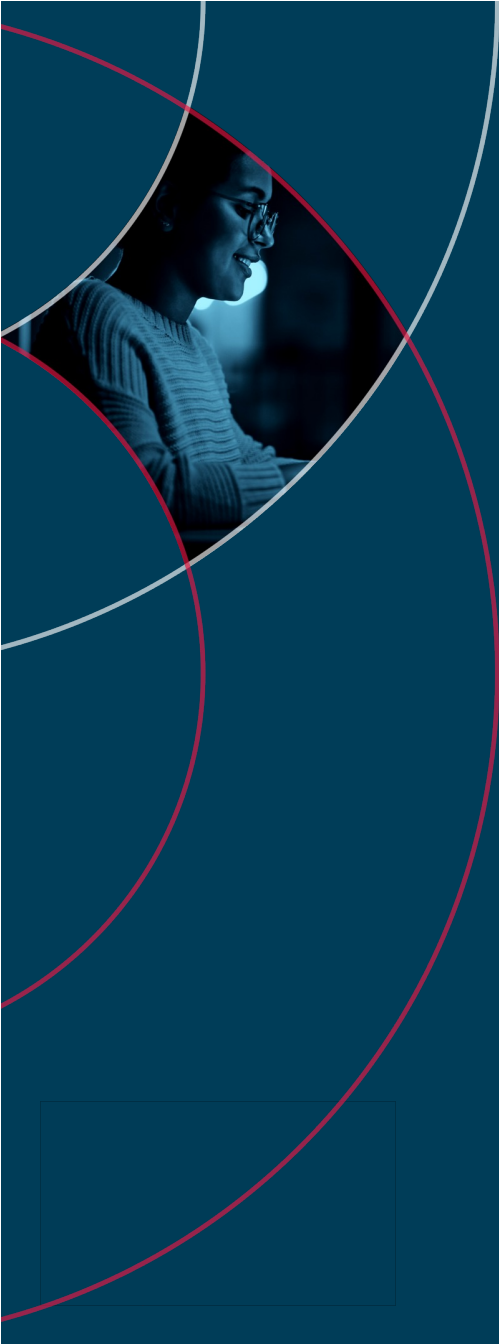




**“Metrics only have value to the extent that they change vital decisions about talent”**

Wayne Cascio, SIOP Chicago, 2011



2025 ACSG Conference

# Assessment Maturity in South African organisations - Trends over the last 10 years

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IO Psychologist and Managing Director TTS-Top Talent Solutions

27 March 2025 | Wanderers Club, Sandton



ACSG Conference

## Agenda

- 01** What's changing
- 02** Assessment practice maturity framework
- 03** Implications for assessment practice
- 04** Future considerations
- 05** Key implications for practitioners

## What has been changing

- + The role of Psychometrists and IO Psychologists is evolving
- + Broader RFPs with limited assessment specifics
- + Widespread adoption of online assessments
- + Technology is driving integrated HC and Talent Management
- + Shift towards skills-based assessment (potential > qualifications)
- + Data enables evidence-based workforce planning
- + System APIs drive real-time, on-demand data needs
- + Rise of AI and growing importance of data protection

## Why a maturity framework

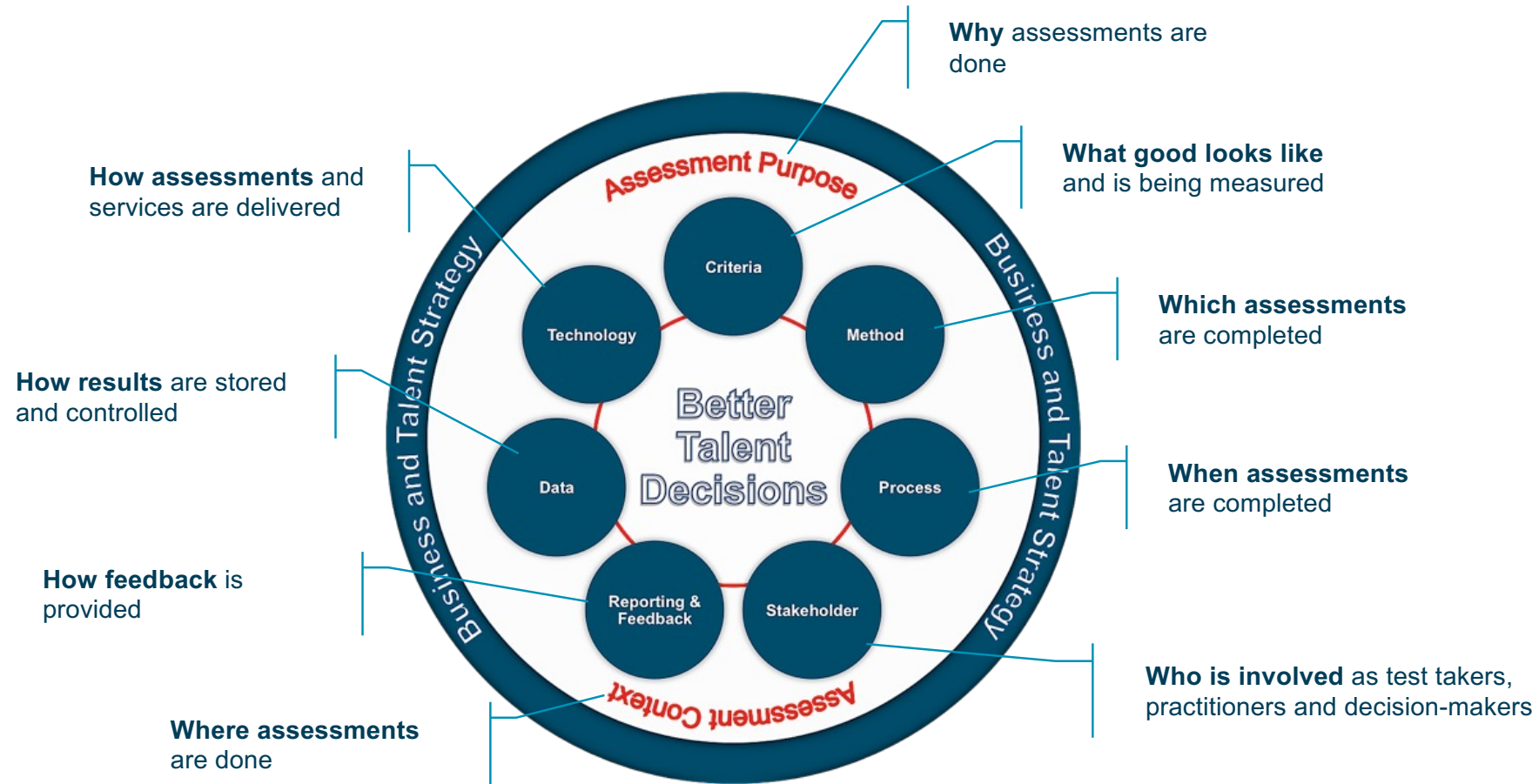
- + Organisations face growing complexity in assessment practices
- + No common language to describe capability levels
- + Need to align tools, teams, and strategy effectively
- + A framework helps benchmark and guide improvement



