Industrial and Organizational Psychology, Perspectives on Science and Practice” (USA), “Human Performance” (USA), “Southern African Business Review” (SA) and advisory editor of the “Journal of Industrial Psychology” (SA). He also acted as a member of the awards committee of the “M. Scott Myers Award for Applied Research in the Workplace” of SIOP (USA) 2005-2007 and was a consulting editor of “International Journal of Management Reviews” (UK).

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Fred Guest is Managing Director of TTS-Top Talent Solutions in South Africa and a registered Industrial Psychologist. His most recent position was that of Head of Professional Services with SHL South Africa. He worked with SHL for fourteen years before starting Fred Guest Consulting, now Top Talent Solutions.

Fred has more than 16 years experience in the fields of competency framework design, occupational assessment and talent management. He has presented at a number of conferences and is often invited to lecture on these topics with various South African universities.

As consultant he assisted a range of national and international companies in the design of competency frameworks for integrated talent management systems, the development of recruitment and selection strategies, Internet-based competency and occupational assessment practices, as well as performance management and succession planning systems.

He was President of the Society of SIOPSA June 2006 – 2008 and was awarded honorary membership of the Society for his contribution to IO Psychology in South Africa.
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