

46th ACSG Annual Conference

Assessment Centres and Assessments: Beyond Borders

23 - 27 March 2026

Johannesburg, South Africa



ASSESSMENT CENTRE STUDY GROUP
South Africa

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Preface

As organisations confront unprecedented complexity, the way we identify, assess, and develop talent is being fundamentally re-examined. Globalisation, digital transformation, hybrid work models, artificial intelligence, and increasing expectations of fairness and sustainability have reshaped both the workplace and the workforce. In this evolving context, Assessment Centres can no longer be confined by traditional boundaries—disciplinary, geographic, methodological, or conceptual. They must evolve.

The ACSG Conference 2026, themed *Assessment Centres and Assessment 2026: Beyond Borders*, invites practitioners, scholars, and decision-makers to engage with this evolution. This conference is a deliberate call to move beyond established assumptions and explore what Assessment Centres must become to remain relevant, credible, and impactful in the decade ahead.

“Beyond Borders” speaks to more than international reach. It challenges us to cross boundaries between science and practice, between technology and human judgement, and between efficiency and ethical responsibility. It asks how Assessment Centres and assessments can operate effectively across cultures while remaining locally meaningful; how they can harness innovation without compromising validity; and how they can contribute not only to organisational performance, but to broader social and economic wellbeing.

Over the course of the conference, participants will be exposed to cutting-edge research, evidence-based practice, and real-world case studies from diverse sectors and regions. Leading academics will present the latest thinking on assessment design, psychometrics, fairness, and future skill requirements. Senior practitioners will share insights from the field—what is working, what is not, and what lies ahead. Together, these perspectives will create a rigorous yet practical dialogue that advances the profession.

For corporate leaders, the conference offers a strategic lens on how Assessment Centres and assessments can support talent decisions in an increasingly volatile environment—supporting succession planning, leadership development, and workforce transformation at scale. For academic institutions, it provides a platform to shape and influence practice, strengthen research-practice partnerships, and ensure that assessment methodologies remain grounded in robust theory and empirical evidence.

Equally important, the ACSG Conference 2026 is a space for critical reflection. It encourages participants to question inherited models, challenge unconscious biases, and consider the ethical implications of assessment in a data-rich world. It recognises that the

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future of Assessment Centres will be defined not only by innovation, but by intentional choices about values, purpose, and responsibility.

This conference is not simply about what Assessment Centres and assessment are today — it is about what they could and should be tomorrow. By bringing together diverse voices and perspectives, ACSG 2026 aims to inspire new thinking, foster meaningful collaboration, and set a clear direction for the future of assessment.

We invite you to join us in March 2026 to think beyond borders, engage with the forefront of the discipline, and help shape the next chapter of Assessment Centres and assessments.

ACSG Executive Team



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Abstract Selection Process

Review of the submission format and the acceptance of abstracts were managed by the ACSG Committee.

All submitted abstracts underwent a blind peer-review process. The reviewers included: Hubert Annen, David Bischof, Anne Buckett, Jaco de Jager, Kevin Distiller, Hennie Kriek, Nathan Kuncel, Danie Oosthuizen, Sandra Schlebusch and Marius Stander.

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- Precision ACs
- Society of Industrial and Organisational Psychologists South Africa – SIOPSA
- Top Talent Solutions – TTS
- University of Cape Town – UCT
- University of Pretoria – UP – *The Deon Meiring Memorial Fund*



ACSG Information

ACSG Committee (2024 – 2026)

Marelle Botha (Chairperson)
Peter Cameron (Treasurer)
Khanyi Sibanyoni (Director)
Amere Wepener
Danie Oosthuizen (outgoing Treasurer)
Sandra Schlebusch F
Kevin Distiller (outgoing Director)

ACSG Honorary Members

David Bischof	Hennie Kriek
Pieter Bronkhorst	Deon Meiring (IM)
Anne Buckett	Petrus Nel (IM)
George Coetzee	Sandra Schlebusch
Eugene de Bruin	Hermann Spangenberg

Past Chairmen

Hermann Spangenberg – Stellenbosch Farmers Winery (SFW)
Albert van der Merwe - SASOL
George Coetzee – NASPERS
Hennie Kriek – SHL, South Africa
Willie Marais – Old Mutual
Charmain Swanevelder - SHL, South Africa
Deon Meiring – South Africa Police Service
Anne Buckett – Precision HR
Sandra Schlebusch – LEMASA
Lydia Cillié-Schmidt – The Talent Hub
David Bischoff – Deloitte
Petrus Nel – University of the Free State
Jaco de Jager – TTS
Kim Dowdeswel – TTS
Marelle Botha – Inpsyght Consulting
Marelle Botha – Evalex/OMT

List of Acronyms

AC	Assessment Centre(s)
AC/DC	Assessment and Development Centre(s)
ACSG	SA Assessment Centre Study Group NPC
ASSA	Assessment Standards South Africa
AI	Artificial Intelligence
DC	Development Centre
DAC	Development Assessment Centre
HPCSA	Health Professions Council of South Africa
IACCP	International Association for Cross-Cultural Psychology
I/O	Industrial and Organisational (Psychology)
IPM	Institute for People Management
IR	Industrial Revolution
NWU	North-West University
SA	South Africa
SABPP	South African Board for People Practices
SARS	South African Revenue Services
SIOPSA	Society for Industrial and Organisational Psychology of South Africa
SIOPI	Society for Industrial and Organisational Psychology
SJT	Situational Judgement Test
SSA	State Security Agency
TAT	Trait Activation Theory
UCT	University of Cape Town
UJ	University of Johannesburg
UP	University of Pretoria
UNISA	University of South Africa
US	University of Stellenbosch
UWC	University of Western Cape
VAC	Virtual Assessment Centre
VR	Virtual Reality

Emerging Practitioners Workshop

Time	Activity
Time	Activity
08:30 – 09:00	Registration
09:00 – 09:15	Opening
09:30 – 10:30	Guardians of Integrity: Cybersecurity, AI Cheating, and Ethical Practice in Modern Talent Assessments <i>Sarita Naidoo and Marco Pretorius</i>
10:30 – 10:45	Refreshment Break
10:45 – 11:45	Guardians of Integrity: Cybersecurity, AI Cheating, and Ethical Practice in Modern Talent Assessments <i>Sarita Naidoo and Marco Pretorius</i>
12:00 – 15:00	Guardians of Integrity: Cybersecurity, AI Cheating, and Ethical Practice in Modern Talent Assessments <i>Sarita Naidoo and Marco Pretorius</i>



Observing Behaviour During an Assessment Centre

Monday, 23 March 2026 Part 1	
08:30 – 09:00	Registration
09:00 – 09:15	Opening
09:15 – 11:00	Observing Behaviour During an Assessment Centre
11:00 – 11:15	Refreshment Break
11:15 – 13:30	Observing Behaviour During an Assessment Centre
13:30 – 14:30	Lunch
14:30 – 15:30	Observing Behaviour During an Assessment Centre
15:30 – 15:45	Refreshment Break
15:45 – 17:00	Observing Behaviour During an Assessment Centre



Conference Day One

Time	Activity
09:00 – 09:15	Welcome – Marelie Botha
09:15 – 10:15	Local Keynote Presentation: Women leadership in the Fourth Industrial Revolution – South African insights <i>Claude-Hélène Mayer</i>
10:20 – 11:20	Presentation 1: Guideline and Ethical Consideration of Assessor Assessment Center Training – Indonesia <i>Cahyo Amiseso; Galuh Asrirani and Benny Prasetyo</i>
11:20 – 11:45	Refreshment Break
11:45 – 12:45	Presentation 2: Evolving Assessment Centre Practices: Redesigning Competency Frameworks and Measurement for Emerging AI-Related Skills <i>Hani Pahlevi</i>
12:45 – 13:30	Lunch
13:30 – 14:30	Presentation 3: Green Leadership and the Future of Assessment Centers: Insights from PASSTI’s National Initiative <i>Justi Ariesthiawati</i>
14:30 – 15:30	International Keynote Presentation: Designing for Everyone: Making Assessment Centers Accessible <i>Martin Lanik and Archie Millard</i>
15:30 – 15:45	Refreshment Break
15:45 – 16:45	Plenary Session: Ethics Presentation Just Because We Can? Ethics in the Age of AI <i>Alewyn Nel</i>
16:45 – 17:00	Closing – Marelie Botha

Observing Behaviour During an Assessment Centre

Wednesday, 25 March 2026 Part 2	
08:30 – 09:00	Registration
09:00 – 09:15	Opening
09:15 – 11:00	Observing Behaviour During an Assessment Centre
11:00 – 11:15	Refreshment Break
11:15 – 13:30	Observing Behaviour During an Assessment Centre
13:30 – 14:30	Lunch
14:30 – 15:30	Observing Behaviour During an Assessment Centre
15:30 – 15:45	Refreshment Break
15:45 – 17:00	Observing Behaviour During an Assessment Centre



In-Person Conference

26 March 2026

Radisson Red, Johannesburg

Conference Day Two

Time	Activity	
08:00 – 09:00	Registration	
09:00 – 09:30	Welcome – Marelise Botha	
09:30 – 10:30	International Keynote Presentation Talent assessment in the 21st century: Progress and Challenges <i>Filip Lievens</i>	
10:30 – 10:45	Commemorative Group Photo	
10:45 – 11:15	Refreshment Break	
11:15 - 12:15	Venue 1	
	Venue 4	
	Open Space Presentations 1	
	Why your leadership framework is outdated: How AI has revolutionised it <i>Pieter Bronkhorst</i>	Decoding the Superworker: Measuring Human Readiness for an AI-Enabled World of Work <i>Salome Jansen van Vuuren and Gwendoline Long</i>
12:20 – 13:20	Open Space Presentations 2	
	Identifying Future Entrepreneurs in Southern Africa: Insights from the Allan Gray Orbis Foundation’s Second Validation Study <i>Zoelfah Hardien-Marriday</i>	Beyond the Hype: Safeguarding Assessment Integrity in the Age of AI <i>Sebastian Clifton and Angela Marsburg</i>

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Time	Activity	
13:20 – 14:20	Lunch	
14:20 – 15:20	Venue 1 Venue 4	
	Open Space Presentations 3	
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;"> Reclaiming The Human Touch: The Enduring Value of In-Person Development Centres in A Digital Era <i>Alex Terblanche</i> </td> <td style="width: 50%; padding: 5px;"> There is no future for psychometrists in South Africa. A debate for and against the statement <i>Elrie Oosthuysen</i> </td> </tr> </table>	Reclaiming The Human Touch: The Enduring Value of In-Person Development Centres in A Digital Era <i>Alex Terblanche</i>
Reclaiming The Human Touch: The Enduring Value of In-Person Development Centres in A Digital Era <i>Alex Terblanche</i>	There is no future for psychometrists in South Africa. A debate for and against the statement <i>Elrie Oosthuysen</i>	
15:20 – 16:20	Open Space Presentations 4	
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;"> The Missing Link in HR Transformation: Coaching Development Assessment Centres <i>Uanda Ndou</i> </td> <td style="width: 50%; padding: 5px;"> Transforming Public Sector Talent Management in Botswana: Institutionalizing a National Assessment and Development Centre for Competency-Based Human Resource Excellence <i>David Phekoetsile</i> </td> </tr> </table>	The Missing Link in HR Transformation: Coaching Development Assessment Centres <i>Uanda Ndou</i>
The Missing Link in HR Transformation: Coaching Development Assessment Centres <i>Uanda Ndou</i>	Transforming Public Sector Talent Management in Botswana: Institutionalizing a National Assessment and Development Centre for Competency-Based Human Resource Excellence <i>David Phekoetsile</i>	
16:20 – 16:50	ACSG Annual General Meeting	
16:50	Drinks & Networking	