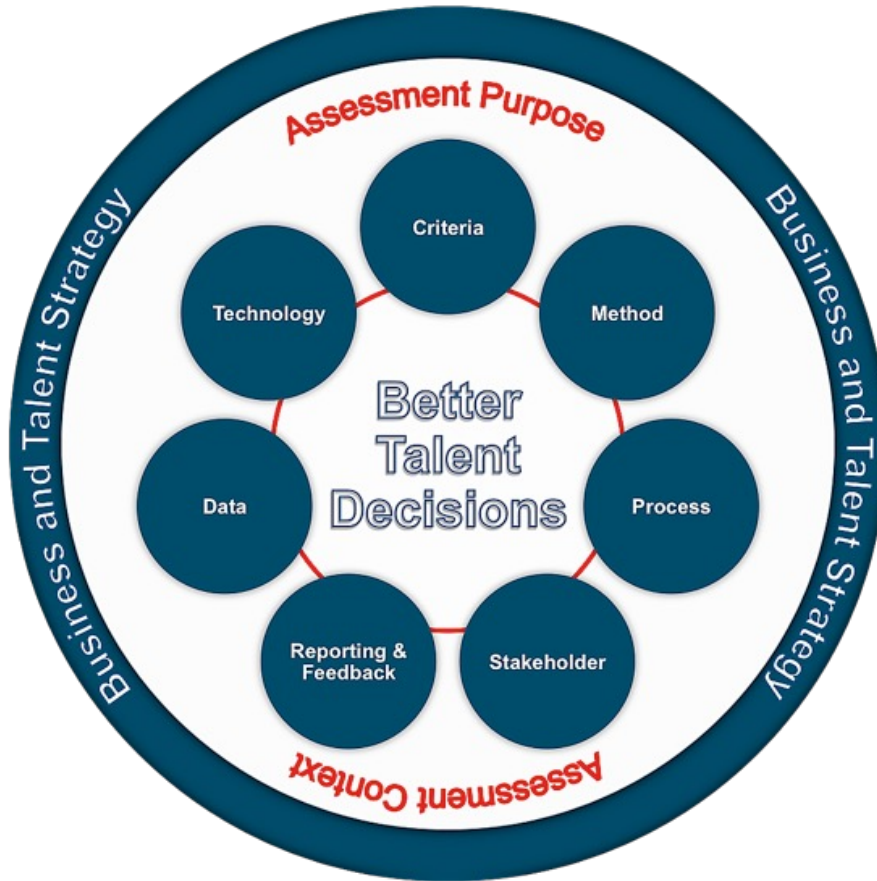
Assessment practices are the activities (practices) involved in the management of the data and interdependencies between assessment criteria, methods, processes, technology and stakeholder needs to create business value.



# The Building Blocks of Assessment Practice



# Assessment Practice Maturity Framework



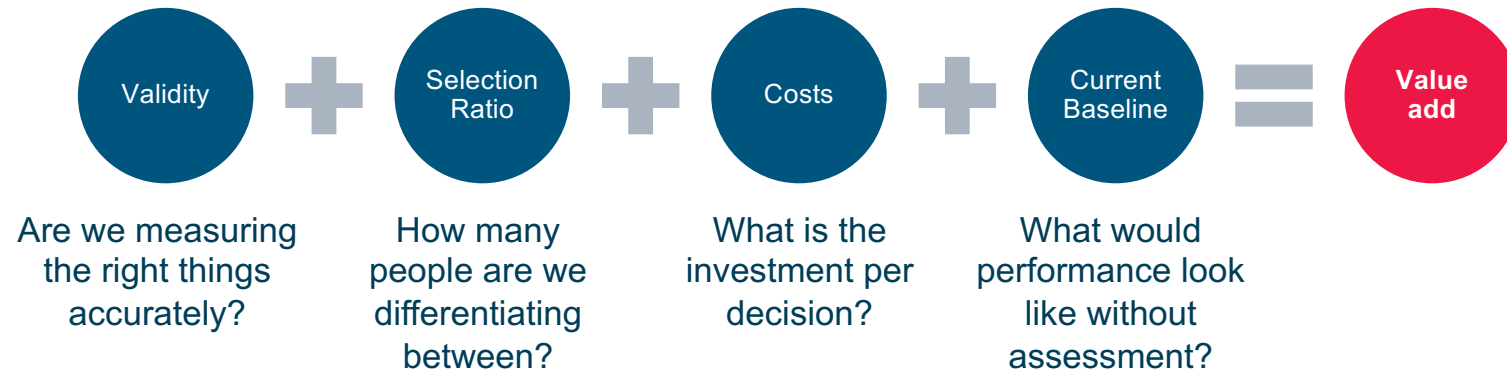
## A benchmarked framework

The framework has been designed following a detailed analysis of the following best practice standards:

- + The SIOPSA Validation Guidelines and guidelines for the use of tests in South Africa
- + EAWOP and EFPA Test User Standards
- + ISO 10667 Standards for assessment service delivery
- + International Test Commission Guidelines on Test Use and Guidelines on Computer-based Testing and the Internet
- + APA Test Taker Rights and Responsibilities



