

# CARE ADVANTAGE OVERVIEW - MANAGERS

## The science behind the assessments and how to best use the screening for employment decisions

Care Advantage is a behavioural screening platform that measure personality traits, cognitive ability, engagement with and attitude to work. The science of personnel selection has advanced tremendously over the past several decades. Our research evidence indicates that the systematic use of psychometric assessments can have a significant impact on the ability to accurately predict job success. The assessments were created using the most modern protocols for validation and are designed to be used throughout the lifecycle for employees for:

- Selection & Screening
- Coaching & Development

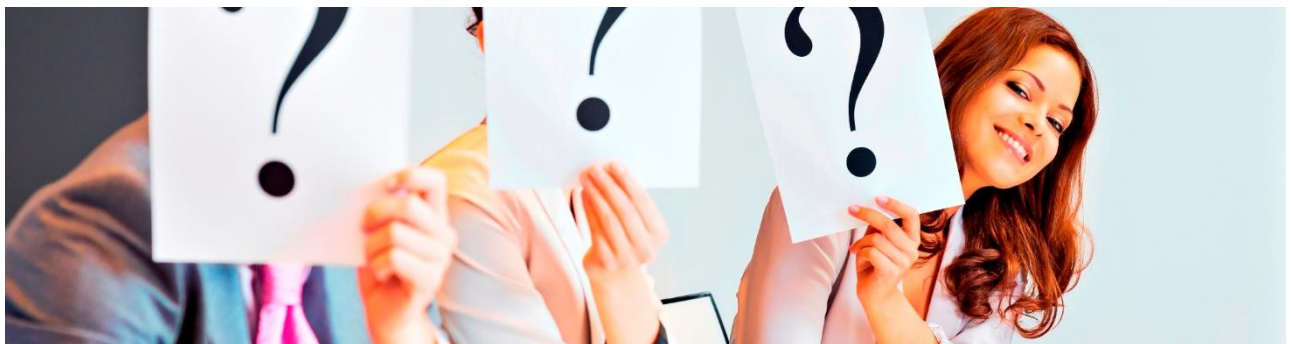
### Personality Profiling

The accepted premise is that personality is an inherited complex of traits that controlled our behaviour in the past, controls it at present and will in the future. Though there are different theories about what personality really is and how our basic personality traits are first formed, the general consensus is that personality is shaped by early life experiences and tend to stay stable over time. That said, personality changes can still occur depending on new life experiences. People who have experienced severe emotional trauma or life-changing events can experience significant personality changes as well.

Since many of the traits are stable and measurable, we can assess people to determine their preferred behavioural styles. The most common is the five-factor model which identifies five personality dimensions called the "Big 5", easily remembered by the acronym OCEAN - Openness (to experience), Conscientiousness, Extraversion, Agreeableness and Neuroticism.

#### The Traits

Research psychologists generally agree that the empirical evidence strongly supports the conclusion that human personality can be described by the above five factors. While these factors have been given various names, we have chosen to label them as Conscientious, Likeable, Unconventional, Extraversion, and Stable. For ease of interpretation the direction of two of these scales – likeable and unconventional - have been reversed in the reports and re-labelled as Tough- Minded and Conventional.



**Conscientious:** Describes the degree to which the individual is persistent, organised and motivated. At the high end, people are careful, organised, meticulous, precise, orderly, punctual, and comfortable with details. On the low end, this scale identifies people who tend to be unsystematic, spontaneous, prefer little or no planning, have a relaxed view of time, and are typically more comfortable dealing with interruptions.

**Tough-Minded:** Describes the degree to which the person is pleasant and agreeable. At the high end, such people are tough-minded, assertive, outspoken, and happy to deal with difficult interpersonal situations. On the low-end people are warm, pleasant, agreeable people who relate easily to and generally get along well with others.

**Conventional:** Involves the degree to which the person is open to new ideas, is adventurous. At the high end, these people tend to be predictable and observe and comply with rules, regulations, and established policies and procedures. On the low end, such persons seem free-wheeling and non-conforming, preferring to work with few guidelines while preferring change and minimal structure.