In-Person Conference

26 March 2026

Radisson Red, Johannesburg

Conference Day Three

Time	Activity	
08:00 – 09:00	Arrival	
09:00 – 09:15	Welcome – Marelle Botha	Venue 1
09:15 – 10:15	Plenary Session: Group Discussion Unravelling Talent Assessment Prospects and Challenges in the Age of Artificial Intelligence: Assessment Centres and Beyond <i>Facilitator: Jaco de Jager</i> <i>Panellists: Filip Lievens; Hennie Kriek; Pieter Bronkhorst and Nicola Taylor</i>	Venue 1
10:15 – 10:45	Refreshment Break	Venue 3
10:45 – 11:45	Operationalising Assessment Centre Best Practice in the South African Public Sector: Challenges, Solutions, and Lessons Learned <i>Hlamalani Mavasa</i>	Venue 1
11:45 – 12:45	Venue 1 Venue 4	
	Open Space Presentations	
	Beyond Efficiency: Quantifying the Predictive Validity of a Science-Based Hiring Process on Retention, Productivity, and ROI in High-Volume Recruitment <i>Morne Bester and Stephen Roberts</i>	How top managers differ from the other people. The results of the latest psychometric research <i>Svetlana Simonenko</i>
12:45 – 13:45	Plenary Session: Ethics Presentation The Ethics of AI and AI in Ethics <i>Emma Ruttkamp-Bloem</i>	Venue 1
13:45 – 14:00	Closing and Announcing 2027 Keynote Speaker - Marelle Botha	Venue 1
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Virtual Workshop

Guardians of Integrity: Cybersecurity, AI Cheating, and Ethical Practice in Modern Talent Assessments

Track: Emerging Practitioners

Presenter(s): *Sarita Naidoo and Marco Pretorius*

Venue: Virtual

When: Saturday, 21 March 2026 | 09:00 – 15:00

This presentation, designed for interns and emerging professionals using psychometric assessments, addresses two critical modern challenges to assessment integrity: cybersecurity for protecting confidential candidate data and the rise of AI-facilitated cheating on psychometric evaluations (Campbell, 2025; Haynes, 2025; Thresher, 2025). Framed around the candidate experience and the practitioner’s ethical duty, the session will guide participants through the entire assessment lifecycle, from secure design and clear candidate communication to post-submission detection and response protocols. A practical, interactive component will involve analysing response metadata and textual patterns to identify AI-generated content, along with a review of current mitigation strategies, including proctoring solutions and publisher-specific approaches (Redman, 2024; Rusconi, 2025). Key takeaways will emphasise the practitioners’ role as a guardian of validity and fairness, equipping attendees with the foundational knowledge and vigilant mindset required to uphold professional standards in an evolving digital landscape.



Virtual Training

Observing Behaviour During an Assessment Centre

Track: AC Academy Training

Presenter(s): *Sandra Schlebusch*

Venue: Virtual

When: Monday, 23 & Wednesday, 25 March 2026 | 09:00 – 15:00

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 practised to ensure competence.

The purpose of Module 1 is to introduce the potential observer to ONCE and to lay the foundation for eventually becoming a competent observer.

Course Outcomes: We follow a behavioural approach to assessing behaviour displayed during simulations by centre participants. Module1 will therefore focus on training potential observers on ONCE. At the end of the course, the delegates will understand how to:

- Accurately identify behaviour
- Correctly Observing behaviour during an interactive simulation
- Accurately Noting behaviour during an interactive simulation
- Objectively Classifying behaviour according to focal constructs; and
- Fairly Evaluating behaviour according to norms
- Being knowledgeable about ethics when Observing, Noting, Classifying and Evaluating behaviour

Target Groups

- IO Psychologists
- Psychometrists
- People working in Human Resources or Training and Development
- Anyone with a solid background in Human Behaviour



Conference Abstracts

Women leadership in the Fourth Industrial Revolution – South African insights

Track: Local Keynote Presentation
Presenter(s): *Claude-Hélène Mayer*
Venue: Virtual
When: Tuesday, 24 March 2026 | 09:15 – 10:15

The Fourth Industrial Revolution (4IR) is transforming leadership through rapid technological innovation, digitalisation, and increasing global complexity. Drawing on the interdisciplinary work, this keynote examines women’s leadership in the 4IR from the perspectives of industrial and organisational psychology, leadership, intercultural psychology, positive psychology, and salutogenesis. Mayer’s research highlights that while the 4IR creates new opportunities for participation, flexibility, and innovation, it also reproduces and amplifies gendered inequalities related to power, wellbeing, visibility, and access to digital resources.

This keynote argues that women leaders bring critical capabilities to 4IR contexts, including relational and ethical leadership, emotional intelligence, adaptability, and meaning-centred decision-making. Building on human-centred leadership approaches, the address emphasises that sustainable success in digitally driven organisations requires more than technological competence; it requires attention to mental health, inclusion, and culturally responsive leadership practices. Women’s leadership is positioned as particularly relevant for navigating uncertainty, complexity, and intercultural collaboration in globalised digital workplaces.

Further, this keynote explores how women leaders can enhance resilience, psychological safety, and meaningful work in environments characterised by constant change. It also addresses intersectionality and cultural context, acknowledging that women’s leadership experiences in the 4IR are shaped by diverse social, organisational, and cultural realities.

The keynote concludes by advocating for systemic and organisational transformation that supports women leaders through inclusive policies, ethical digital practices, and intentional leadership development. Women’s leadership is framed not as complementary, but as essential to creating humane, sustainable, and future-oriented organisations in the Fourth Industrial Revolution.

Guideline and Ethical Consideration of Assessor Assessment Center Training – Indonesia

Track: Presentation

Presenter(s): Cahyo Amiseso; Galuh Asrirani and Benny Prasetyo

Venue: Virtual

When: Tuesday, 24 March 2026 | 10:20 – 11:20

Objective / Problem Statement: The increasing dynamism of the professional world, technological shifts, and organizational demands for integrity in competency assessment systems have necessitated a comprehensive ethical framework for Assessment Center (AC) Assessor Training. The process frequently encounters challenges regarding inconsistent quality, facilitator integrity, and varying ethical standards across institutions. The implementation of this training often faces challenges related to non-standardized curricula, inconsistencies in training material quality and facilitator competence, facilitator integrity, and the alignment of training programs with established ethical guidelines and formal Assessment Center principles. Specifically, the rise of digital technology introduces risks such as data security concerns, confidentiality breaches of simulation materials, and potential bias from increased reliance on AI tools. Furthermore, the prevalence of fast-track training and demands for instant certification threaten the competency of assessors, increasing the risk of bias, conflicts of interest, and unfairness. Therefore, assessor training—being a fundamental process in ensuring the quality of Assessment Center results—requires a strong ethical foundation to prevent distortion by vested interests, lack of objectivity, or practices that do not comply with established standards. The core objective of this guideline is to ensure that the assessor training process remains firmly anchored in the principles of scientific rigor, independence, fairness, and professionalism.

Theoretical Foundation: This guideline is built on the foundation that accurate assessment tools can still yield inaccurate data if the human implementers lack consistency with standard procedures. Therefore, assessor training—as a fundamental process for quality assurance in AC—requires a robust ethical base to prevent distortion by interests or lack of objectivity. The entire framework is mandated to be consistent with the scientific, professional, and ethical principles of AC, ensuring that assessors gain the necessary skills for objective observation, recording, classification, and evaluation of behaviour. The standards must align with the ethical mandates set forth in the 2022 Assessment Center implementation guidelines.

Application / Methodology / How the problem was addressed: The problem is addressed by establishing a comprehensive set of ethical and procedural guidelines covering all aspects of training, applicable to face-to-face, online, and hybrid formats. Key components of the application include:

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- Defining Two Types of Training: Certification Training (for new assessors, duration \approx 1 week) and Refresher/Consolidation Training (for experienced assessors, especially when starting new AC programs or after a long absence).
- Mandating Content: Training must include deep understanding of AC concepts, competency key behaviours, simulation knowledge, Frame-of-Reference (FOR) Training, clarification interview skills, data integration procedures, and reporting.
- Establishing Assessor Performance Evaluation: Clearly defined criteria including the ability to observe, classify, rate, and produce a comprehensive, integrated report. Evaluation utilizes measures like accuracy and reliability of ratings against expert standards and trainer observation.
- Setting Facilitator Qualifications: Facilitators must have substantial AC experience, advanced certification, and pedagogical competence, with a strict ethical responsibility to avoid bias and maintain confidentiality.

Results, Implications and Conclusion: The ethical guidelines serve to standardize the quality of AC Assessor training, ensuring that all processes are conducted with justice, integrity, professional competence, and accountability. The implication is that assessors will be consistently prepared to perform their duties with objectivity and adherence to global standards, regardless of the evolving context and technological challenges. The document mandates continuous monitoring, periodic evaluation, and refresher training (recommended at least every two years or after a long absence) to sustain assessor competency and consistency. By adopting this ethical framework, the quality of the Assessment Center method, a trusted competency evaluation tool, is preserved.

Evolving Assessment Centre Practices: Redesigning Competency Frameworks and Measurement for Emerging AI-Related Skills

Track: Presentation

Presenter(s): *Hani Pahlevi*

Venue: Virtual

When: Tuesday, 24 March 2026 | 11:45 – 12:45

Assessment Centres (ACs) have long been recognized as one of the most comprehensive and valid approaches for evaluating managerial and leadership potential. Researches found that competency evaluations generated through ACs remain reliable predictors of job-related performance (Rudrarat, 2025; Sackett et al., 2022). Traditionally, ACs are designed to assess relatively stable behavioural competencies that are linked to future job success, particularly for leadership and managerial roles. As a result, the competencies most frequently measured include leadership, communication, decision-making, teamwork, and problem-solving (Afsouran, Thornton III, & Charkhabi, 2022; Herd,

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Alagaraja, & Cumberland, 2016). Our internal data from 2020–2025 further indicate that most competencies assessed fall within leadership, business, and collaboration domains which reflect organizational expectations and demands of previous years.

However, the accelerating pace of technological change, the rise of AI-driven workflows, and the increasing complexity of organizational ecosystems have shifted the competency landscape. New skill sets are emerging as essential for employees to remain competitive and effective in this ever-changing business climate. Among these, AI literacy has been regarded as a future-critical competency. AI literacy encompasses foundational understanding of AI systems, prompt engineering skills, and the ethical, legal, and societal considerations tied to AI adoption (Bankins, Hu, & Yuan, 2024; Peter, Riemer, & Norman, 2024; World Economic Forum, 2025). Evidence suggests that AI literacy enhances adaptability, innovation, and overall performance in technology-enabled workplaces (Imjai et al., 2025; Niam et al., 2025).