# The Goal: Maximising Assessment Utility



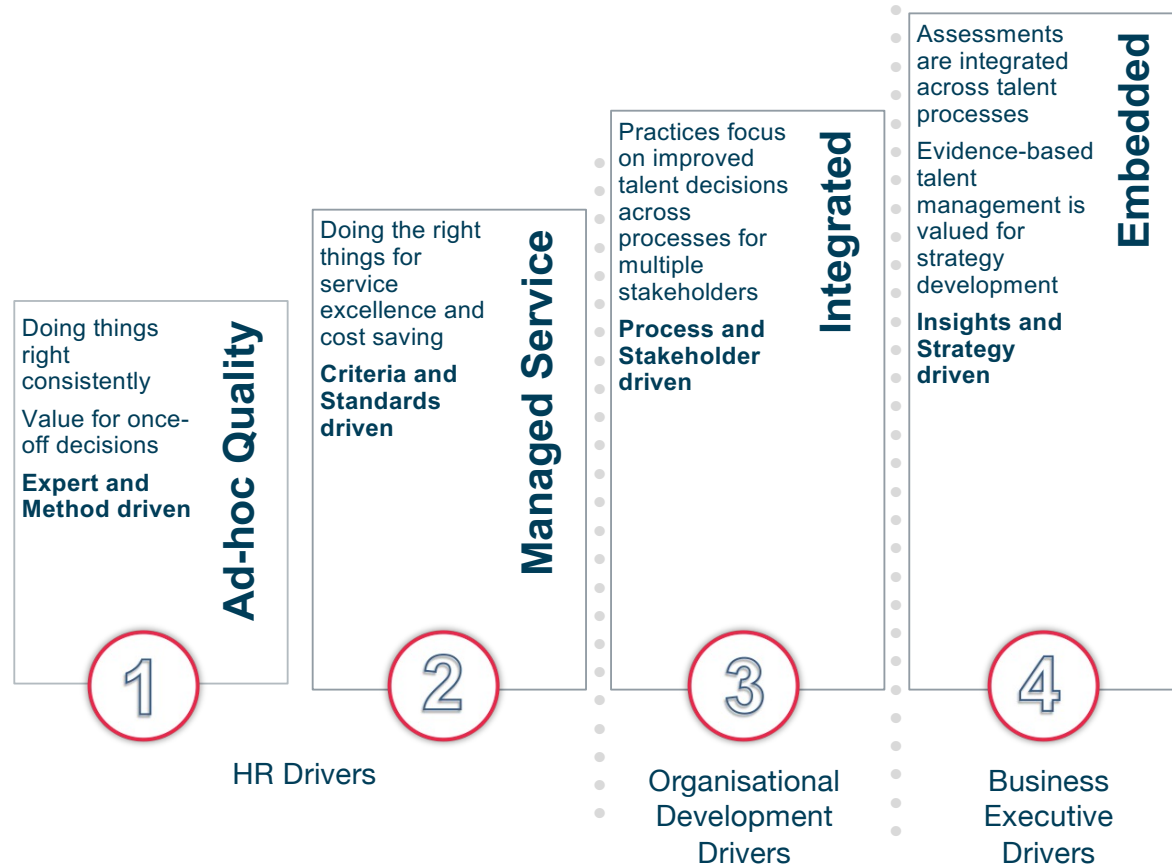


**Assessment practice maturity is the capability to manage practice complexity in a way that maximises utility.**



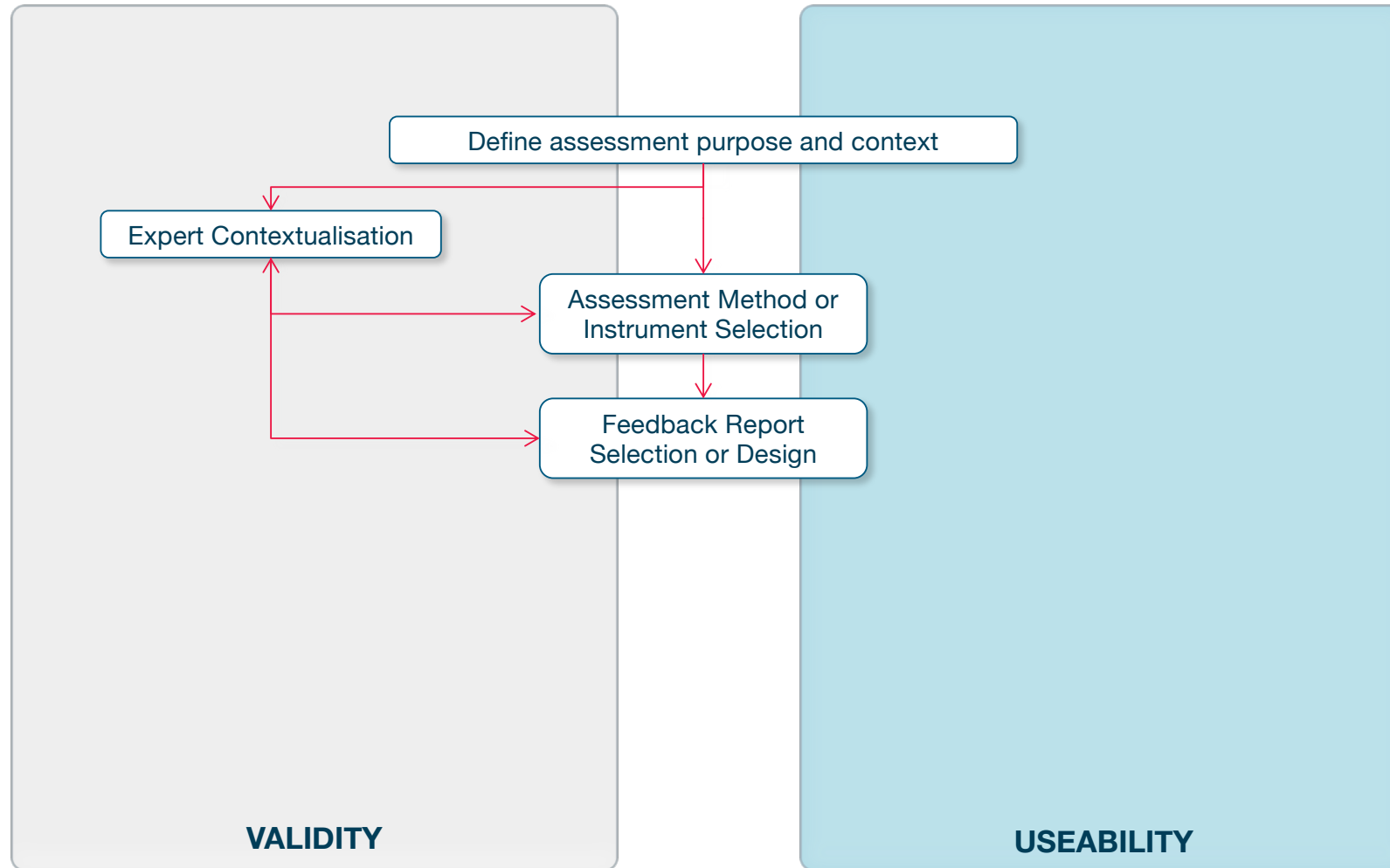
# Assessment Practice Maturity

Complexity increases in line with Stratified Systems Theory themes of work



Doing Things Right – But In Isolation

## Level 1: Ad-hoc (Expert and Method Driven)



## Doing Things Right – But In Isolation

# Level 1: Trends and Challenges

- + Instrument choice is driven by expert interpretation, not standardised success profiles
- + Commercial pressure often leads to suboptimal product choices
- + Mainly supervised administration, limited automation
- + Manual narrative reporting; low scalability
- + Candidate-centric approach
- + No data storage integration; complicating data control and re-use