**Extroverted:** Describes the sources and focus of an individual's emotional energy. At the high end, such people are gregarious, outgoing, and engaging, and have a propensity toward risk-taking, a desire to talk rather than listen, and a preference for engaging in interactions with others rather than being alone. At the low end are persons who are reserved, tend to avoid risks, and prefer to be and work alone, they tend not to engage others emotionally, although they do tend to be better listeners.

**Stable:** Involves the degree to which an individual is emotionally stable and resistant to stress. At the high end, this trait identifies persons who are resilient, handle stress well, have stable moods, are relatively free from

worry, anxieties or apprehension, and have a generally positive outlook on life. At the low end are people who are apprehensive, readily express worries and anxieties, and generally have a higher level of sensitivity to others as well as their environment.

Further, in response to market demands, we have added two additional scales, Teamwork—measuring the motivation and skills to work on a team—and Good Impression. The Good Impression scale inquires about behaviours “too good to be true,” and, like all such measures typically included in high quality personality tests, is a measure of the tendency to present oneself in an unrealistically favourable light.

**Good Impression:** High scores on this scale identify persons who have answered questions in a socially desirable fashion rather than in a straight forward and direct manner. High scores raise a question about whether or not the obtained profile is valid and is one that reflects the true characteristic of the individual. While it is not possible to determine whether the person is deliberately exaggerating responses or has an unrealistic view of him or herself, high scores indicate that caution should be exercised in reading the report.

**Teamwork:** At the high end of the scale are persons who are primarily cooperative, who value harmony, tend to engage in consensus-related activities, and consequently are more team oriented. Persons at the low end of the scale tend to be competitive, generally put their own needs first, prefer individual work and recognition to working on a team and sharing recognition, and often view their team members as competitors.

## The reports

Immediately upon completion of the assessments, the Care Advantage online system yields various reports to be used by recruiters, trainers or management for the purpose of hiring, coaching and development, training, succession planning or team development.

The information provided by Care Advantage should be one of many factors when considering a test taker's potential, whether used for hiring or development. The individual's experience, performance reviews, skills and other factors should always be considered along with the information provided by Care Advantage assessment reports.

## Care Advantage Report Features

Each Care Advantage report contains features tailored to a specific purpose - these can be textual or graphical in nature, showing:

- How well the individual personality attributes fit a particular job type – the job fit.
- Where the individual scores on the overall normative bell curve as compared to all people in the general population and compared to successful incumbents in that particular job category (the benchmark) - the traffic lights.
- Sets of behavioural interview questions that can be used by either the interviewer or candidate in a hiring situation to establish if the job being applied for is the right job for the applicant's core traits or personality attributes.
- Text designed to explore an individual's core traits and how they affect their performance in a learning and development environment.

### Benchmarks in the Job Fit Report

The Benchmarks for each job category were created by interviewing employers with workers in each specific job category, by reviewing a variety of job descriptions for the specific job category, and by reviewing test data from incumbents in each job, as well as using over 100+ years of combined experience with five-factor assessment tools. By combining these methods, we created templates based on the most common characteristics of successful employees within each generic job category.

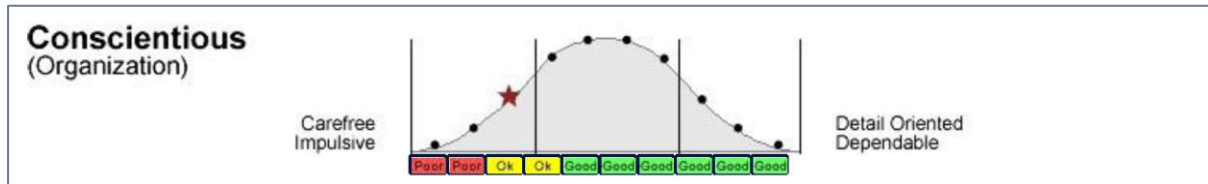
### Job Fit Match

The Job Fit highlights how well the candidate's profile matches those of the "best". Furthermore, it highlights if a candidate has scored in any of the red areas. This would likely indicate that the candidate's personality profile does not match the profile of the "best". It is not that they cannot do the job; it is that they will approach the work in a different way and therefore may not be as successful.