Despite its growing importance, AI literacy remains largely unmeasured within current AC practices. The traditional AC exercises (i.e. in-baskets, interaction roleplay, or business simulation) require substantial redesign to elicit behaviours that reflect AI-related competencies. This gap raises concerns regarding the predictive validity of ACs in identifying the talent suited to future organizational demands and the preparedness of leadership pipelines. Furthermore, continued reliance on assessing only traditional competencies may limit the ability of ACs to support organizations in addressing new challenges and solving complex, technology-driven problems.

Addressing these limitations requires several approaches. First, competency frameworks must be expanded to define and operationalize AI literacy. that outline core components of AI literacy, including basic AI knowledge, understanding the capabilities and limitations of generative AI, contextual decision-making when implementing AI, and awareness of ethical and legal considerations (Almatrafi, Johri, & Lee, 2024; Annapureddy, Fornaroli, & Gatica-Perez, 2025; Faruqe, Watkins, & Medsker, 2021). Second, digital collaboration scenarios should be embedded within AC exercises to simulate technology-mediated decision-making and mirror the digital environments of employee workplace. This can be strengthened by integrating AI-supported behavioural analytics to enhance observation precision through data-informed insights (Tenison & Sparks, 2023). Lastly, performance-based simulations can be one of the alternatives. Bartolomé, Garaizar, and Larrucea (2022) shows the feasibility of performance-based digital competency assessments. Incorporating such simulations alongside ACs can enrich assessment insights by leveraging multiple methods to capture future-relevant behaviours.

By modernizing AC structures and aligning them with evolving future-of-work skill requirements, organizations can strengthen the relevance and predictive accuracy of their

assessments. Updating competency frameworks and leveraging digital and technology-enhanced simulation will enable ACs to capture future-critical capabilities and support the development of talent prepared to navigate ever-evolving challenges.

Green Leadership and the Future of Assessment Centers: Insights from PASSTI's National Initiative

Track: Presentation

Presenter(s): *Justi Ariesthiawati*

Venue: Virtual

When: Tuesday, 24 March 2026 | 13:30 – 14:30

Global sustainability challenges, climate risks, and ecological pressures are reshaping expectations for future leaders. As organizations increasingly pursue strategies grounded in environmental responsibility, the question for Assessment Center (AC) practitioners becomes urgent: *How should AC methodology evolve to identify leaders capable of driving sustainability and ecological stewardship?* This paper presents insights derived from the *Perkumpulan Assessment Center Indonesia* or Indonesian Assessment Center Association (PASSTI) national webinar, “*Green Leadership: Tren atau Tuntutan?*”, (*Green Leadership: Trend or Demand?*) held on 26 April 2025. With 201 participants across hybrid formats—including PASSTI members, AC providers, university students, state owned enterprise employees and public practitioners—the event explored how Green Leadership can be conceptualized, observed, and assessed within the AC framework.

Objective / Problem Statement: Although sustainability has emerged as a core leadership expectation globally, Green Leadership remains underrepresented in competency models and AC practices across many organizations. Most AC methodologies still emphasize traditional performance, strategic, organizational or business orientation and interpersonal competencies, leaving a gap in evaluating leaders’ ecological consciousness, long-term stewardship, and ethical resource decisions. The session aims to articulate this gap and offer a pathway for integrating sustainability-related indicators into leadership assessment.

Theoretical Foundation: The webinar featured three diverse experts—a government policymaker in micro-enterprise sustainability, a community psychology scholar, and a corporate human capital leader from the biotech sector. Their combined perspectives position Green Leadership as a multidimensional construct encompassing ecological awareness, systems thinking, environmental ethics, stakeholder sensitivity, and the behavioural capacity to champion sustainable innovation. These dimensions align with

contemporary leadership theories while expanding the behavioural indicators traditionally used in ACs.

Application / Methodology: Through presentations, panel dialogue, and active Q&A, the webinar examined how Green Leadership behaviours manifest in organizational contexts. Participants discussed (1) the readiness of Indonesian leaders to internalize sustainability values, (2) the role of youth in accelerating ecological consciousness, (3) risks such as corruption that undermine environmental governance, and (4) the practical demands placed on leaders operating in sustainability-sensitive industries. PASSTI synthesized these insights into initial behavioural clusters—such as responsible decision-making, resource-conscious problem solving, community impact orientation, ethical environmental judgement, and risk management, which can be translated into observable cues within AC exercises.

Results, Implications, and Conclusion: The webinar confirmed broad practitioner support for incorporating sustainability-related competencies into AC designs. Three implications emerged:

1. **Definition and Standardization:** Clear, operational behavioural indicators of Green Leadership are needed to ensure consistent assessment practices.
2. **Simulation Adaptation:** AC exercises should increasingly represent sustainability dilemmas, such as multi-stakeholder trade-offs, environmental risk scenarios, or ethical resource conflicts, to elicit relevant behaviours.
3. **Collaborative Action:** PASSTI is encouraged to partner with government bodies and industry to advance sustainability-focused competency standards and strengthen the strategic role of ACs in shaping environmentally responsible leadership pipelines.

The session positions Green Leadership not as a trend, but as a foundational leadership requirement. For AC practitioners, these insights offer a practical roadmap for evolving competency frameworks, simulation designs, and assessor training to meet emerging global expectations. Delegates will gain conceptual clarity, applied guidance, and a starter framework to begin embedding sustainability competencies into their assessment practices.





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Designing for Everyone: Making Assessment Centers Accessible

Track: International Keynote Presentation
Presenter(s): *Martin Lanik and Archie Millard*
Venue: Virtual
When: Wednesday, 24 March 2026 | 14:30 – 15:30

As assessment centers continue to move online, accessibility is no longer a “nice to have” — it is a legal, ethical, and business imperative. Virtual assessment centers (VACs) promise scale, efficiency, and broader reach, but without intentional design they can unintentionally exclude candidates with disabilities, undermine fairness, and expose organizations to legal risk. This session explores how to make assessment centers genuinely accessible, compliant, and inclusive—without sacrificing rigor or candidate experience.

The session opens with a practical overview of the legal landscape driving accessibility requirements in both the United States and the European Union. In the US, laws such as the Americans with Disabilities Act (ADA) and Section 508 of the Rehabilitation Act require employers and technology providers to ensure equal access to employment-related assessments. Increasingly, courts and regulators are referencing the Web Content Accessibility Guidelines (WCAG) as the de facto technical standard for digital accessibility. In the EU, the European Accessibility Act (EAA), the Equality Act, and national disability legislation are converging on similar expectations, particularly for digital services used in employment and professional evaluation. For multinational organizations, these overlapping regimes make accessibility a cross-border necessity rather than a regional concern.

Attendees will leave with simple, actionable ways to evaluate whether their current VAC meets basic accessibility requirements. These include asking: Can all core tasks be completed using only a keyboard? Are instructions readable by screen readers in a logical order? Are time-based activities adjustable or supported by accommodations? Are videos captioned in real time? Are documents provided in formats that can be resized, read aloud, or navigated structurally? Participants will also be introduced to lightweight evaluation tools, such as automated accessibility checkers and usability walkthroughs, that can quickly identify common gaps.

The session then provides examples how Pinsight has approached accessibility by design in its Virtual Assessment Center. Pinsight offers live transcription during video-based exercises, supporting candidates with hearing impairments. Key assessments, such as culture-free cognitive tests are available in accessible alternative formats, including versions optimized for visual impairments. Content is built to be screen reader compatible, with interactive alternatives to static PDFs and use of built-in accessibility tools where PDFs

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are required. Integrated accessibility features—such as text resizing, color contrast controls, and language support—allow candidates to tailor their experience to their needs.

Most importantly, Pinsight’s assessment center platform was built from the ground up with accessibility in mind: full keyboard navigation, large and clearly labeled assistive icons, high-contrast color schemes, readable fonts, logical screen reader flow, and clear step-by-step task design. Ongoing evaluation using tools like WAVE ensures continuous improvement rather than one-time compliance.

This session is ideal for HR leaders, assessment designers, and talent professionals seeking practical guidance on building fair, future-proof assessment centers that work for everyone.

Just Because We Can? Ethics in the Age of AI

Track: Plenary Session: Ethics Presentation

Presenter(s): *Alewyn Nel*

Venue: Virtual

When: Wednesday, 24 March 2026 | 13:30 – 14:30

The rapid integration of artificial intelligence (AI) into research, education, and professional practice presents profound ethical challenges that extend beyond technical considerations of human values, identity, dignity, and development. This presentation critically examines the ethical implications of AI through the guiding frameworks of the Health Professions Council of South Africa (HPCSA) Code of Ethics and the Code of Ethics for Assessment Centre Practice in South Africa. Together, these frameworks emphasise respect for human dignity, professional competence, accountability, fairness, transparency, and the primacy of human development.

From a research ethics perspective, AI is increasingly shaping how knowledge is generated, analysed, and disseminated. While AI offers opportunities for efficiency and innovation, it raises ethical concerns related to transparency, bias, authorship, accountability, and scientific integrity. In alignment with HPCSA principles of integrity and professional responsibility, as well as university ethics requirements for rigorous and responsible research, particular attention is given to the ethical obligation of researchers to exercise their own judgment, ensure fairness, and protect the dignity and rights of research participants in AI-assisted research environments.

In the educational domain, AI is transforming teaching, learning, and assessment practices within higher education. Adaptive learning systems and generative AI tools can support

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access and personalisation, yet they also challenge core educational values such as academic integrity, authenticity, learner autonomy, and equitable assessment. Drawing on the Assessment Centre Code's emphasis on dignity, fairness, informed participation, and competence, the presentation explores how AI may unintentionally undermine the development of critical thinking, professional identity, and ethical responsibility if used unreflectively. The ethical question shifts from whether students can use AI to whether educational practices still foster genuine learning and human capability.

Beyond research and education, AI exerts a broader impact on human life by reshaping work, assessment, decision-making, and social relations. In professional and organisational contexts, the use of AI intersects directly with ethical principles articulated in the Assessment Centre Code, including respect for dignity, diversity, objectivity, data protection, and accountability. The presentation examines whether algorithmic systems risk reducing individuals to data points, reinforcing existing inequalities, or displacing professional judgment, thereby threatening human agency and dignity.

Finally, the presentation situates AI within the longer path of human advancement. Unlike previous technologies, AI interacts directly with cognition, identity, and meaning-making. This raises fundamental ethical questions about what it means to be human in a world of intelligent systems. Grounded in professional ethical frameworks, the presentation argues for a human-centred approach to AI that prioritises values, identity, dignity, and ethical accountability, ensuring AI remains a tool for human development rather than a force that reshapes humanity without ethical reflection or responsibility.



Faculty of Economic and Management Sciences

Fakulteit Ekonomiese en Bestuurswetenskappe
Lefapha la Disaense tsa Ekonomi le Taolo

Talent assessment in the 21st century: Progress and Challenges

Track: International Keynote Presentation
Presenter(s): *Filip Lievens*
Venue: Venue 1
When: Thursday, 26 March 2026 | 09:30 -10 ;30

In his keynote, Filip Lievens will start by presenting his award-winning meta-analytic work on the predictive power of the most common assessment and selection approaches. Next, he will tap on his experience with research teams around the globe to present several studies that illustrate how organizations can deal with some of the current and future talent assessment challenges. In particular, in his keynote, he will discuss the following challenges: Are there new assessment procedures? Can we really measure dynamic constructs like learning agility and adaptability? What is the impact of AI on talent assessment (organizations' point of view)? What is the impact of AI on talent assessment (applicants' point of view)?

