



TECHNICAL REPORT SERIES

Evaluating Assessment Solutions



LeaderMorphosis Technical Report Series – Evaluating Assessment Solutions

Issues

- There are more than 3,000 assessment tools currently in print
- An assessment tool is only as good as the vendor supporting it
- An effective assessment process likely will involve more than one tool
- Consultants will often be a recommender, but likely not a developer of an assessment solution
- Companies will likely have vastly different experiences and capabilities with respect to assessments

Challenge

How do companies complete a meaningful evaluation process for determining an assessment solution that will meet their needs?

Approach

There are two fundamental dimensions that must be considered in determining an assessment solution ... Technical Quality and Ease of Implementation.

Vendor Evaluation Model

Dimension I – Technical Quality

This dimension refers to the quality of the assessment tools offered by a vendor. Higher scores indicate assessment tools that will meet the generally accepted professional standards necessary to ensure quality outcomes when used to evaluate talent. Lower scores on one or more factors indicates room for improvement to ensure quality outcomes.

Factor 1 – Psychometric Properties

Evidence of item analysis, reliability, validity, appropriate norms, etc. is offered and the evidence is regularly updated to ensure tools are continuously improved and remain contemporary.

Factor 2 – Technical Documentation

Professionally prepared test manuals, technical reports, job validation reports, and case study information are readily available.

Factor 3 – Solution Coverage

Tools have clearly defined boundaries of application and solutions are offered that cover a broad range of levels, roles, and competency domains.

Factor 4 – Professional Staff

Staff members are appropriately credentialed, fully trained in the tools offered, and readily available to a company to address questions regarding technical quality issues.

Factor 5 – Professional Affiliations

Vendor maintains professional affiliations (e.g. American Psychological Association, British Psychological Society, etc.) and their tools are reviewed by professional organizations (e.g. Buros Institute of Mental Measurement, etc.).

Dimension II – Ease of Implementation

This dimension refers to the ease with which assessment tools offered by a vendor can be implemented by a company. Higher scores indicate a vendor that will create a better candidate experience, be easier to do business with, and provide better long-term support when using their assessment tools. Lower scores on one or more factors indicates room for improvement to ensure ease of implementation.

Factor 6 – Process set up

Vendor offers a simple, easy, and efficient process for setting up a company to use the assessment tools offered that includes the necessary training, research support, and IT expertise.

Factor 7 – Candidate Experience

Completing the assessment tools is an engaging, efficient process that candidates will find professional, contemporary, language and culturally appropriate, and reflect positively on the company.

Factor 8 – Reporting Results

Reports covering candidate results are easily interpreted, support effective decision-making, language and culturally appropriate, and easily customized to meet company needs.

Factor 9 – Company Support

Customer service offered by the vendor is competent, globally available, easily accessed, and meets company needs in terms of timeliness and efficiency.

Factor 10 – Continuous Improvement

Vendor offers regular evaluation of the performance of their assessment solutions that are specific to company needs with recommendations for making continuous improvements that will produce higher quality outcomes.

Comparative Rating Process

There is rarely a perfect solution to assessment challenge. A company often must make trade off decisions to arrive a workable solution. An important consideration is a vendor’s ability to supply the information necessary to evaluate each of the ten factors. It is common for assessment vendors to use marketing materials and sales techniques to gloss over the data needed to effectively evaluate a factor(s).

Table 1 illustrates a simple 9-point scale that can be used to rate the factors associated with each dimension. These ratings can be arrayed in Table 2 (Evaluation Matrix) and plotted using Table 3 (Vendor Dimension Comparison) to arrive at decision that best meets a company’s needs.

Summary

The process of selecting an assessment tool can be quite daunting given the number tools on the market today. The process outlined in this Technical Report provides a systematic for evaluating assessment tools and the vendors that offer them.

Table 1 – Factor Rating Scale

Below Expected Performance			Meets Expected Performance			Exceeds Expected Performance		
1	2	3	4	5	6	7	8	9

Table 2 – Evaluation Matrix

Assessment Vendor	Key Assessment Tool	Dimension I – Technical Quality					Overall Rating	Dimension II – Ease of Implementation					Overall Rating
		Factor 1 Psychometric Properties	Factor 2 Technical Documentation	Factor 3 Solution Coverage	Factor 4 Professional Staff	Factor 5 Professional Affiliations		Factor 6 Process Set up	Factor 7 Candidate Delivery	Factor 8 Reporting Results	Factor 9 Company Support	Factor 10 Continuous Improvement	
1. Sample vendor	Sample assessment tool	8	8	4	6	7	6.6	6	3	8	6	7	6.0

Table 3 – Dimension Comparison Matrix

