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. Our Personality assessment is based on this Five Factor Model, or Big 5 and includes 45 questions that together forms a personality profile of the participant completing the questions.

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 straightforward and direct manner. High scores raise a question about whether 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 Personality Assessment, 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.

The Personality Assessment and Personality/Job Fit Report

This report is derived from the Personality assessment and give insights into a person's personality profile and then compares that profile against a benchmark of employees in the same type of role. The following information is found in the Personality report.

- The participant's personality profile by individual traits (the "star" in each bell curve)
- How well the individual personality attributes fit the prechosen benchmark (the job fit %).
- How each individual personality trait aligns with that of the benchmark (the traffic light colours underneath each bell curve)
- Sets of behavioural interview questions that can be used by the interviewer to establish if the job being applied for is the right job for the applicant's core traits or personality

attributes. We recommend using a couple of these questions (**not all** as the interview might take too long then) to dig deeper into any area of concern.

▪ Text designed to explore an individual's core traits and how they can 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, templates were created based on the most common characteristics of successful employees within each generic job category.

⇨ We recommend creating custom benchmarks for the most-commonly used roles.

Job Fit Match

The Job Fit highlights how well the participant's profile matches those of the "best". Furthermore, it highlights if a participant has scored in any of the red areas. This would likely indicate that the participant'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, the team, the manager and the environment they will be working in.

We do not recommend a certain job fit percentage cut-off, however the higher the job fit score, the more aligned the person's personality traits are with those of high performers in a similar role. However, keep in mind that the system's benchmarks are generic and certain work situations can warrant a certain personality trait that is not identified as that of high-performers in the system benchmark.

It is recommended to use the benchmark score as a guide but to also still look at the personality requirements for the job in **your specific** work environment.

The "Traffic Lights"

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

The participant's score for this trait.

Carefree
Impulsive

Detail Oriented
Dependable

POOR OK OK GOOD GOOD GOOD GOOD GOOD GOOD GOOD

People scoring in the Green area are likely to show the same/similar personality traits as the better performers in the chosen benchmark.

People scoring in the Red area are likely to have traits that are the opposite of the better performers. 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.

People scoring in the Yellow area are likely to show less of the same personality traits as the better performers and will have a different approach to the work. This area represents scores that are like 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.

Each benchmark provides information on the levels required for success in that 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 participant is trying to tell us what we want to hear or whether they are being open and frank about their responses. An extreme score to the right on this bell curve gives cause for concern i.e. why are they disguising or exaggerating their profile and responses? Although a far-right score (exaggerated/disguised) warrants further investigation, it does not necessarily warrant ruling them completely out.

Cognitive Ability
Some of the reports contain a General Reasoning scale at the top, if the participant was invited to also complete the Cognitive Assessment. This score describes 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 participant 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?". Although the score of the cognitive assessment can be found at the top of the Personality/Job Fit report, the result does not contribute to the overall job fit percentage.

The Attitudes Assessment and Report

The Attitude Assessment is a proven tool for use in the hiring process and can increase the probability that those individuals selected will become effective, contributing members of the workforce. Assessment results provide personnel involved in the hiring process with a user-friendly, online instrument to estimate the probability of workplace deviance.

The Attitude Assessment is designed to provide employers and recruiters with a brief, inexpensive screening tool that explores an applicant's potential for counter-productive work behaviours and attitudes. Each applicant's scores on the content scales that are included in his or her assessment are standardised to indicate the degree to which a score should be regarded as a matter that poses low concern, poses some concern, or poses a serious concern.

Although not one kind of score should be reason to exclude a person from the recruitment process, it certainly warrants to dig deeper into any areas of concern when they are flagged. Especially for frontline care roles, a serious concern in either Hostility or Integrity would raise alarm bells and should be added to the overall picture of the participant.