Why your leadership framework is outdated: How AI has revolutionised it

Track: Open Space Presentation
Presenter(s): *Pieter Bronkhorst*
Venue: Venue 1
When: Thursday, 26 March 2026 | 11:15 – 12:15

The identification and development of exceptional leadership remains a central priority for organisations and is a primary objective of Assessment Center methodologies. At the foundation of these practices lies the leadership competence framework, which defines the behaviours that are assessed and developed. Historically, such frameworks have been constructed using deductive methodologies, beginning with leadership theories or conceptual models from which competencies are defined, operationalised, and measured. This deductive approach, established in the early twentieth century, has evolved in sophistication but has remained largely unchanged in its underlying logic. Recent advances in artificial intelligence (AI) introduce a fundamental shift in leadership competence theory development, enabling an abductive approach grounded in empirical behavioural observation rather than theoretical presupposition. This presentation traces the evolution of leadership competence theory across four major historical stages, outlines the methods underpinning traditional deductive frameworks, and explains how AI enables abductive discovery of leadership competencies directly from observed leader behaviour in response to real business challenges.

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An AI-discovered leadership competence framework is presented and systematically contrasted with two of the most widely published and influential deductively derived frameworks. The analysis examines areas of convergence, newly nuanced interpretations of established competencies, and the identification of previously unrecognised competencies. These findings are contextualised within the broader historical evolution of leadership theory over the past century. Attendees will be invited to compare their existing frameworks with the AI-discovered model and critically evaluate the contemporary relevance of the leadership competencies they currently assess and develop.

Decoding the Superworker: Measuring Human Readiness for an AI-Enabled World of Work

Track: Open Space Presentation

Presenter(s): *Salome Jansen van Vuuren and Gwendoline Long*

Venue: Venue 4

When: Thursday, 26 March 2026 | 11:15 – 12:15

As artificial intelligence becomes embedded across roles, workflows, and decision-making, organisations face a critical but often underexplored question: who is truly ready to work effectively alongside AI? While many organisations focus on AI tools, adoption rates, or technical training, evidence increasingly suggests that sustainable value from AI depends on the human skills that enable people to apply technology with judgment, creativity, and responsibility.

The objective of this presentation is to introduce a science-based perspective on human readiness for AI-enabled work, drawing on emerging global research on the Superworker and large-scale skills analytics. The session aims to help psychologists and talent leaders move beyond AI hype toward a more rigorous understanding of the behavioural capabilities that underpin productivity, innovation, and ethical AI use in practice.

The research problem addressed is the growing disconnect between AI strategy and workforce capability. Organisations often assume readiness based on access to technology or exposure to AI tools, yet struggle to explain uneven adoption, limited productivity gains, or resistance to change. This gap reflects a deeper issue: readiness for AI is not primarily technical, but behavioural.

The theoretical foundation for this work draws on contemporary models of skills-based work design and human-AI collaboration. The Superworker is defined as an individual who integrates digital, technical, and human skills to amplify performance in modern

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organisations. This concept has been translated into a set of durable, role-agnostic behavioural skills that indicate readiness to thrive in AI-enhanced environments, grounded in established people science and competency frameworks.

Methodologically, the insights shared are informed by global analysis of skills data from nearly one million individuals across industries, regions, and job levels. This approach enables objective, comparable insight into behavioural readiness for AI, independent of job title, seniority, or current AI usage. Importantly, the focus is on underlying behaviours rather than technical expertise or tool proficiency.

The presentation explores how this problem is being addressed in practice through a structured AI readiness approach that organisations are using to inform talent strategy, workforce planning, and development decisions. Selected global and local examples illustrate how measuring human readiness enables organisations to de-risk AI transformation, identify development priorities, and support fairer, more transparent talent decisions without relying on intuition or self-report alone.

Key findings indicate that approximately one-third of the global workforce currently demonstrates Superworker-level readiness, highlighting both a significant capability gap and a strategic opportunity for organisations willing to invest in human capability alongside technology. The implications for psychologists and talent leaders are clear: AI transformation is fundamentally a people transformation, and success depends on the ability to measure, develop, and mobilise the human skills that allow AI to deliver real value.

Identifying Future Entrepreneurs in Southern Africa: Insights from the Allan Gray Orbis Foundation's Second Validation Study

Track: Open Space Presentation

Presenter(s): Zoelfah Hardien-Marriday

Venue: Venue 1

When: Thursday, 26 March 2026 | 12:20 – 13:20

South Africa's socio-economic challenges make early identification and development of entrepreneurial talent vital. Objective: Present the Foundation's second validation (2019–2024) of selection processes for Scholarship and Fellowship programmes, evaluating reliability, validity, fairness, and predictive utility. Theoretical foundation: psychometric best practice; reliability via Cronbach's Alpha/McDonald's Omega; construct validity via CFA; predictive validity via regression; fairness via ANOVA; range restriction corrections via Thorndike's Case A. Methodology: 69,000+ applications analysed across multiple tools

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(exams, interviews, camps, ERQ). Results: strong reliability for Scholarship exams; mixed for some tools; ERQ weaker; interviews showed excellent fit; academic history predicts later academic performance; entrepreneurial engagement best predicted by interview and ERQ in university intake; demographic differences small-to-moderate; range restriction corrections increased correlations. Implications: capture item-level data, rebalance decision matrices to emphasize academic predictors while retaining entrepreneurial measures, address disparities, and track longitudinal outcome.

Beyond the Hype: Safeguarding Assessment Integrity in the Age of AI

Track: Open Space Presentation

Presenter(s): *Sebastian Clifton and Angela Marsburg*

Venue: Venue 4

When: Thursday, 26 March 2026 | 12:20 – 13:20

Advances in artificial intelligence (AI) are rapidly reshaping the field of assessment and selection (Gonzalez et al., 2022), prompting renewed scrutiny of how these technologies are integrated into assessment centres and professional practice. The increasing accessibility of generative AI (GenAI) has made it possible for trained (or untrained) individuals to create assessment content and abridge assessment centre tasks, but at the potential cost of scientific rigour and best assessment practices. Examples could include using Large Language Models (LLMs) to develop a simulation exercise without the input of subject matter experts (SMEs) or generating a job profile from merely a job title. These developments risk diluting assessment integrity, compromising reliability and validity, and could be potentially harmful to test-users. As such, assessment centre practitioners will need to champion the transformative impact of GenAI in the assessment landscape while simultaneously adopting a tactical approach that remains grounded in core psychometric principles.

A further challenge is that GenAI systems are not static models. Their internal structures, training data, and embedded biases evolve rapidly and often without user visibility. An assessment centre practice or process that has been proven reliable and valid in one model version cannot be assumed to generalise to another. As a result, responsible adoption of GenAI requires rigorous governance, transparent methodologies, and a commitment to ongoing validation. Without these safeguards, practitioners' risk unintentional drift in measurement precision, construct coverage, and fairness, and ultimately compromising the defensibility of their tools.

The primary aim of this paper is to present a real-life case study outlining the reliable and valid augmentation of GenAI in the development of an AI-Assisted Job Profiler. Leveraging

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experiences garnered from the development of the AI-Assisted Job Profile tool, a secondary aim is to highlight a governance framework, outlining responsible and ethical best practice approaches to mitigate, augment and embrace GenAI within assessment centres specifically, and within psychometrics in general.

Initial research will be presented pertaining to testing the reliability and validity with a LLM (i.e., ChatGPT) that produced consistent and theoretically aligned outputs supporting the development of the AI-Assisted Job Profiler tool. This will be followed by sharing the results from the development and testing of the AI-Assisted Job Profiler tool and will highlight important considerations for similar assessment centre endeavours. One critical finding was the importance of practitioners developing a thorough understanding of the specific GenAI tools and model architectures they employ, as well as the necessity of continuous validation of the platforms on which assessment practices would depend.

The paper reasons for a balanced, evidence-driven approach to integrating GenAI within assessment centres. A framework will be proposed for the ethical adoption of GenAI, that includes model-specific validation, transparency about GenAI involvement, and alignment with professional standards and best practices. The journey to responsible GenAI integration is ongoing, requiring vigilance, reflection, and proactive stewardship to ensure that innovation enhances rather than undermines the quality of assessment centre practices.

Reclaiming The Human Touch: The Enduring Value of In-Person Development Centres in A Digital Era

Track: Open Space Presentation

Presenter(s): Alex Terblanche

Venue: Venue 1

When: Thursday, 26 March 2026 | 14:20 – 15:20

In an age where artificial intelligence, online assessments, virtual coaching, and remote proctoring dominate the talent landscape, organizations are increasingly drawn to the efficiency, scalability, and cost-effectiveness of digital solutions. Yet, amid this technological transformation, the virtues of conducting Development Centres in person remain unparalleled. This presentation argues that high-touch, face-to-face Development Centres offer unique advantages that cannot be replicated by virtual platforms.

- *Authentic Human Interaction:* In-person settings foster richer interpersonal dynamics, enabling assessors to capture subtle non-verbal cues, emotional intelligence, and real-time adaptability that digital tools often miss.

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- *Contextual Depth*: Physical environments allow for complex simulations and group exercises that mirror organizational realities more closely, providing deeper insights into leadership potential and collaborative behaviours.
 - *Trust and Engagement*: Candidates experience greater psychological safety and connection when engaging directly with assessors and peers, enhancing both the validity of the assessment and the developmental impact.
 - *Holistic Development*: Beyond measurement, in-person centres create immersive learning experiences where feedback is immediate, nuanced, and anchored in shared human presence—driving sustainable growth and self-awareness. While AI and virtual platforms undoubtedly expand access and efficiency, this session highlights why organizations should view them as complementary rather than replacements. By preserving the high-touch essence of Development Centres, leaders can ensure that talent identification and growth remain deeply human, fostering authenticity, empathy, and resilience in the workforce.
-

There is no future for psychometrists in South Africa. A debate for and against the statement

Track: Open Space Presentation
Presenter(s): *Elrie Oosthuysen*
Venue: Venue 4
When: Friday, 27 March 2026 | 14:20 – 15:20

The role of psychometrists in South Africa has come under increasing scrutiny in recent years, driven by rapid technological advances, shifts in regulatory requirements, and changes in organisational talent practices. Some stakeholders argue that the profession is losing its relevance due to automation, AI-driven assessments, and expanding responsibilities of Industrial and Organisational Psychologists. Others contend that psychometrists remain essential for ethical, reliable, and contextually appropriate assessment—particularly in a country marked by diversity, inequality, and unique labour market demands. This debate is critical at a time when organisations are navigating talent shortages, the rise of remote work, and growing concerns about assessment fairness and validity in multicultural environments.

The contentious title of the debate is: There is no future for psychometrists in South Africa. One team will argue for the statement and one team will argue against the statement. The aim is to unpack the socio-professional, technological, and regulatory forces shaping the field and to provide an examination of the current challenges and future opportunities. Drawing on existing literature, practitioner perspectives, and emerging trends in assessment science

A moderator and 2 team members in each team will lead the discussion. There will be an opportunity for the audience to voice their opinions. Finally, the audience will vote on which team provided the better argument. Not necessarily the correct view but the best argument. Rules and boundaries will be explained to ensure that the conversation proceeds in a meaningful yet fun manner.