### Implications for utility

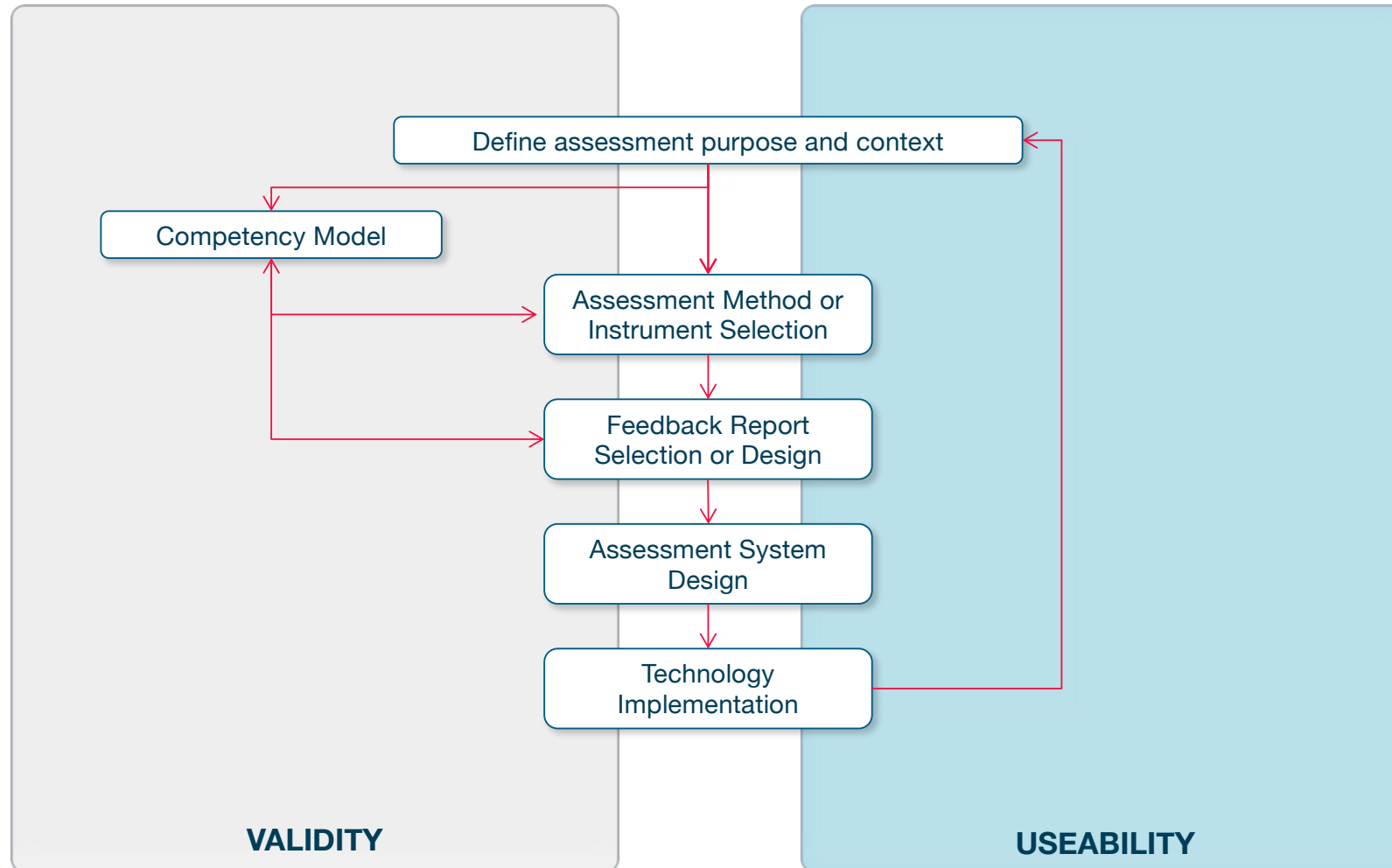
- + High selection ratio
- + High costs
- + Reduced validity
- + Baseline unknown

### Ethics challenge

- + Expertise

Service Quality – At the Cost of Flexibility

## Level 2: Managed Service (Criteria and Standards Driven)



## Service Quality – At the Cost of Flexibility

### Level 2: Trends and Challenges

- + Used for screening, selection, development, and talent management (still once-off)
- + Criteria driven by competency profiles, often poorly defined or outdated
- + Instrument choice influenced by familiarity, compliance, reporting needs, and cost
- + Push for standardisation at the cost of validity considerations
- + Online administration is common, but concerns about test integrity persist
- + Compliance limits utility (e.g. no screening use, no scores in reports)
- + Manual reporting persists; process-heavy approach limits scalability
- + Focused on candidates, practitioners, and HR users

#### Implications for utility

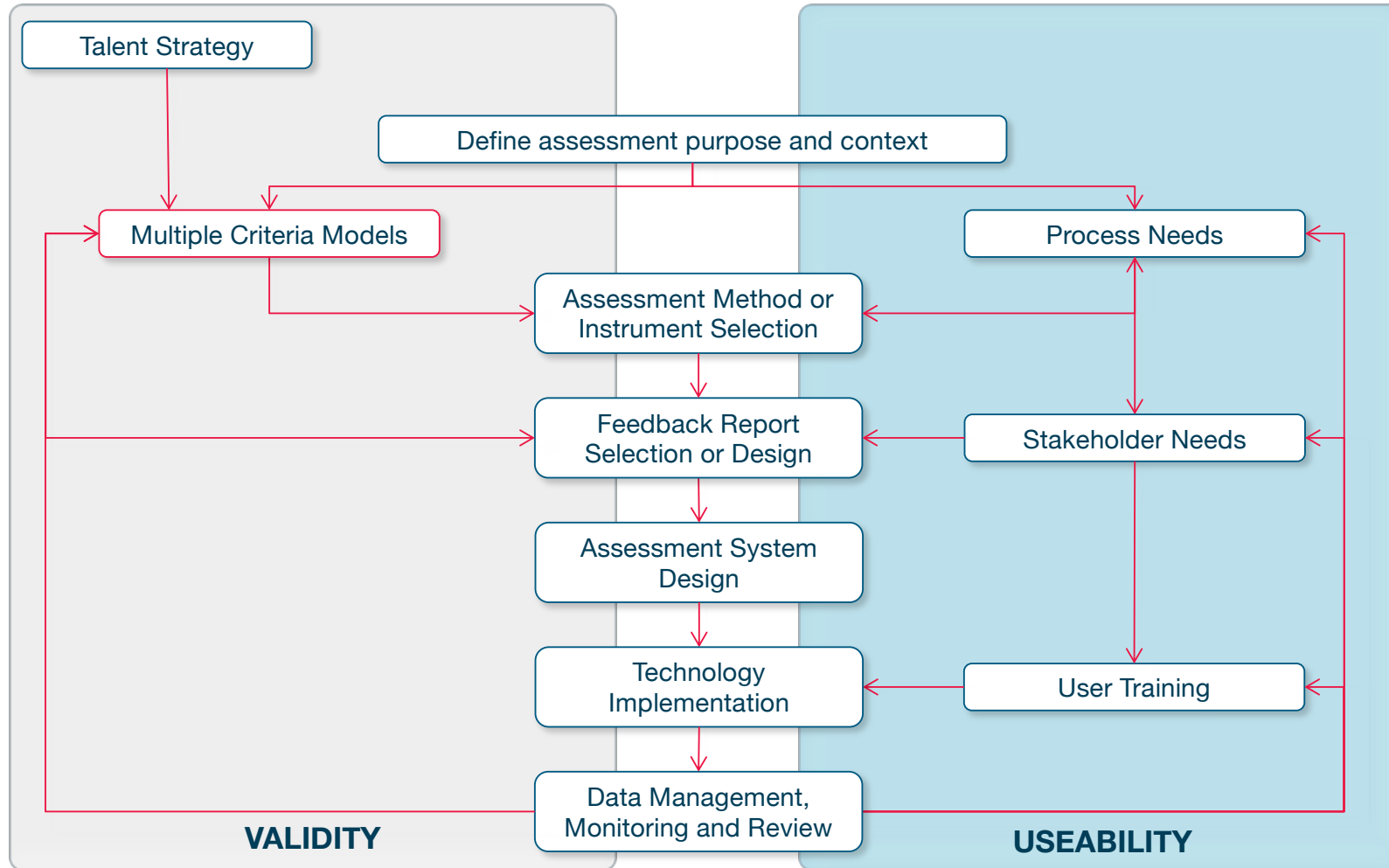
- + Improved selection ratio
- + Higher volumes lead to cost pressures
- + Reduced validity (unless there is also an increase in specificity)
- + Baseline affected by attraction and screening process