**Overall: 71%**

The participant has scored in the "red zone" in 1 area

Asking someone with a very different profile to the “best” to carry out work in the same manner as the “best” is likely to cause some on-the-job stresses as they have to behave (or “flex” their personality style) in a way that is unnatural for them. The key point here is deciding what percentage of match is acceptable or how this person’s personality profile is going to match the job and the team they will be working in.



### The “Traffic Lights”

Using the traffic light and bell-curve approach to display the scores quickly shows where the candidate scores when compared to a chosen benchmark or against one of the basic job category reports.

People scoring in the Green area are likely to show the same/similar personality traits as the best.

People scoring in the Yellow area are likely to show less of the same personality traits as the best and will have a different approach to the work. This area represents scores that are similar to those of individuals who may need to work harder to be successful, since there is some misalignment between their characteristics and those of successful individuals. Individuals who score in yellow areas may require more extensive training and management in order to be successful.

People scoring in the Red area are likely to have traits that are the opposite of the best. This area represents scores that are similar to those of individuals who largely have been unsuccessful in the position or have found this type of job to be less rewarding, more difficult to perform, or more stressful due to significant misalignment between their characteristics and those of individuals who were successful.

Each job category template thus provides information on the levels required for success in that particular job category - the job fit. For example, in the Customer Service template, the green area covers scores from the middle to upper end of Extroversion, while for the Warehouse job template the green area for Extroversion covers scores from the lower end to the mid-point of this scale. Because Customer Service positions require direct, positive interactions with customers, it is important that individuals in most customer service jobs be rather extroverted. On the other hand, because Warehouse personnel are rarely required or even allowed to have direct interactions with customers, high Extroversion would be a detriment to success in such jobs.

### **The Good Impression Scale**

This gives an indication of whether the candidate is trying to tell us what we want to hear or whether they are being open and frank about their responses. A high score here should give cause for concern i.e. why are they disguising or exaggerating their profile and responses?

### **Cognitive Ability**

Some of the reports contain a General Reasoning or Cognitive scale at the top. The scores describe the person's ability to think and solve problems quickly and learn new information. For each role you will need to decide where you believe the candidate needs to score. Ask yourself: "Does the role require someone that is able to think quickly and solve complex problems or is it simpler and more repetitive?"

## **Interviewing**

Care Advantage reports are especially useful for hiring when carefully evaluated and considered along with other information captured from other sources - the resume, interview, background reports, and so on. The information provided by Care Advantage should be one of many factors when considering a candidate's potential for on- the-job success. This is also true when using Care Advantage for training. The individual's experience, performance reviews, skills and other factors should be considered along with the information provided by Care Advantage assessment reports.

It is inappropriate to make a hiring decision solely on the basis of the Care Advantage profile. Applicants should be interviewed by a trained, experienced interviewer who initially reviews the data from the applicant's resume or application form, asking for details about the various jobs held, the reasons for changing jobs, and other job- related issues that seem to require further exploration.

A second phase of the interviewing process involves exploring various elements of the applicant's individual Care Advantage profile that are of particular importance to the job for which the applicant is applying. For example, for a job as a data-entry clerk where attention to detail is critical to success, the interview should first check the applicant's score on the Conscientiousness scale and then ask a series of behavioural questions about how the applicant has been able to deal with past situations that require a high level of attention to detail.

### **Approaches to Interviewing**

In general, there are two approaches to interviewing job applicants. One, the situational or hypothetical approach, asks the interviewee how he or she would handle some hypothetical problem or situation. For example, the interviewer might ask, "How might you deal with a member of your team who was not carrying his or her share of the load?" The alternative is the behavioural approach, where the applicant is asked to give an example of how he or she has handled such a situation in the past. As an example of the behavioural approach, the interviewer might ask, "Tell me about a time when a member of your team was not carrying his or her load. How did you respond to that situation?"