The Missing Link in HR Transformation: Coaching Development Assessment Centres

Track: Open Space Presentation

Presenter(s): *Uanda Ndou*

Venue: Venue 1

When: Thursday, 26 March 2026 | 15:20 – 16:20

Over recent decades, organisations have shifted from a traditional, transactional Human Resources (HR) function to one that is more strategic and business-oriented (Shi, 2021). In line with this shift—and influenced by Ulrich’s (1997) HR operating model—many organisations have adopted shared services structures featuring Centres of Excellence and HR Business Partners (HRBPs) who work closely with line clients to enhance organisational effectiveness and reduce operational costs (Shi, 2021).

In 2022, the University of Venda (UNIVEN) introduced the HRBP model. However, while job titles were updated accordingly, employees were not sufficiently equipped to function as trusted business partners. Although HR staff attended several training initiatives designed to build conceptual understanding of the HRBP model, these interventions did not translate into the behavioural changes required to realise its full benefits. By 2024, it became evident that to unlock the model’s potential, both a structural redesign of the HR function and targeted capability-building interventions were necessary.

A central challenge in this transformation was fostering the required mindset and culture shift—both among HR employees and their internal clients—to support and sustain new behavioural expectations. To assist the HR function to familiarise themselves with the required behaviour changes, the organisation implemented HR Coaching Development Assessment Centres (HRDACs) for Business Partners.

HRDACs are a form of Development Assessment Centre in which participants complete a simulation exercise, participate in a group debrief, and engage in one-to-one guided reflection with a coach-assessor who helps them analyse their behavioural responses (Schlebusch & Roodt, 2020). This process provides immediate performance feedback and targeted coaching on behavioural adjustments to be applied in subsequent simulations,

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consistent with principles of social learning theory (Rupp et al., 2006). Following the HRDAC, participants meet with their line managers—supported by an external service provider—to discuss outcomes and agree on a personalised development plan. Progress against these plans is reviewed every eight months to ensure meaningful skills transfer into the workplace (Thornton & Rupp, 2006).

Although it is too early to fully observe the long-term impact on behaviour, initial feedback from clients has been positive.

This presentation will highlight the critical role that Coaching Development Assessment Centres can play in enabling mindset shifts, catalysing culture change, and fostering sustainable behavioural transformation within HR functions.

Transforming Public Sector Talent Management in Botswana: Institutionalizing a National Assessment and Development Centre for Competency- Based Human Resource Excellence

Track: Open Space Presentation

Presenter(s): *David Phekoetsile*

Venue: Venue 4

When: Thursday, 26 March 2026 | 15:20 – 16:20

Botswana is advancing a bold public sector transformation aligned to Vision 2036, driven by the institutionalization of Competency-Based Human Resource Management (CBHRM). Introduced during NDP 9, CBHRM established a modern talent management foundation through competency frameworks, structured interviews, leadership development programmes, and competency-based career paths. Despite these achievements, a critical capability gap persisted: the absence of a standardized, internally governed, and professionally implemented competency assessment system especially for senior and executive leadership roles.

For years, the public service relied on external providers, resulting in fragmented practices, variable quality, escalating costs, and limited internal capacity to uphold global Assessment Centre (AC) standards. In response, the Directorate of Public Service Management (DPSM) established the Botswana Public Service Assessment and Development Centre (AC/DC) as a national centre of excellence mandated to deliver objective, ethical, and scientifically robust assessment and development services across the public service.

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This paper presents Botswana’s comprehensive journey in designing, operationalizing, and institutionalizing this national capability. Key elements of the initiative included:

- A full review and modernization of leadership and technical competencies (2009–2011).
- A nationwide job analysis repositioning roles in line with contemporary behavioural and functional requirements.
- Creation of a Unified Public Service Competency Framework aligned to international competency models.
- Development and validation of multi-method AC tools, including high-fidelity simulations and regulated psychometric instruments.
- Capability building for internal practitioners in partnership with SHL, ensuring sustained, evidence-based AC operations.

Establishment of core governance and operational deliverables:

- The ACDC Policy defining scope, governance, standards, and ethical guidelines.
- The Assessment Matrix mapping competencies to exercises for consistency and defensibility.
- The Administrative Manual outlining operational protocols, assessment workflows, and quality-assurance processes.
- The Technical Manual detailing methodology, scoring systems, psychometric standards, and validation requirements.

Since operationalization, the AC/DC has recorded 126 assessments across all leadership levels Middle Management, Senior Management, and Executive Management demonstrating both demand and institutional impact. In addition to the initial national pilots, the Centre executed another major pilot in October 2025, further refining tools, processes, and quality-assurance mechanisms to strengthen national readiness and international alignment.

Botswana’s experience provides a scalable, evidence-based model for governments seeking to entrench CBHRM through a national Assessment Centre function. The paper highlights critical success factors policy coherence, executive sponsorship, capability development, and robust governance while sharing candid lessons from implementation. This contribution enriches global discourse on building sustainable, credible, and cost-effective AC infrastructure that strengthens merit-based decision-making and accelerates public sector transformat.

Evalex Leadership Assessment



Evalex Leadership Framework

Leadership in:

- Problem Analysis & Decision-making
- Function Management
- Project Management
- Sta Management
- Client Management

Evalex Psychometrics (Cognition, Personality, Styles, Values, Interests)

Realistic Business Scenarios

South African / African Case Studies / Context

Research-based Leadership Framework

Level of Work Based

Level of Work Benchmarks

Country-based Norms

Cloud-based

Online Work Flowed

Online Digital Portal to Explore

Ideal Job Level

Ideal Job Types

Ideal Strategies

Inhibitors to Performance

Strengths & Development Areas

Evalex Business Simulation (EBS); Six Simulations

DATABASE

- 15 000 Leaders
- 6 Levels of Work
- More than 500 Organisations
- More than 30 Countries

CONSISTS OF

RESULTS & FEEDBACK

CHARACTERISTICS

EVALEX LEADERSHIP ASSESSMENT

RESEARCH

ADVANTAGES / BENEFITS

0,40

Predicts Performance

0,65

Predicts Potential

1
2
3

EVALEX BUSINESS SIMULATION IN NUMBERS

6

Simulations

27

Competencies

33

Leadership Events

OVER 1000

Data Points

TALENT MANAGEMENT

Talent Landscape Reports

Career Velocity

Career Strategy

Potential Velocity

Performance / Potential

Accurate Prediction of Job Level, Ideal Roles & Strategies

Elegant Solution for Remote Assessments

User-friendly Digital Portal & Work-flow

Developing Economies

Low Bandwidth Solution

COMBINES

- + Cognitive Ability
- + Leadership Competence
- + Thought Leadership
- + Emotional Intelligence (EQ)
- + Personality
- + Performance Constructs

27 Talent Classifications

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Unravelling Talent Assessment Prospects and Challenges in the Age of Artificial Intelligence: Assessment Centres and Beyond

Track: Plenary Session: Group Discussion
Facilitator: *Jaco de Jager*
Panellists: *Filip Lievens; Hennie Kriek; Pieter Bronkhorst and Nicola Taylor*
Venue: Venue 1
When: Friday, 27 March 2026 | 09:15 – 10:15

In his 2026 ACSG keynote address, Professor Filip Lievens shares the findings and implications of their award-winning meta-analytic work on the predictive power of the most common assessment and selection approaches. This landmark study marks a historical and conceptual watershed in talent assessment. On the one hand, it urges assessment professionals to critically review their assumptions and conceptions of pre-AI assessment methods. On the other hand, it prompts us to adopt a prognostic perspective on AI-enhanced or AI-driven assessment methods. By asking questions about the emergence of new assessment methods, the measurement of dynamic constructs, and the impact of artificial intelligence on talent assessment from both the organisational and the candidate perspectives, Lievens opens a conversation that will shape scientific and business thinking well into the future.

This panel discussion brings together Lievens' insights with those of other trailblazing scholars and talent professionals whose voices continue to shape the talent assessment discourse. Joining Filip Lievens in this panel discussion are Hennie Kriek (CEO of TTS Top Talent Solutions, Extraordinary Professor at UNISA, Chair of the Association of Test Publishers – ATP, SIOP Fellow, and Honorary Member of the ACSG and SIOPSA), Pieter Bronkhorst (CEO of Evalex/OMT Group, Adjunct Professor at UWC, Member of the AC Global Village, and Honorary Member of the ACSG and SIOPSA), and Nicola Taylor (Associate Professor at UJ, ATP Steering Committee Member, Committee Member of the International Test Commission, and SIOPSA President-Elect)

The panel discussion will elaborate on the four themes raised during Filip Lievens' keynote address and specifically expand these questions to the Assessment Centre (AC) context. It will address topical issues around AI, technological advances in the AC space, ROI and compliance, as well as candidate reactions and fairness. In conclusion, it will take a futuristic look at the role of human judgement in the assessment value chain amid automation and new-generation assessment methods.

We hope to leave delegates with a deeper understanding of the key factors and trends that inform current assessment best practices and will have a defining influence on future

endeavours. We trust this will be useful to AC practitioners (decision-makers) facing mounting complexity in an ever-changing assessment landscape.

Operationalising Assessment Centre Best Practice in the South African Public Sector: Challenges, Solutions, and Lessons Learned

Track: Presentation

Presenter(s): *Hlamalani Mavasa*

Venue: Venue 1

When: Friday, 27 March 2026 | 10:45 – 11:45

The Department of Public Service and Administration (DPSA) is the custodian of the Assessment Centre (AC) in the South African Public Service. The AC is utilised in the selection and development of members of the Senior Management Service (SMS). Since 2008, and in accordance with the SMS Handbook, participation in the AC has been a mandatory component of the SMS selection process, with +-1,000 candidates assessed annually. The national scope of the SMS, with candidates drawn from all nine provinces, presents significant logistical, financial, and operational challenges in the delivery of standardised, in-person Assessment Centres.

To address these challenges, the DPSA implemented a decentralised delivery model through the appointment of a panel of AC service providers with a national footprint, contracted for a fixed period. These providers deliver Assessment Centres on behalf of the DPSA at the request of national and provincial government departments and agencies. While this model has improved accessibility and operational efficiency, it has also introduced critical challenges related to construct fidelity, assessor competence and calibration, standardisation of administration, and the governance and defensibility of assessment outcomes—core considerations within Assessment Centre theory and public-sector assessment practice (International Task Force on Assessment Center Guidelines, 2015; Meyer & Buckett, 2017).

This paper examines the decentralised delivery model against the principles articulated in the *International Best Practice Guidelines for Assessment Centres* (International Task Force on Assessment Center Guidelines, 2015) and the *South African Best Practice Guidelines for Assessment and Development Centres* (Meyer & Buckett, 2017). It outlines the quality assurance, governance, and oversight mechanisms implemented by the DPSA to manage risks to reliability, validity, fairness, and legal defensibility. The paper further reflects on the DPSA's longitudinal efforts to enhance the realism, relevance, and criterion-related validity of competency-based assessments for public-sector senior leadership roles.