If a concern was raised, the system will automatically generate a set of targeted interview questions which we recommend reviewing as it provides further information about the concern. Talking to referees about the participant's attitude to work in their previous job often helps to check the flagged concern area.

ALL AVAILABLE REPORTS

Personality / Job Fit

`Assessment Report`

Assessments Required	Personality – Cognitive is optional

Useful for	● Pre-employment screening ● Development ● Lateral Moves / Promotion ● Vocational	This report describes the person's personality traits and how the person naturally prefers to approach their work. This report then compares the person's personality against the chosen benchmark resulting in a job-fit percentage.

Attitudes

`Assessment Report`

Assessments Required	Attitude

Useful for	● Pre-employment screening	This assesses an individual's 'fit' with working culture and role by measuring three areas of potentially counter-productive work behaviours, hostility, integrity and conscientiousness (dependability).

Engagement

`Assessment Report` `Feedback Report`

Assessments Required	Engagement

Useful for	● Pre-employment screening ● Probation check ● General engagement screening	This report provides additional information about the applicant's engagement with their current role and employer.

Training and Coaching New Employees (On-Boarding)

`Development Report`

Assessments Required	Personality – Cognitive is optional

Useful for	● Development	This report helps a manager or supervisor better understand the character and work style of their new employee. It is broken down into 7 areas and includes tips to ensure the new incumbent is off to a great start.

Leadership Identifier

`Assessment Report` `Development Report`

Assessments Required	Personality – Cognitive is optional

Useful for	● Pre-employment screening ● Development ● Lateral Moves / Promotion	This report is useful to identify strengths and gaps in generic leadership characteristic and can be used for pre-employment or development purposes.

Leadership Management

Assessments Required	Personality – Cognitive is optional	
Useful for	○ Pre-employment screening ○ Development ○ Lateral Moves / Promotion	The Leadership Management report is designed to assist in the development process for leadership and managerial roles.

Leadership Self-Development

Assessments Required	Personality – Cognitive is optional	
Useful for	○ Pre-employment screening ○ Development ○ Lateral Moves / Promotion	This report can be used for leadership development and is intended to be sent to the employee. It guides the employee in their exploration of a leadership role. For 8 different areas it explains what the employee's style is and where necessary, provides guidance.

Training and Coaching Existing Employees

Assessments Required	Personality – Cognitive is optional	
Useful for	○ Development	This report is designed to help a manager better understand the personality characteristics and learning style of an employee for the potential of maximizing training and coaching efforts. It includes insights into the employee's work style as well as useful tips.

Career Trait Profile

Assessments Required	Personality	
Useful for	○ Candidate Feedback ○ Development ○ Vocational	The career trait profile is the report available to applicants after they completed the assessments. It explains 6 universal career traits and provides feedback to the applicant in relation to these traits. It also includes Resume and Interview tips.

How to interview your employer

Assessments Required	Personality	
Useful for	○ Candidate Feedback ○ Development	This report provides specific questions for the applicant to ask any prospective employer, so that they can determine if the environment, management style and reward systems are a good fit for them.

How to pick your next employer

Assessments Required	Personality – Cognitive is optional	
Useful for	○ Candidate Feedback ○ Development	Based on their self-assessment of their personality (Big5) and learning style, the report highlights things to consider when choosing their next position/employer.

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 participant'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 the 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 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.

The general recommendation is to identify traits that are considered highly important to the job and then compare the applicant's score on that trait against what is deemed the preferred score. The benchmark used will show where the ideal score is – the green shaded area. Probing further in the interview is thereby also advised for:
➢ Any scores in the red shaded area of the trait
➢ Any scores at either extreme end of the trait

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 could 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 during the interview and/or that has come to light via the Personality and/or Attitude Assessment. 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 participant and their line manager or supervisor the use of Care Advantage can build a positive relationship based on a mutual understanding of the participant'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 participant into the company and future job success.