#### Ethics challenge

- + Balancing the need for control with utility

## Integration Across the Talent Lifecycle

### Level 3: Integrated (Process and Stakeholder Driven)





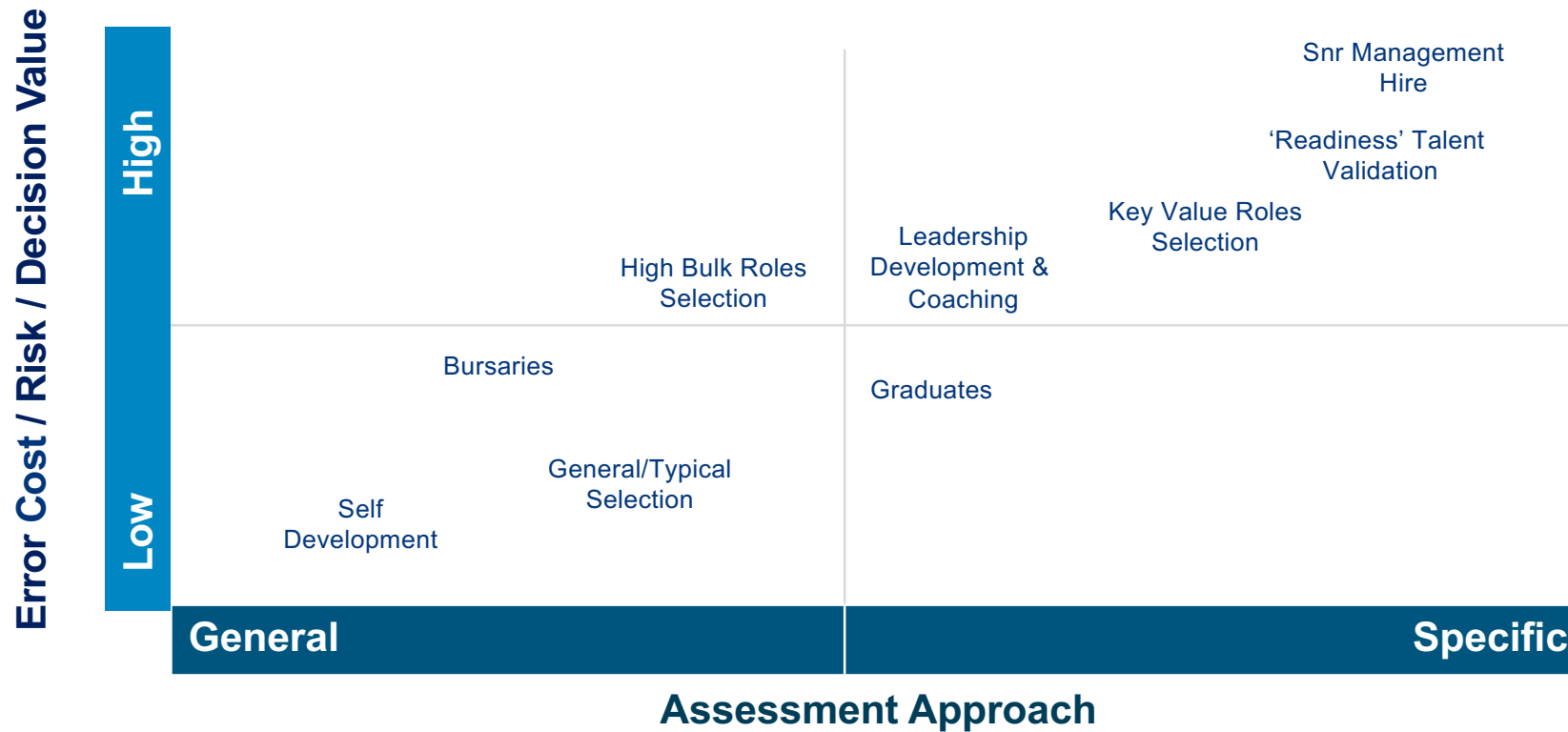


**Assessments are more predictive when they closely match the specific requirements of the role and the talent decision being made.**