The paper concludes by outlining the proposed future direction of the SMS assessment centre framework, effective from 1 May 2026, with particular emphasis on strengthening standardisation, evidentiary validity, and the ethical and effective use of Assessment Centre outcomes in senior management selection and evidence-based development.

Beyond Efficiency: Quantifying the Predictive Validity of a Science-Based Hiring Process on Retention, Productivity, and ROI in High-Volume Recruitment

Track: Open Space Presentation

Presenter(s): *Morne Bester and Stephen Roberts*

Venue: Venue 1

When: Friday, 27 March 2026 | 11:45 – 12:45

Objective / Research Problem: In high-volume recruitment, organisations often face a "validity-utility trade-off": the need to screen thousands of candidates quickly (utility) often comes at the expense of structured, scientifically rigorous assessment methods (validity). This case study examines a large-scale distribution firm ("Distribution Talent") that transitioned from a fragmented, traditional hiring model to a structured Science-Based Hiring Process (SBHP) through the Wamly platform. The objective was to empirically determine if SBHP technology serves merely as an efficiency tool or if it functions as a valid predictor of post-hire outcomes, specifically productivity performance and employee tenure.

Theoretical Foundation: The study is grounded in the interaction between Structured Interviewing Theory (Sackett et al., 2023) and Realistic Job Previews (RJP). Theoretical literature suggests that increasing structure in interviews improves predictive validity by standardising stimuli. Furthermore, the use of SBHP allows for better scrutiny of behavioural indicators and creates a self-selection mechanism where candidates who complete the rigorous process demonstrate higher conscientiousness and motivation.

Methodology: We conducted a longitudinal quasi-experimental field study over a 7-month period (ending October 2025). The sample size consisted of N=1,599 Wamly hires, compared against a control group of non-Wamly hires within the same operational environment.

Key metrics analysed included:

- **Productivity:** Measured via standardised performance points (KPIs).
- **Attrition:** Voluntary turnover rates mapped against tenure.
- **Assessment Validity:** Comparison of outcomes between candidates who "Passed" psychometric benchmarks vs. those who did not but were hired.
- **ROI Modelling:** A financial analysis of cost-per-hire, training investment, and operational uplift.

Results: The data revealed statistically significant improvements across all key domains:

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- **Productivity Uplift:** The SBHP cohort demonstrated a 36% higher average productivity (8.87 performance points) compared to the control group (6.53 points). This advantage was most pronounced in the first 4 months of tenure, suggesting faster time-to-competence.
- **Retention & Stability:** The SBHP process acted as a robust retention predictor. Attrition among SBHP hires was 15%, compared to 39% in the control group—a 38% reduction in turnover.
- **Incremental Validity:** Candidates who explicitly passed the integrated assessment criteria showed 42% lower attrition than those who did not, validating the assessment's role in predicting organisational commitment.
- **Return on Investment:** The reduction in attrition resulted in substantial savings in "wasted" training costs and HRBP salary hours, while the productivity uplift generated direct operational value.

Implications and Conclusion: The study concludes that a Science-Based Hiring Process acts as more than a screening tool; it is a valid assessment methodology. By standardising the entry gate, the organisation fundamentally improved the quality of the human capital entering the business. The findings suggest that technology-enabled structured interviewing and psychological assessments effectively bridges the gap between efficiency and predictive validity, offering a scalable solution for the modern assessment centre landscape.

How top managers differ from the other people. The results of the latest psychometric research

Track: Open Space Presentation
Presenter(s): *Svetlana Simonenko*
Venue: Venue 4
When: Friday, 27 March 2026 | 11:45 – 12:45

The share of top managers is less than 2% of the working-age population. This imbalance indicates that, in addition to professional competencies and a certain amount of luck, there are unique personal characteristics that contribute to a successful vertical career. These characteristics enable some individuals to demonstrate exceptional problem-solving abilities at the highest level.

The topic of leadership, and especially leadership at the highest level of management, has attracted the attention of theorists and practitioners for many years. There are a large number of different theories of leadership, but they are not supported by any scientific evidence and are descriptive in nature. The earliest theories, such as charismatic

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leadership, have been debunked for almost 100 years. However, these ideas continue to emerge, although they do not receive sufficient support from the professional community.

This study allows us to substantiate the charismatic theory to some extent. The study contains an analysis of the results of psychometric assessments of the personality of top managers in various businesses. A total of 353 top managers participated in the study.

The study was conducted using the DEEP personality questionnaire developed by Detech Group. The DEEP personality questionnaire provides an accurate and comprehensive assessment of the personal qualities and competencies of employees and applicants based on 33 basic characteristics.

Based on the results, an average profile of a top-level manager was created. This profile was compared with an average profile based on the DEEP questionnaire, which was completed by more than 30,000 entry-level and mid-level employees, as well as candidates from all over Russia. This profile reflects the personality traits of the majority of the working-age population in Russia.

A comparative analysis revealed that there are several personality traits that distinguish top-level managers from ordinary people. The most expressive and most distinctive feature of a top manager was dominance, which is another universal quality that determines a leader's effectiveness, in addition to intelligence. In addition to dominance, 21 other characteristics were identified that distinguish an average top executive from any average, capable person to varying degrees. 21 of the 33 characteristics represent almost two-thirds of the analyzed personality traits. This means that people who possess these characteristics are more likely to be successful in their careers.

The Ethics of AI and AI in Ethics

Track: Plenary Session: Ethics Presentation
Presenter(s): *Emma Ruttkamp-Bloem*
Venue: Venue 1
When: Friday, 27 March 2026 | 12:45 – 13:45

Abstract not available.



Presenters' Biographies



Cahyo Amiseso has over 12 years of experience in the field of psychology, consulting, and project management, particularly in assessment and talent management solutions. Currently serving as the Solutions Head at Daya Dimensi Indonesia since early 2025, he leads consulting efforts in Assessment Center, Competency Profiling, Strategic Talent Review, and Psychological Testing solutions. His role also includes supporting sales and leading product development initiatives.

Before this role, he was the Head of Solutions Architect & Design at Daya Dimensi for three quarters of 2024, where he led product management and solution design while assisting with budgeting and pricing for enterprise solutions. In his early career there, he worked as a Project Manager, managing projects related to competency profiling, talent reviews, and assessment centers while achieving significant annual targets.

His previous experience spans over 7 years at Lembaga Psikologi Terapan Universitas Indonesia, where he held several key positions. As a Mental Health Counsellor (2014–2021), he provided therapy using cognitive approaches, focusing on adult counseling for depression and mood-related issues. In their role as Counseling & Education Manager (2016–2021), he was responsible for business process budgeting, project planning, and quality control in psychological assessments. Earlier, as a Project Manager / Consultant (2014–2016), he managed psychological assessments, psychometric tool development, and employee engagement surveys.

Additionally, he has academic experience as an Associate Lecturer at Universitas Atmajaya for 1.5 year, teaching psychometry and psychometric tools construction.

His academic background includes a Master's and Bachelor's degree in Clinical Psychology from the University of Indonesia. He holds certifications from Development Dimensions International and Lembaga Psikologi Terapan Universitas Indonesia, specializing in behavioural interviews, competency analysis, and training facilitation.

He also contributed to academic publications, notably in *Humanitas*, focused on psychometric validation.

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Justi Ariesthiawati is an experienced Human Resources Professional specializes in Assessment Center and Human Business Partnering with 30 years' work experience.

Her last two positions were:

Senior General Manager, Assessment Center Indonesia (ACI)
(September 2020 – 2025)
Telkom Indonesia – Jakarta, Indonesia

- Successfully implement online Assessment Center method in response to Covid-19 pandemic. The online method of Assessment Center will continue to be used after the pandemic.
- Collaborated with The Ministry of State-owned Enterprises (KBUMN) and become the coordinator among the assessment providers, related to the implementation of State-owned Enterprises Director Talents assessment (Talenta Direksi BUMN).
- Developed Digital Mindset and Behavior Assessment for Digital Talent Readiness, an assessment designed for assessing digital readiness for Telkom Group employees.
- Led the data analytics team of Srikandi BUMN to provide data-driven decisions in designing development programs for all women employees in State-owned Enterprises (BUMN).

Deputy Human Capital Shared Service (December 2018 – August 2020)

Telkom Indonesia – Jakarta, Indonesia

- Involved in designing Flexi Working Arrangement (FWA) policy in the Pandemic era at Telkom Indonesia.
- Raised and distributed donations within the Telkom Group in response to Covid-19 pandemic.
- Developed and launched 'With U' application for counselling program, which facilitate employees who need counselling by helping them choose schedules and counsellors.
- Collaboration with Human Capital Development and Eller Executive Education - Arizona State University to run a short program of International Lecture and Business Discussion.
- Created a system that establish a more personalized treatment policy in Career Committee for middle-management employees, by providing related personal development advice for those chosen.

Publication : In 2022, submitted a journal about The Effectiveness of Virtual Assessment Center Platform and presented it in the **International Conference on Assessment and Learning (ICAL 2022)** in Bali.

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Qualification: Assessment Center Expert, Leadership Development Facilitator/Trainer, Coach, Behavioural Analyst

Organizational Activities: President of the Indonesian Assessment Center Association (PASSTI) (February 2022 –Present).

PASSTI is an Assessment Center association in Indonesia which involves AC stakeholders as its members. We have a vision to unite all AC communities, develop Assessment Center methods, and uphold the ethical implementation of Assessment Center, build partnerships with national and global AC providers in order to improve the quality of human resources in Indonesia.



Galuh Asrirani is an Industrial & Organization Psychologist and Human Capital and Talent Management Consultant with expertise in Competency Management, Organization Development & Transformation, and Assessment. Galuh has a personal passion for developing and improving talent capabilities within an organizational scope through continuous learning and new challenges.

Galuh holds two degrees from UNIVERSITAS SURABAYA: an S2-Master of Psychology (Psychologist) in Industrial and Organizational Psychology (2009-2011, GPA 3.58/4.0) and an S1-Bachelor of Psychology (2004-2008, GPA 3.35/4.0).

Extensive professional history is primarily with PPM Manajemen (November 2013 – Present), where I have held several key roles:

- Head of HR Assessment Division (June 2021 – Present) and
- Assessment Operations Manager (March 2019 – June 2021)

Assessor Manager/Core Assessor (May 2015 – February 2019) also worked at PT BANK SYARIAH MANDIRI (January 2012 – October 2013):

- Organizational Development Analyst (October 2012 – October 2013) and
- Recruitment Specialist (January 2012 – October 2012)

Galuh was a speaker at several notable events:

- Ministry of Health-Sharing Session (2024) on Success Profile Concept
- PPM Manajemen-Pojok Pintar Manajemen (2022) on What Talent Has in Global Competencies
- INTISARI-INDONESIA HUMAN CAPITAL FORUM (2021) on Implementasi Online Assessment

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- National Congress Assessment Center Indonesia (2019) on Assessor Management and Online Assessment Implementation in the VUCA Era.

