# Behavioural and Attitude Screening Guidelines

In order to ensure the suitability of potential employees, [Organisation NAME] will conduct behavioural and attitude screening within our recruitment processes for [Signify which positions/role types/locations – if any].

|  |  |
| --- | --- |
| **Definitions** | |
| Soft Stop Rule | Review Candidate Reports, utilise behavioural interview questions and utilise all other screening methods before making the final hiring decision - (dig deeper) |
| Hard Stop Rule/s | Do not progress |
| Personality Assessment | A psychometric assessment based on the “Five Factor Model” that identifies a participant’s personality style for 6 different traits. |
| Attitude Assessment | An assessment that exposes any concerns related to certain counter-productive work behaviours. |
| Cognitive Assessment | An assessment that measures a participant’s general reasoning ability. |
| Engagement Survey | A survey that measures a participant’s engagement with their current job and employer. |
| Job Fit Score | The Job Fit highlights how well the candidate’s profile matches those of the “best” (benchmark) and where certain “red zones” are. |
| Benchmark | A benchmark profile of “high”, “average” and “poor” performers against which a participant’s personality profile is being compared. |

## [Organisation NAME] Process

[Organisation NAME] uses the Care Advantage (CA) online behavioural and attitudes screening tool. Behavioural and attitude screening will give Hiring Managers additional insights into their candidates’ personalities in relation to the job they are applying for and will flag any work-behaviour risks associated with the candidate.

* The CA screening tool will be used in the early stages of the recruitment process to identify the more suitable candidates based on Job Fit and Attitude and as such focus further screening efforts.
* The CA screening tool will be used after an initial shortlisting exercise by [the recruitment team]. They will then provide the Hiring Manager with a candidate pack including the assessment results, resume and other relevant screening information.
* Each Hiring Manager will be provided with a password and login for the CA platform. Within the CA platform each Hiring Manager will be able to view their own assessment events and candidate results. A Job Fit Report/Score and an Attitude Report with rating will be available for Hiring Managers to review. If other reports are required, Managers will seek guidance from the CA Consultant or the Talent Acquisition/Recruitment Team.
* Behavioural and attitude screening is mandatory for [insert role types here].
* Behavioural and attitude screening is optional for [insert role types here].
* Hiring Managers will continue to use other screening methods in conjunction with CA to assess suitably qualified and skilled candidates as part of the normal recruitment process.
* Assessment reports (Job Fit/Personality Report and Attitude Report) are not to be provided to candidates under any circumstances. Reports are a screening tool to assist Hiring Managers to make informed hiring decisions in an effort to ensure the suitability of candidates and reduce turnover.
* All candidates automatically receive a career trait profile report for their own development after completing the assessment. Any questions from candidates regarding this report can be redirected to the Talent Acquisition Team or Care Advantage.

**Care Advantage Process**

The assessment results are only one part of the overall picture Hiring Managers are establishing of their candidate, however these guidelines are provided to help identify the order in which Hiring Managers proceed with candidates.

**Assessments to include**

For frontline (care), or low-level entry roles, the following assessments are recommended:

* Personality
* Attitudes

For subject-matter expert roles, managerial roles or roles requiring a certain level of complex thinking, the following assessments are recommended:

* Personality
* Attitudes
* Cognitive

For internal candidates for frontline (care), or low-level entry roles, the following assessments are recommended:

* Personality
* Engagement

For internal candidates for subject-matter expert roles, managerial roles or roles requiring a certain level of complex thinking, the following assessments are recommended:

* Personality
* Cognitive
* Engagement

Assigning the most accurate job fit benchmark to the Personality Assessment ensures a more accurate result in relation to the vacancy. Where a fitting job fit benchmark cannot be established, the “General Business – Other-General” can be used. This benchmark is used for Personality Profiling only and although it does generate a job fit benchmark, it is not to be used as such.

**Reviewing the Reports**

The manager can set up a notification to be sent when a candidate has completed the assessments. The assessment results will have to be taken into account to form a more complete picture of the candidate’s suitability to the role and [Organisation NAME].

*Legend*

|  |  |  |  |
| --- | --- | --- | --- |
| OK to proceed, but add result to overall picture of candidate | OK to proceed but dig deeper during other screening activities | Soft Stop – dig deeper | Extreme Caution/Hard Stop for frontline care roles |

**Attitude Report Results**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Attitude Result | | |  |
| Attitude Scale | Low Concern | Some Concern | Serious Concern | Notes |
| Hostility |  | \* |  |  |
| Conscientiousness |  |  |  | Check Conscientious Scale in Job Fit Report. If low (towards left) as well, apply extra caution. |
| Integrity |  | \* |  |  |
| Good Impression |  |  |  |  |

\*For non-care roles, Some Concern or Serious Concern in Hostility or Integrity would be a soft stop or dig deeper

**Job Fit Report Results**

If benchmark used accurately reflects the role (these job fit scores are guidelines only, as each job will have its unique “environment” in which it operates that could affect the kind of personality traits better suited.)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | ≥79% | 64-79% | <64% | Notes |
| Good Impression ≠ 10 |  | Dig Deeper | Dig Deeper | Look at scores at the extreme ends of the scales and dig deeper there. |
| If the Good Impression Scale in the Job Fit Report is all the way to the right (10), then rely more on other parts of the screening process and the Attitude Result. | | | | |

### \*The cognitive score does not have hard or soft stops, however any extreme score warrants further exploration. The cognitive score (if included) does not contribute to the overall job fit score. The explanation underneath will highlight how the score relates to the required job.

### Objections/Opting out by Candidates

Candidates can choose to opt-out of the assessments via the platform, after receiving the invite to complete the assessments.

If a candidate opts-out, a notification is sent to the platform administrator, who will pass on the notification to the relevant Hiring Manager.

As the CA screening is a mandatory part of our recruitment process, anyone choosing to not participate is automatically considered as “self-selecting” out.

To manage candidate expectations, the mandatory parts of the recruitment process will be listed in the job ad and on our career’s page.

**Training and Support**

**Hiring Managers**

Each Hiring Manager will have to complete the CA introduction training before they are provided with their own login details to the platform. This training has been pre-recorded and a link to the recording can be requested via the Talent Acquisition Team or Care Advantage.

It is the responsibility of the Hiring Manager to reach out if they need help interpreting or using the assessment reports.

**Recruitment Team Members**

Each member from the Recruitment Team will need training from Care Advantage before using the behavioural screening. We thereby recommend to at least every 6 months consult with Care Advantage about the use of the screening, the process, any challenges and further (refresher) training requirements.