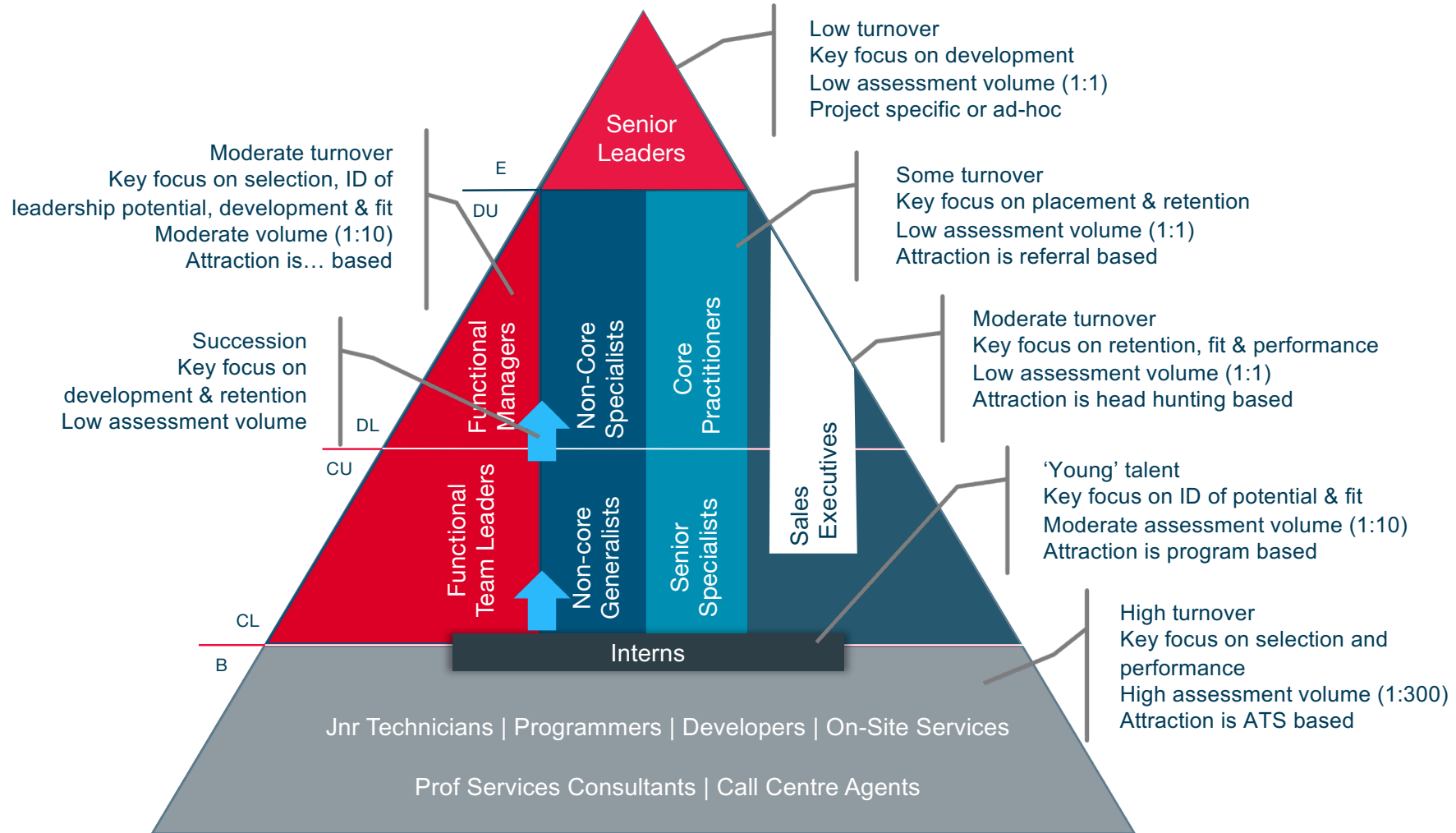


# An assessment approach can be integrated... and can also take account of specific business needs

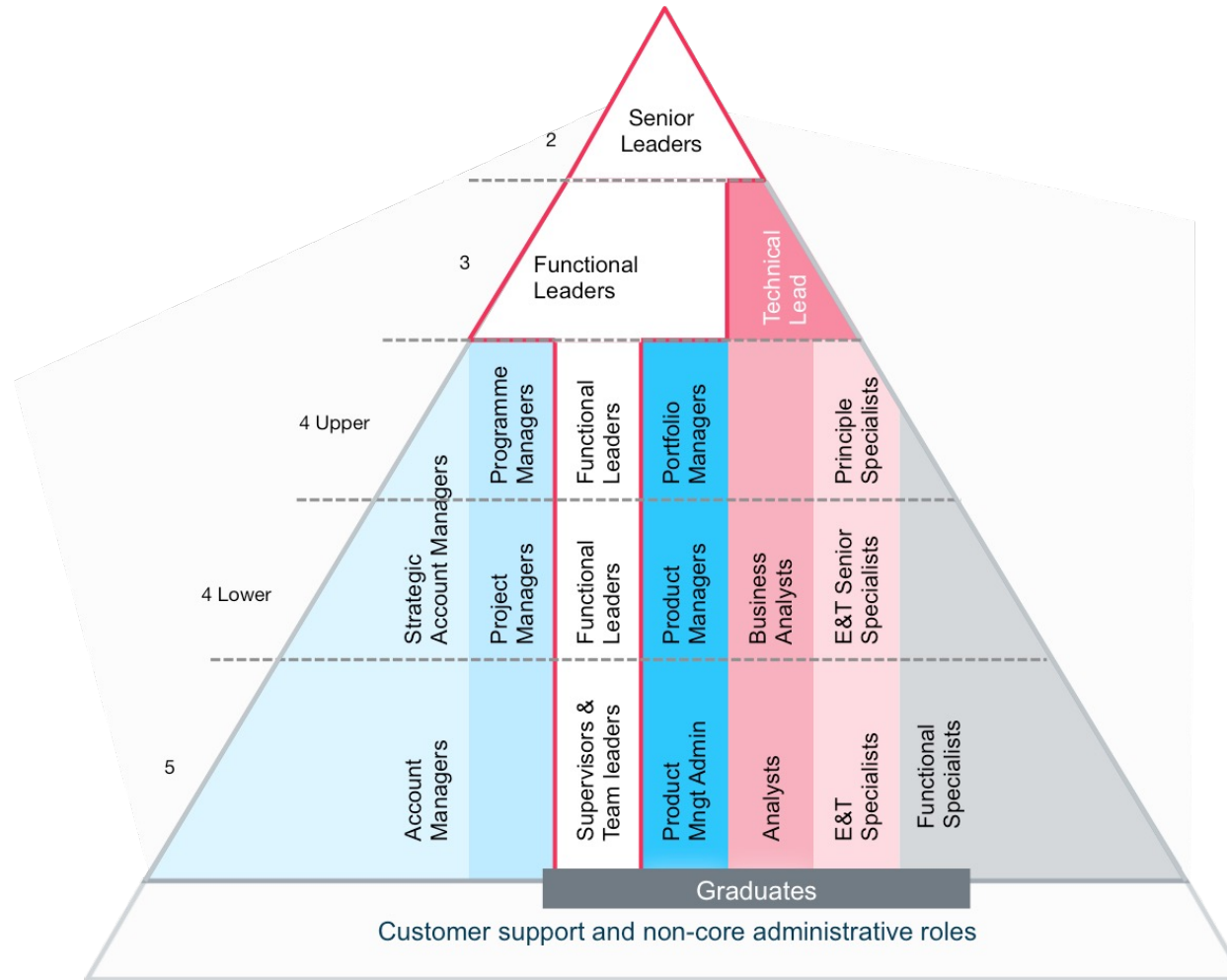
...It is not about one size fits all...



# Example of Assessment Context Analysis



# Example role clustering



## Integration Across the Talent Lifecycle

# Level 3: Trends and Challenges

- + Shift from admin control to adding value through feedback and decision support
- + Criteria drawn from multiple frameworks and across multiple roles; requires job architecture for alignment
- + Skills-based models raise concerns about construct validity
- + Tool selection based on the ability to measure nuanced dimensions and align with organisational frameworks
- + Assessment batteries tailored to specific talent decisions
- + Data-centric reporting, flexible reporting and group-level dashboards in use
- + Integrated with broader IT systems
- + Misalignment in data collection purposes across systems
- + End-users are often removed from the assessment context
- + Data-on-demand creates governance and privacy challenges
- + Stronger focus on partnering with key stakeholders