There is also significant benefit to giving feedback to unsuccessful participants – 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 participants will gain a positive reputation in the marketplace, 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 participant's own responses to questions and turning this into something useful with the use of one or all three of the free Career Reports that can automatically be made available to participants upon completion of the assessments.

Feedback should be given to all participants as soon as possible after the final interview. The delivery mechanism can vary depending on the job and participant. It would be more appropriate to use verbal discussions with successful participants 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 participants for whom you can see no immediate future within your organisation.

Once a candidate becomes the new incumbent, we recommend downloading their "on-boarding" report, which is readily available from the Care Advantage platform if the person completed the Personality Assessment as part of the job application process. This report gives the direct manager insight into the new employee's preferred workstyle.
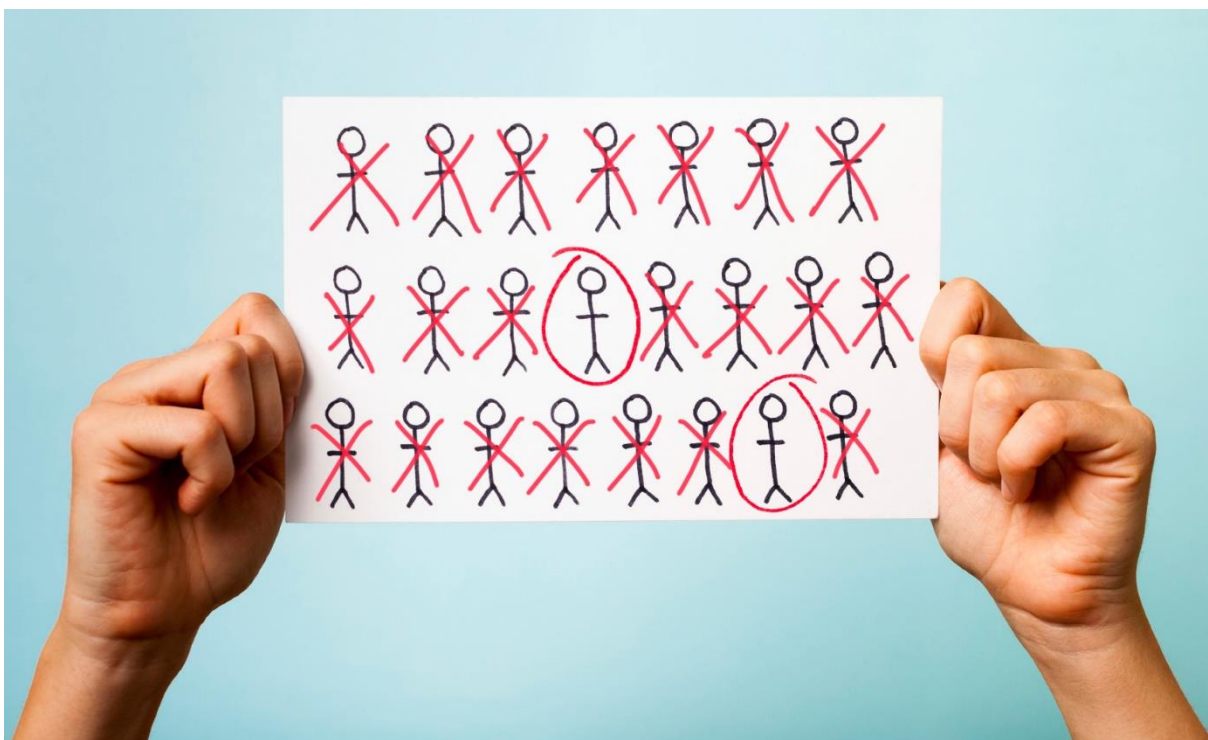
Interview Faking Rating Scale

Use this scale directly after the job interview if the Personality and/or Attitude Report flagged concerns around the "Good Impression" scale or if there is doubt around the honesty of the candidate during the interview.

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.	
TOTAL Score	

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