There is little question that the behavioural approach is the one to use in employment interviewing. Levashina and Campion (2007) have conclusively demonstrated that, in real employment interviews, the behavioural approach is far more resistant to faking responses by job applicants. Their data clearly indicate that, when applicants are asked about how they have handled past situations, their responses are more valid than when asked questions about hypothetical situations which allow more fanciful responses.

Further, it is interesting to note that, when asked follow-up questions in behavioural interviews, faking increases. It would appear that applicants embellish their reports of their past behaviour in order to impress the interviewer. These results suggest that extensive follow-up questioning does not produce more valid data, and that follow-up questions should therefore be restricted to simply making certain that the interviewer understands the situation described by the applicant and how the applicant handled it.

### **Detecting Faking in the Behavioural Interview**

Despite the clear evidence that there is considerably less faking in behaviourally oriented interviews than in situational interviews, there is little doubt that some faking does occur in behavioural interview. This raises the serious question of how such faking can be identified.

In addition to comparing the results of situational and behavioural interviewing, Levashina and Campion (2007) developed a 64- item Interview Faking Behaviour (IFB) scale based on a series of six studies involving 1,346 job applicants. Their factor analysis of the IFB revealed 11 factors, and they were able to demonstrate that scores on the IFB were related to hiring decisions. While there is little doubt that the IFB is a useful research instrument, it is time-consuming and laborious to complete.

In order to have a more practical version of the Levashina and Campion IFB scale, we developed a brief 11-item Interview Faking Rating Scale, which involves one item from each of the 11 factors. Choice of items was based on the factor loadings within each factor, the means and variances of the item scores, and the judged degree to which an interviewer could rate the behaviour in question. The final 11-item Interview Faking Rating Scale is given at the end of this Chapter.

The purpose of the Interview Faking Rating Scale is to provide interviewers with a systematic approach to evaluating interviewee behaviour, especially the degree of faking that is judged to have occurred. The use of this scale enables interviewers to quantify what hitherto has been a vague sense of discomfort about how an applicant responded in the interview situation. While there are currently no empirically based norms for the Interview Faking Rating Scale, it would be expected that any total score of 30 or above should raise serious question about the validity of that interview.

This 11-item Interview Faking Scale form is included at the end of this document FYI.