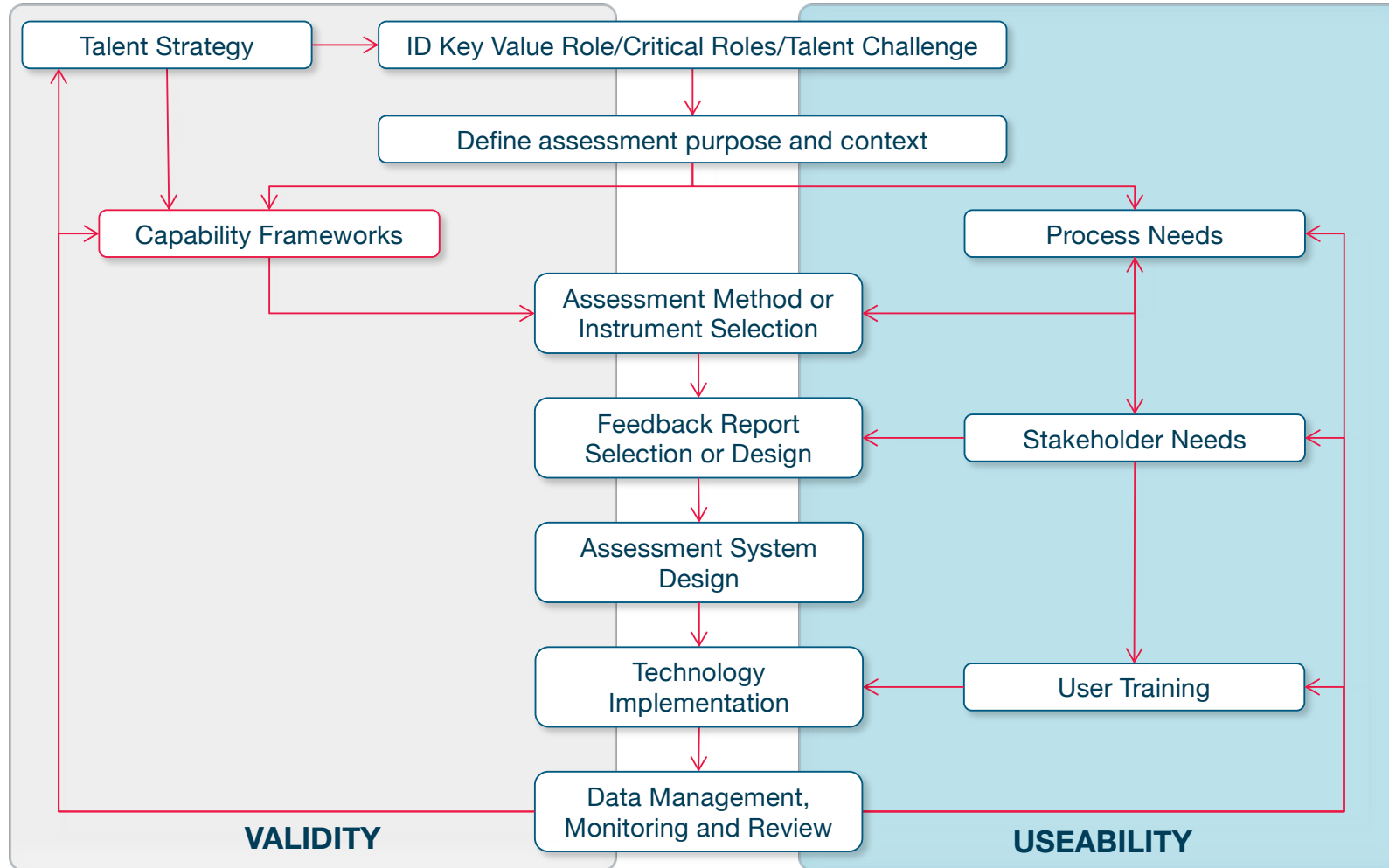
### Implications for utility

- + Improved selection ratio – multiple decisions per assessment
- + Re-use of assessment data reduces costs
- + Specificity and data-driven decisions drive increased validity
- + Assessments start to add value in talent practices with traditionally low baselines (HiPo identification, L&D)

### Ethics challenges

- + Data control (usage and expiry)
- + Ensuring specificity

# Assessment Strategy Design Process L4



## Embedded Insights and Evidence-Based Planning

### Level 4: Trends and Challenges

- + Assessments support talent analytics and large-scale data use
- + Future skills models are often vague or poorly defined
- + Increased difficulty in ensuring that data is reliable and valid for the nature of the construct and decision
- + Requires agility to adapt to evolving frameworks and practices
- + High demand for data integration and configurable data outputs
- + Integration with non-psychometric data is essential
- + Emphasis on predictive analytics and validation research to inform strategy

#### Implications for utility

- + Improved selection ratio – multiple decisions per assessment
- + Re-use of assessment data reduces costs
- + Poorly defined future criteria may reduce the validity
- + Assist in establishing the baseline for future strategy

#### Ethics challenge

- + Ensuring predictive validity

## Summary

# Assessment Practice Maturity Levels Focus, Trends and Challenges

Level	Focus	Trends and Challenges
<b>1. Ad-hoc</b> (Expert and Method Driven)	Once-off decisions	<ul style="list-style-type: none"> <li>+ Tool choice guided by expert judgement</li> <li>+ Manual reporting and low scalability</li> <li>+ Limited integration or automation</li> <li>+ Candidate-centric but isolated use</li> <li>+ Commercial pressures affect tool quality</li> </ul>
<b>2. Managed Service</b> (Criteria and Standards Driven)	Standardised processes	<ul style="list-style-type: none"> <li>+ Competency criteria often poorly defined</li> <li>+ Tool selection driven by compliance and cost</li> <li>+ Limited utility due to regulatory restrictions</li> <li>+ Supervised or online admin with integrity concerns</li> <li>+ High process control restricts scale</li> </ul>
<b>3. Integrated</b> (Process and Stakeholder Driven)	Multiple talent processes	<ul style="list-style-type: none"> <li>+ Assessment supports end-to-end talent decisions</li> <li>+ Criteria span frameworks—requires job architecture</li> <li>+ Tools chosen for mapping to frameworks and decision needs</li> <li>+ Data integration and flexible dashboards</li> <li>+ End-users often far from the assessment context</li> <li>+ Governance challenges with data-on-demand</li> </ul>
<b>4. Embedded</b> (Insights and Strategy Driven)	Talent analytics & strategy	<ul style="list-style-type: none"> <li>+ Criteria aligned to a shared talent vision (e.g., future skills)</li> <li>+ Agile response to evolving business needs</li> <li>+ Integration of psychometric and non-psychometric data</li> <li>+ Focus on predictive analytics and research</li> </ul>