Professional development is evidenced by extensive training, including:

- Certified of Organizational Development Practitioner, BNC (2025, Australia)
- Integrated Talent Management System, ATD (2023, US)
- 41st Annual ACSG Conference Programme (2021, South Africa)
- Coaching Accredited Competency, CAC (2019, Malaysia)
- Behavioural Event Interview Workshop, PsyAsia (2019, Singapore)
- Accredited Competency Development Practitioner, SMR (2018, Malaysia)
- International Assessment Center Congress (2016, Bali)
- Assessment Center Assessor Certification (2013, Jakarta)

Morne Bester is a registered Industrial Psychologist who sits right at the intersection of human behaviour and technology. He is serving as a strategic Account Manager at Wamly, where he oversees software and architect entire hiring ecosystems. Working with massive enterprise clients in sectors like aviation, healthcare and insurance, Morne is optimizing the full recruitment lifecycle—from attraction and sourcing to screening and psychometric assessment.



Pieter Bronkhorst, PhD, is a registered I/O Psychologist who holds a PhD from the University of Cape Town. He is the founder of Organisation and Management Technologies Group (OMT), Evalex Talent Solutions (EICM), Odyssey Talent Management (OTM), Evalex Leadership Evolution and Acceleration (Elea) and Evalex Video Interview Assessment (VIA).

At an academic level, he serves as an Adjunct Professor at the University of the Western Cape and is a Lifetime Honorary Member of the Society of Industrial and Organisational Psychology of South Africa (SIOPSA) and the Assessment Centre Study Group (ACSG). He has presented numerous research studies and lectures at local and international conferences.

Pieter has developed psychological tests in the domains of cognition, personality, styles, values, and interests. Additionally, he has created a cloud-based virtual assessment centre, along with a system for assessing technical competencies. To date, Pieter has developed five artificial intelligence-driven talent assessment applications and solutions, elevating

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the virtual cloud-based assessment centre and talent management to the cutting edge of technology.

Pieter consults clients on developing high-performance teams and organizations. He has participated in over 30 corporate growth and turnaround projects globally and has published a book titled "The Architecture of High Performance Companies."

Publications:

- Master's Dissertation: "The effect of leadership development in improving leadership competencies"
- PhD Thesis: "Competencies and Management Strategies of Successful Corporate Recovery Executives"
- Book 2010: "The architecture of high-performance companies"
- Book 2024: "How AI is changing the way we assess leadership talent"
- Article 2024: "Use of artificial intelligence in leadership competency development and selection: An empirical study" Consulting Psychology Journal / American Psychological Association.
- Book chapter in press 2025: "The role of Artificial Intelligence in the assessment of talent" in book titled "Psychological Assessment in South Africa" to be published.
- Book chapter in press 2025: "Do as I do not as I say: Using AI to detect sustainable leadership behaviours" to be published in a book titled "Implementing Sustainability Leadership in Public and Private Organisations"



Sebastian Clifton, PhD, is a registered Industrial and Organisational Psychologist and Management Consultant: Research & Development at TTS-Top Talent Solutions. He holds a PhD in Industrial Psychology from the University of Johannesburg. His postgraduate research focused on validating and operationalising personality models in the South African context. He was the recipient of The Professor Johann Schepers Award for his contribution to the field of psychometrics. Sebastian is an Executive Committee member of the Society for Industrial and Organisational Psychology of South Africa (SIOPSA) and

Chair of the SIOPSA Academy. He is a member of the Assessment Centre Study Group of South Africa (ACSG), Golden Key International Honour Society and has been a member of the International Test Commission (ITC). Sebastian has presented at national and international conferences and consults to companies locally and globally in areas that include the development and use of psychological assessments, data analytics, validation and other similar research, cross-cultural assessment, and assessment best practices.

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Jaco de Jager is a registered Industrial/Organisational Psychologist at Evalex Talent Solutions, where he focuses on product development, enhancement and integration, notably in the AI domain. His key interests are exploring new horizons in the assessment space – particularly at the interface of behavioural science, artificial intelligence, and business acceleration. Jaco previously served on the committees of the ACSG, as well as SIOPSA’s Pretoria Branch and the PAI Interest Group, and is a regular presenter at industry conferences.



Zoelfah Hardien-Marriday has been working as an **Assessment and Development Specialist** for the past seven years at the **Allan Gray Orbis Foundation**, an organization dedicated to selecting and recruiting high-potential individuals with the competence and potential to become highly responsible, impactful entrepreneurs.

She began her career in **counselling and coaching**, driven by a deep interest in understanding human behaviour and personal growth. Her curiosity about how assessment can enhance individual development led her to specialize in talent assessment and development strategies. Zoelfah is passionate about leveraging assessment tools to identify strengths, unlock potential, and support individuals on their journey toward entrepreneurial leadership



Salome Jansen van Vuuren is SHL’s sole Senior Solution Architect (Pre-Sales) for Africa and an Industrial-Organizational Psychologist specialising in skills-based talent strategies, workforce transformation, and AI-enabled people solutions. She partners with organisations across Africa and globally - from emerging businesses to complex multinational enterprises - to translate people science and workforce data into practical, future-ready talent strategies. Salome is an active thought leader in the future of work, has collaborated with the United Nations in Africa on inclusive workforce initiatives, and brings a strongly human-centred lens to transformation grounded in evidence, empathy, and impact.

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Hennie Kriek is President of TTS-Top Talent Solutions Inc. and CEO of the TTS- Talent Group. He also serves as 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 Americas (USA, Canada and Latin America). Before that he was the founding member and Managing Director of SHL South Africa.

He received his DLitt et Phil at the University of South Africa in 1988. He was a faculty member and Professor of Industrial and Organizational Psychology at the University of South Africa from 1982 until 1994.

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

Hennie is currently acting as 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 also chaired a task force of SIOPSA that developed guidelines for the implementation and validation of fair personnel selection practices in 1991, 1998 and 2006. He is an International Affiliate member of the American Society of Industrial and Organizational Psychology (SIOP), the International Test Commission (ITC) and the International Association of Applied Psychology (IAAP).

During his early career Hennie worked at an Internal IO Consultant to a large transport company Transnet in South Africa. He was a visiting scholar at Colorado State University, 1989-1990, where he conducted post-doctoral studies on fairness, discrimination, EEO and affirmative action.

He published widely in the field of Human Resources and Personnel Psychology and presented scientific and practical papers at various international conferences. He consults on a global basis in the end to end talent management cycle. This includes executive

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coaching, competency design, objective assessment, assessment centres, selection, personnel decision making, global talent management and human resource development. He worked with companies such as the UNITED NATIONS, ABSA, Telkom, IBM, Deloitte, Coca-Cola, BHPBilliton, Pfizer, HSBC, Capital One and Barclays to name a few.

Gwendoline Long is Head of Global Professional Services Solutions at SHL and a registered Psychometrist (Independent Practice) with over 22 years of consulting experience in Occupational Psychology. She holds Level A and B psychometric certifications and has deep expertise in competency design, job profiling, psychometric assessment, and talent management implementation. In her global role, Gwendoline leads the development of SHL's Professional Services best-practice knowledge base and implementation standards, ensuring rigorous, ethical, and scalable application of people science across clients worldwide.



Martin Lanik, PhD, has dedicated his career to developing solutions that empower business leaders to place the most capable individuals in leadership roles, maximizing their positive impact on employee well-being, business performance, and society as a whole.

With deep expertise in Industrial/Organizational Psychology, Martin leads research and innovation at Pinsight. By blending scientific rigor with practical insights and a relentless drive for action, he inspires the Pinsight team to build world-class leadership assessment and development solutions for today's and tomorrow's leaders.



Filip Lievens is Lee Kong Chian Professor of Human Resources at the Lee Kong Chian School of Business of Singapore Management University. He is also an Honorary Professor at University of Cape Town and visiting professor at Ghent University. Professor Lievens studies talent acquisition and talent assessment in organizations. He is a frontrunner in exploring innovative talent assessment approaches, with an emphasis on helping organizations to assess adaptability. Professor Lievens is ranked in the top 1% of the World's Scientists in Business and Management. He is one of the most published authors in IO psychology, with 49 publications in Journal of Applied Psychology. His research has been cited over 35,000 times and featured in The New York Times, Wall Street Journal, and Harvard Business Review. Filip Lievens is a fellow of the Society for

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Industrial and Organizational Psychology (SIOP), American Psychological Association (APA), Association for Psychological Science (APS), and International Association of Applied Psychology (IAAP). His research has been honoured multiple times with several awards such as SIOP's Distinguished Early Career Award, Career Award for Distinguished Scientific Contributions to Psychological Assessment, Scholarly Achievement Award of AoM, Best Paper at AoM, Jeanneret Award for Excellence in the Study of Individual Assessment, and Joyce and Robert Hogan Award for Personality.



Hlamalani Mavasa is an experienced public service professional with over 17 years' experience in Human Resource Management and Development, with expertise in leadership development, competency-based assessments, and skills development within the South African Public Service. She is currently serving as Deputy Director: Competency-Based Leadership Management at the Department of Public Service and Administration (DPSA), where she is responsible for managing the Senior Management Service (SMS) Competency Framework and overseeing competency assessment practices for senior managers across government.

Her professional career spans management roles in the DPSA and the Department of Trade, Industry and Competition (the DTIC), where she held positions including Deputy Director: Training Delivery and Assistant Director: Human Resource Development. In these roles, she managed training needs analysis, skills planning and reporting, induction programmes, mentoring and coaching initiatives, procurement and management of training service providers, and the implementation of internships, learnerships, and bursary programmes. Earlier in her career, she worked as a Senior Human Capital Practitioner, Personnel Practitioner, and Personnel Officer at the Department of Rural Development and Land Reform (Mpumalanga Regional Land Claims Commission), gaining broad experience in recruitment and selection, competency assessments, performance management, and HR administration.

Hlamalani holds a Master of Public Administration from the University of Pretoria, a Postgraduate Diploma in Public Management from North-West University, and a BCom in Human Resource Management from the University of Pretoria. She also holds a National Certificate in Occupationally Directed Education, Training and Development Practice (OD: ETDP) and is a qualified Trainer, Skills Development Facilitator, and an accredited Assessor and Moderator with the PSETA. She is currently pursuing an Honours degree in Psychology through the University of South Africa.

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Her work is grounded in a strong understanding of public service legislation and policy, and she has contributed to leadership development frameworks, policy development, and advisory work related to SMS practices. Ms Mavasa is actively involved in professional HRD and skills development networks within the public sector.



Claude-Hélène Mayer is a professor and psychologist widely recognised for her interdisciplinary contributions to Industrial and Organisational Psychology and beyond. Her research areas are transcultural conflict management, 4IR, women leadership, emotions, intercultural research, positive psychology, autoethnography and psychobiography. She currently serves as Professor in Industrial and Organisational Psychology in the Department of Industrial Psychology and People Management at the University of Johannesburg in South Africa. She works as an international consultant and therapist in private practice. Her work has been recognised with numerous awards, including the William B. Gudykunst Outstanding Book Award and multiple Nautilus Book Awards, and she is frequently ranked among top researchers in her fields worldwide.



Archie Millard is a Product Owner at Pinsight, responsible for researching, planning, specifying, and delivering innovative platform features from conception through completion. This includes driving end-to-end product development across assessment technology and accessibility compliance initiatives. Archie combines strategic vision with practical execution to ensure the platform evolves with user needs and industry standards.

Sarita Naidoo is an intern and junior consultant at Evalex and will present with Marco Pretorius, a colleague. Both are working in the psychometric space and are heavily engaged with the AI perspective and how it influences the process that we follow.