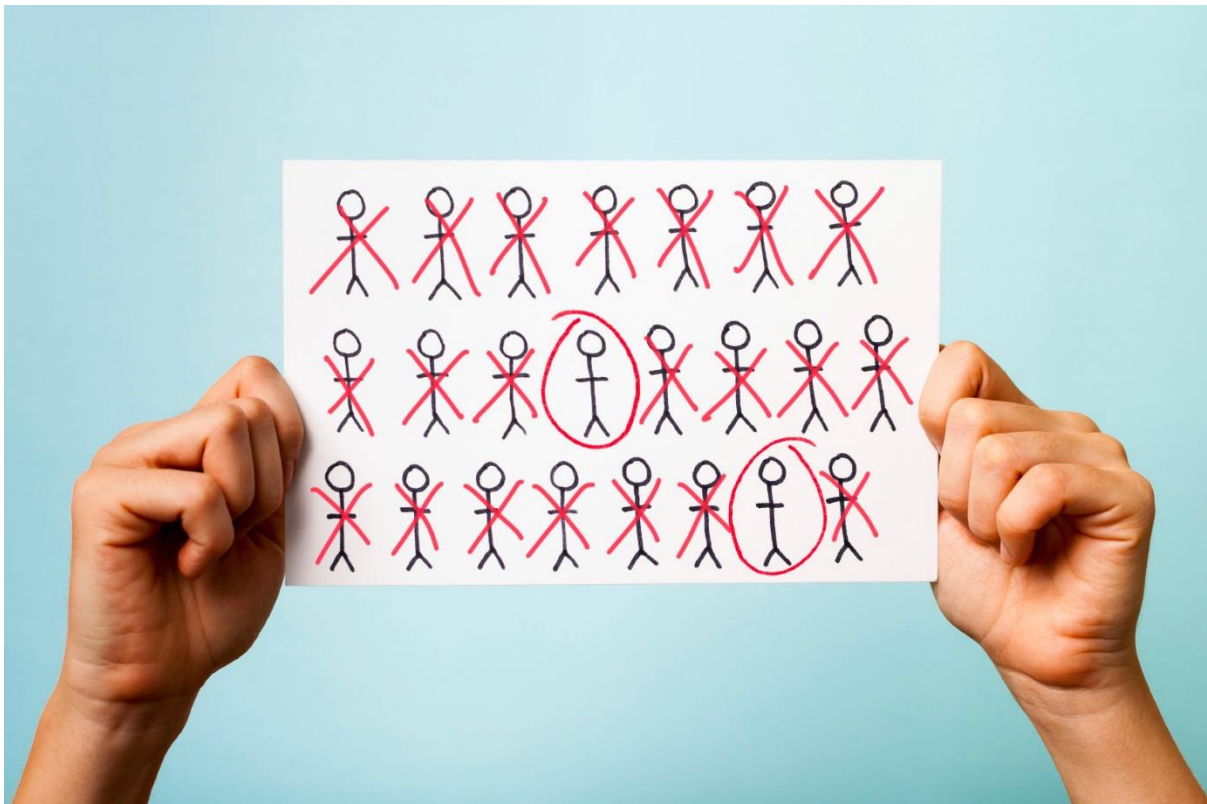


### Giving Feedback after the Behavioural Interview

A successful feedback session has myriad benefits. To the successful candidate and his line manager or supervisor the use of Care Advantage can build a positive relationship based on a mutual understanding of the candidate's personality and cognitive ability and how these factors relate to the job that is to be done. Building this information into an induction, and then a training and development plan, will facilitate the successful and quick integration of the candidate into the company and future job success.

There is also significant benefit to giving feedback to unsuccessful candidates – a process that is sadly too often lacking in today's recruitment environment, either through lack of time or fear of repercussions. However, the organisation that is able to provide relevant and useful feedback to unsuccessful candidates will gain a positive reputation in the market place, as it turns potential brand detractors into brand advocates. Again, Care Advantage can significantly help in this process by offering feedback generated directly from the candidate's own responses to questions and turning this into something useful with the use of the "How to Pick your next Employer" or the "How to Interview your next Employer" reports.

Feedback should be given to all candidates as soon as possible after the final interview, via either a verbal discussion or a written report. The delivery mechanism can vary depending on the job and candidate. It would be more appropriate to use verbal discussions with successful candidates or those whom you might wish to ask to apply for another role within your company. On the other hand, it might be more efficient to use written reports for unsuccessful candidates for whom you can see no immediate future within your organisation.



## Interview Faking Rating Scale

Applicant's Name \_\_\_\_\_  
 Interviewer's Name \_\_\_\_\_  
 Position Applied for \_\_\_\_\_  
 Date of Interview \_\_\_\_\_

Instructions: Immediately after completing an applicant interview, the interviewer should rate the following 11 items, using their best judgment of the applicant's responses to the interview, on the following five-point rating scale:

**1 - To no extent | 2 - To a little extent | 3 - To a moderate extent | 4 - To a considerable extent | 5 - To a very great extent**

The applicant exaggerated his or her responsibilities on his or her previous job.	
During the interview, the applicant distorted his or her answers based on my comments or reactions.	
The applicant inflated the fit between his or her values and goals and the values and goals of the organisation	
The applicant made up stories about his or her work experience that were well developed and logical.	
The applicant made up measurable outcomes of performed tasks.	
When the applicant did not have a good answer, he or she borrowed the work experience of other people and made them sound like his or her own.	
The applicant tried to avoid discussions of job tasks that he or she was not able to do.	
When asked directly, the applicant could not identify any problems in past jobs.	
The applicant tried to suppress any connection to negative events in his or her work history.	
The applicant tried to express the same attitudes and opinions that he or she assumed I might have.	
The applicant exaggerated his or her positive comments about the organisation.	
<b>TOTAL Score</b>	

Any score of 30 or above should raise serious question about the validity of the interview.