## Future considerations

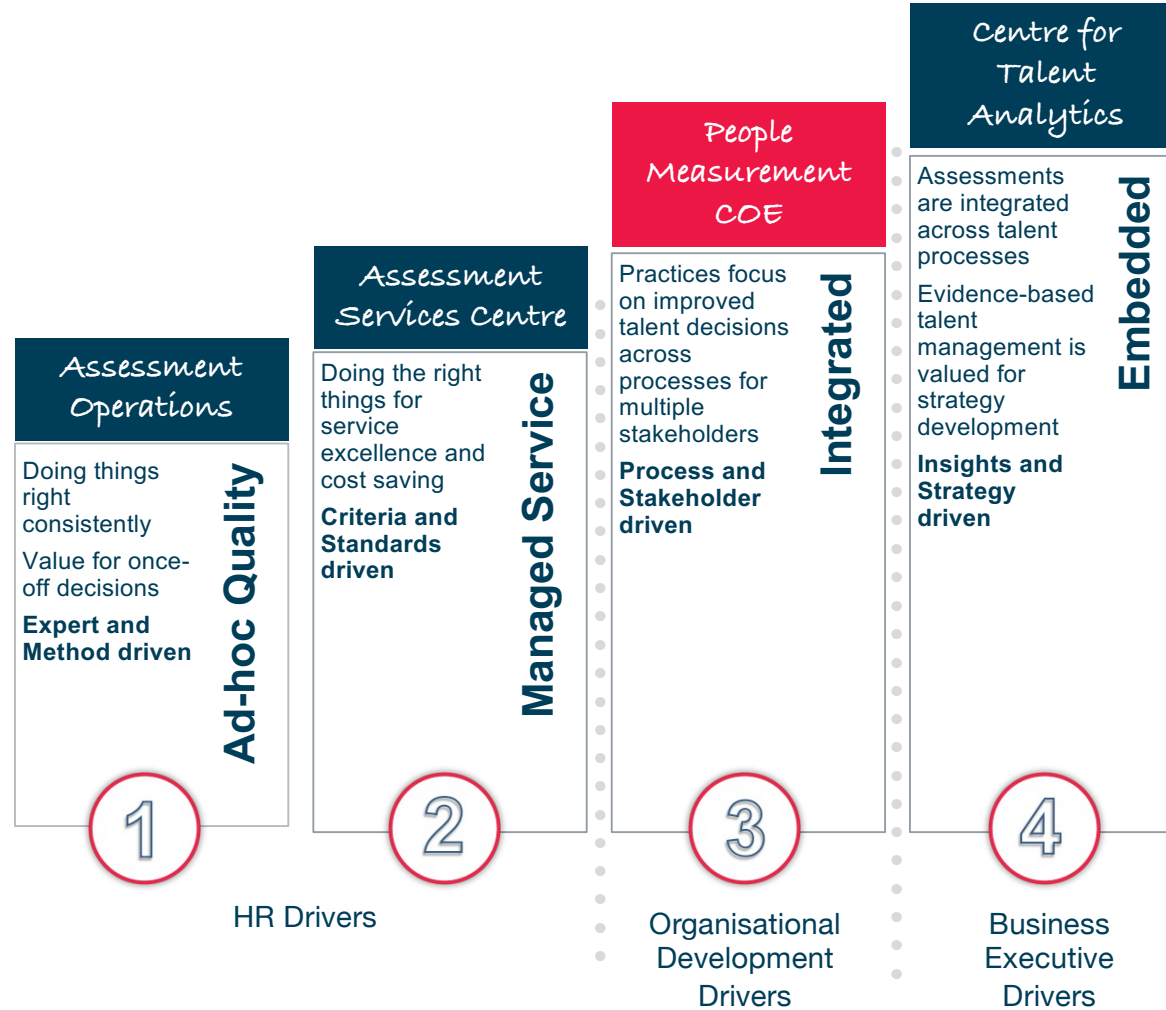
- + All talent decisions and processes driven by on-demand data and the integration across technological platforms
- + Increased construct confusion
- + Generative AI
  - Ensuring criteria specificity and buy-in from SME's in an AI world
  - AI measurement explainability and validity
  - Increased use of AI for administrative and interpretive tasks
- + ISO and legal requirements will drive more rigorous documentation of processes and SLA's
- + The rise of 'behavioural scientists'
- + Increased need for predictive analytics and ensuring accurate insights from 'big data'



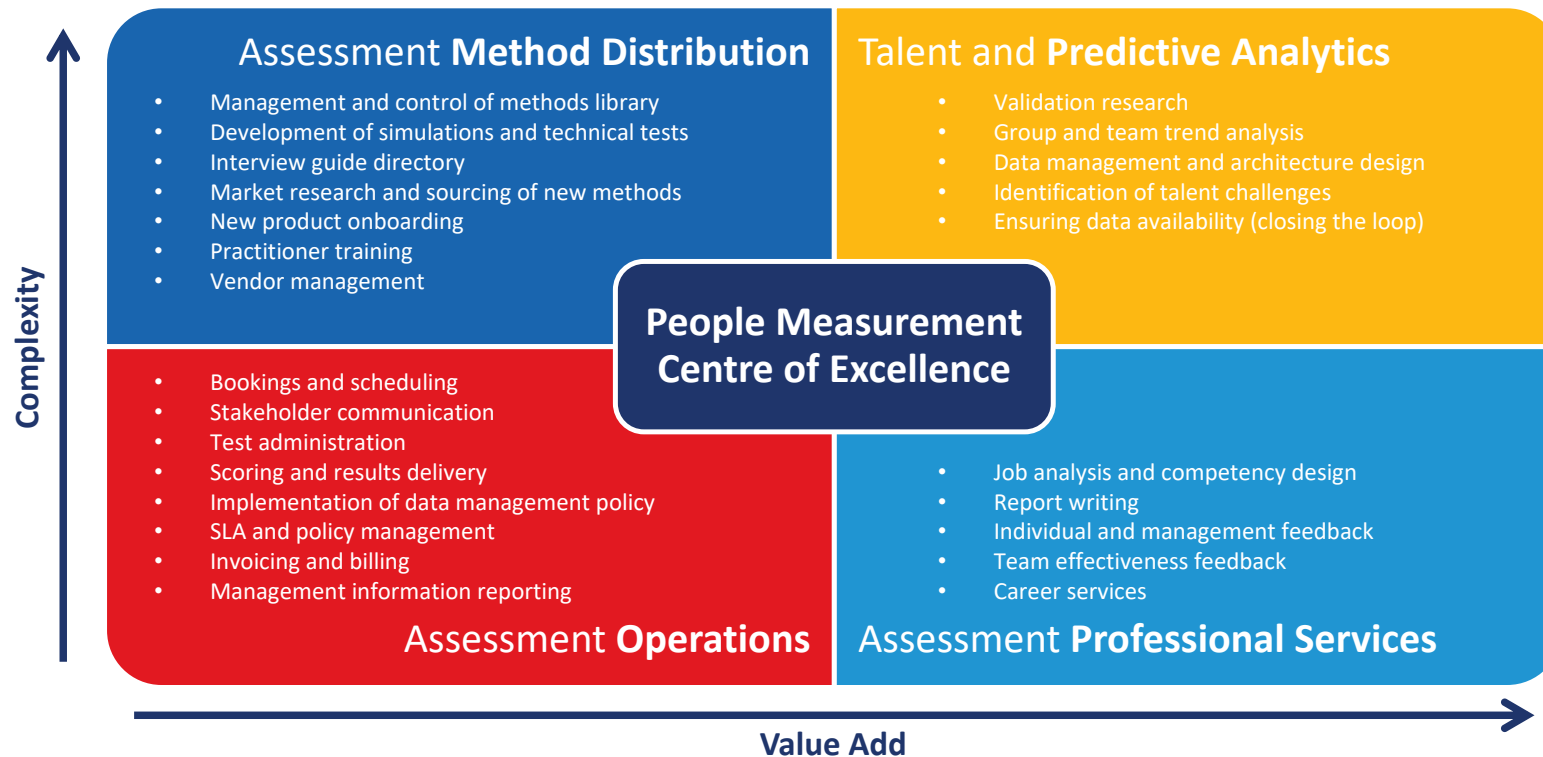
## Key Implications for practitioners

- + Evolve from administrative roles to strategic talent advisors.
- + Build capability in validity, data analytics, integration, AI and business acumen.
- + Align assessment practices with your organisation's maturity and talent strategy.
- + Develop flexible, multi-method assessment portfolios for diverse purposes and contexts.
- + Ensure criteria are business-defined and role-specific—not HR-only.
- + Prioritise data integration, system interoperability (APIs), and governance.
- + Offer contextualised, data-driven reporting tailored to stakeholders.
- + Strengthen partnerships through stakeholder engagement and targeted training.
- + Rethink vendor relationships to support capability development and long-term value.

# A new value proposition



# Service Proposition





# QUESTIONS?

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