Uanda Ndou is a Master HR Professional, registered with the South African Board for People Practices (SABPP). A certified professional Coach and mentor with the IEQ9 Professional Coaching. She currently serves as the Director of Human Resources Management at the University of Venda, a position she has held since 01 February 2019. She completed her undergraduate and Honours degrees from the University of Pretoria

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and further advanced her academic qualifications by obtaining a Master's degree in Industrial and Organisational Psychology from North-West University (NWU). She is committed to professional excellence and ethical practice in the field of Psychology and Human Resource Management. She is a registered Industrial Psychologist in good standing with the Health Professions Council of South Africa (HPCSA).

Uanda is loaded with credible experience in the field of HR for a combined period of 25 years. She has extensive experience in Senior and Executive Management roles within various prestigious organisations prior to joining UNIVEN. She has held significant positions in various organisations including Gauteng Provincial Government, Anglo American Platinum (Amandelbult Mine) and First National Bank, where she honed her leadership skills and developed a deep understanding of Human Resource dynamics in diverse sectors. She held several Board Directorship positions including serving three terms with the StudyTrust, a non-governmental organisation that promotes equal education in South Africa by connecting talented yet financially needy students with bursaries and equipping them with employability skills.



Alewyn Nel is a registered Industrial Psychologist; Professor at University of Pretoria; former Head of Department (2017–2025); chairs Faculty Research Ethics Committee; 50+ supervised Masters/PhD; 50+ publications. Alewyn is a registered Industrial Psychologist with the Health Professions Council of South Africa (HPCSA) and a Professor in the Department of Human Resource Management at the University of Pretoria. He served two consecutive terms as Head of Department from 2017 to 2025, during which time he played a key role in academic leadership, curriculum development, staff mentoring, and strategic planning. Since 2018, he has also served as Chairperson of the Faculty's Research Ethics Committee, overseeing ethical compliance and governance for postgraduate research across multiple disciplines.

Alewyn has extensive experience in undergraduate and postgraduate teaching, supervision, and research. He has successfully supervised more than 50 Master's and PhD candidates. His supervisory work has made a meaningful contribution to advancing knowledge in cross-cultural psychology, particularly in psychometrics, personality, identity, diversity, and leadership.

With more than 50 peer-reviewed and accredited journal publications, Prof Nel has an established national and international research profile. His work has appeared in leading journals, including the *Journal of Cross-Cultural Psychology*, *Cross-Cultural Research*, and

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Psychological Assessment. He is an experienced conference presenter who has shared his research at major international conferences, including those hosted by the American Psychological Association (APA), the African Academy of Management (AFAM), and the Academy of Management (AOM).

Beyond academia, Alewyn is actively involved in professional initiatives. He is a longstanding member of the Society for Industrial and Organisational Psychology of South Africa (SIOPSA), where he served as Chairperson of the SIOPSA HOD Forum for 5 years and has supervised numerous industrial psychology interns since being registered as an Industrial Psychologist with the HPCSA in 2007.



Elrie Oosthuizen has been in the academic environment for the past 18 years. Her passion is the professional development of young professionals. She is aware of the challenges regarding psychometrist training and had to seriously consider our stance on providing training for psychometrists.



Hani Pahlevi is an assessment and organizational psychology practitioner specializing in assessment design, psychometric tool development, AI-enhanced Assessment Centres, and behavioural simulations. Since 2019, she has worked at Daya Dimensi Indonesia, where she develops AC frameworks, exercises, scoring systems, and digital assessment solutions while conducting research on competency models, validity evidence, and future-of-work skills. Her experience includes creating roleplays, in-baskets, group simulations, and AI-supported assessment tools used across industries. She collaborates with organizations to align assessment strategies with evolving talent needs and is committed to advancing evidence-based, future-ready assessment practices in Indonesia.

David Phekoetsile is Head of the Botswana Public Service Assessment Services Centre having assumed the role on 1st April 2018. Prior to that he worked in the line Ministries for over 20 years and having grown through the ranks from Administration Officer from 1998 to Assistant Manager HRM, Deputy Manager HRM, Manager HRM, Senior Manager Corporate Services to Deputy Permanent Secretary Corporate Services from 2016 to 2018.

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Daivd was primarily tasked to establish and operationalise Botswana Public Service Assessment Services Centre. A comprehensive process of understanding the various contexts within which the Centre will exist, in partnership with SHL and using the knowledge and skills acquired from a three weeks' training by the AC Academy in South Africa. The process followed was Visionary Interviews, Organisational Effectiveness & Culture Survey, Job Analysis / Competency Profiling, Design of Assessment Tools, Training of Assessment Team . The Centre became fully operational in 2022 and is up and running.



Benny Prasetyo is an experienced Human Capital and Talent Development and Assessment Consultant. He is a Psychologist and Human Capital and Talent Development and Assessment Consultant with expertise in Competency Management, Talent Development and Assessment with Assessment Center Method. Benny has a personal passion for developing and improving individual capabilities within an organizational scope through competencies Development and Assessment. His professional history is primarily with PT Bina Potensia Indonesia (May 2004 - Present) and also worked at PT Telkom as Associate Trainer (1998-2003). Benny holds two degrees from Padjadajaran University: a S2-Master of Magister Management UNPAD (2010-2013, GPA 3.6/4.0) and an S1 of Psychology (1992-1997) and Profession Program of Psychology (1998-2000, GPA 3.2/4.0).

He has been a featured speaker at several notable events:

- Sharing Session Administrator Assessment Center Polri- Assessment Center Simulation (2025)
- PT Bina Potensia Indonesia (2023) on Development Center Program
- PT Bina Potensia Indonesia (2017) on Implementation Effective Employee Relationship In Talent Management
- National Congress Assessment Center Indonesia IV (2016) on Integrated Post Assessment Center Program in Talent Management
- National Congress Assessment Center Indonesia III (2014) on Competency Development Program for Post Assessment Center Program
- adjadjaran International Conference on Psychology (2011) on Competency Based Training

Professional development is evidenced by extensive training, including:

- *Positive Coaching*-APIO (2023, Semarang)
- *41st Annual Assessment Center Study Group Conference Program, (2021-South Africa)*
- *Professional Coach Certification Program* (2018, Jakarta)

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- *Developing Effective Interpersonal & Communication Skill*, Dale Carnegie (2013, Jakarta)
 - *The 35th International Congress On Assessment Center Methods*, (2010-Singapore)
 - *High Impact Presentation Training*, Dale Carnegie (2016, Bandung)
 - *Develop One-self as A Professional HR Consultant*”, PT Bina Potensia Indonesia (2009, Bandung)
 - *Job Evaluation Training*, PT Bina Potensia Indonesia (2007, Bandung)
 - *Selection Interview Workshop: Behavior Based Interview*, PT Bina Potensia Indonesia (2003, Bandung)
 - *Neuro Associating Conditioning Training*, Divlat PT Telkom (2002, Bandung)
 - *Assessment Center Assessor Certification*, PT Bina Potensia Indonesia (2001, Bandung)
-

Marco Pretorius is an intern at Evalex, and will be presenting with his colleague, Sarita Naidoo, a junior consultant. They work in the psychometric space and are heavily engaged with the AI perspective and how it influences the process that we follow.



Emma Ruttkamp-Bloem is a philosopher of science and technology, an AI ethics policy advisor, and a machine ethics researcher. Currently at UP, she is the UNESCO Chair in AI for Community Resilience, Head of the Department of Philosophy, and a senior faculty fellow of the African Institute for Data Science and AI. Emma also leads the AI ethics group at the South African Centre for AI Research (CAIR). She is the current Chairperson of the UNESCO World Commission on the Ethics of Scientific Knowledge and Technology (COMEST), and joined the WEF’s Global Future Council on Autonomous Systems in 2025. She has

been a member of the Global Academic Network, Centre for AI and Digital Policy, Washington DC since 2023, and works on AI governance projects with the African Union Development Agency and the African Commission on Human and People’s Rights. She is a scientific advisor for the African Centre for AI. She is a member of various international AI ethics advisory boards ranging from academia (e.g., the Wallenberg AI, Autonomous Systems and Software Programme Human Sciences), the inter-governmental sector (e.g., as expert advisory board member for the Global Commission on Responsible Artificial Intelligence in the Military Domain), to the private sector (e.g., SAP SE). She is an associate editor for *Science and Engineering Ethics*.

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Sandra Schlebusch is the managing director of LEMASA (Pty) Ltd. 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.

Her 30 years of work experience encompass the domain of people development – from selecting, to developing to nurturing talent. She has worked both full-time and as a consultant in large corporations, as well as state-owned and smaller enterprises where she designed and implemented coaching and mentoring, leadership development, as well as succession development processes.

Sandra's specialisation is assessment centres, and she specifically uses simulations as part of her design, development, and implementation of numerous assessment centres, both for selection and for developmental purposes. Her unique area of work is coaching development centres – these incorporate coaching with the rigour of assessment centres. She is both an experienced assessor and coach, having worked with people from diverse cultures and backgrounds across the world. She is also a guest lecturer at various universities, lecturing on the topic of assessment centres.



Svetlana Simonenko is the Managing partner of Detech Group. PhD in Psychology, social psychologist. Extensive experience in HR management and consulting since 1995; co-author of Russian Assessment Center Guidelines (2013) and Russian Personnel Testing Guidelines (2015); member of the taskforce for the International Assessment Center Guidelines (2014).

- Svetlana has extensive experience in human resources management and consulting since 1995
- Owner of a number of copyright certificates in the area of personnel assessment
- Co-author of Russian Assessment Center Guidelines (2013) and Russian Personnel Testing Guidelines (2015)
- Member of the taskforce on the development of International Assessment Center Guidelines (6th edition, USA, 2014)
- Founder of Detech Group which was established in 2004 to introduce international personnel assessment and development practices to Russia and CIS countries. At present Detech Group provides B2B strategic HR consulting, IT assessment solutions

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and career development consultancy for individuals. Its clients include public organizations and the largest Russian and international companies.

Detech Group was an official provider of Olympic Games in Sochi-2014 and developed assessment methods for selecting Venue managers, venue teams and volunteers (about 100 000 candidates were assessed with Detech's methodology)

Svetlana is a winner of Ernts&Young Russia Entrepreneur Of The Year 2014 Award in Consulting.



Nicola Taylor is an Associate Professor in the Department of Industrial Psychology and People Management at the University of Johannesburg. She heads the Centre for Work Performance in the department and is registered as a psychometrist with the Health Professions Council of South Africa. She has over 20 years' experience developing and evaluating psychological assessments for the South African context. She is passionate about reducing bias in assessments and exploring modern methods of test development.

Nicola serves on several serves on a several national executive committees: Society for Industrial and Organisational Psychology of South Africa (President-Elect); Assessment Standards South Africa (Subject matter expert); Association of Test Publishers of South Africa (Steering committee member); International Test Commission (Conference committee member).

Nicola's research area is cross-cultural psychological assessment, particularly within the field of personality and cognitive assessment, test construction, and the validation of psychometric assessments in the South African context. She is interested in research topics related to neurodiversity, inclusivity and psychometric methodology.

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Alex Terblanche is an IOP and international management consultant, specialising in leadership and talent development and coaching. He has been in private practice for 22 years conducting assessment and development centres across various industries both locally and globally.



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