Amby

The Amby Method

The methodology of data-driven recruitment

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The greatest predictor of performance, ability tests are a vital part of any assessment process. In this chapter, we provide a high-level comparison of what sort of tests you would use for different profiles.

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Chapter 1

Work Sample Tests

Cases, or work sample tests, are based on the premise that the best predictor of future behavior is observed behavior under similar situations. These tests require the examinee to perform tasks that are similar to those that are performed on the job.

When formulating which case your candidates will perform, it is important to clearly define what key attributes and skills you are looking for in a future employee. It is also important to consider if you will make the case internally, or if you will use an external provider.

A case can be given to candidates either before or during the interview process. If given prior to an interview, often candidates' test results are summarized in a recruitment report. This summary contains an interview guide with predefined and follow-up questions, as well as hypotheses about the candidate. Using this summary ensures a structured, competency-based interview in which all candidates are treated fairly.

In conclusion, the test results and the guided report enable you to predict the candidate's fit with your company as well as their job performance almost to a T.

While cases have many benefits, they also have their shortcomings if they are not designed and used effectively. A case is an immersive experience such as coding challenges or job simulations. A well-structured case will be comprehensive, capturing how the candidate will perform in a variety of situations.

Designing unrelated tasks or selecting irrelevant case questions fails to consider the needs of the company and could result in a potential mis-hire.

For example, a case requiring candidates to look for errors in a dataset is highly relevant for a data analyst position, but may be less important for a sales position. While this seems rather obvious, selecting an appropriate case can prove to be more difficult than expected. Below you will find some tips that can help guide you through the case selection and implementation process.

- Meet with the manager or team hiring the new candidate to decide on the "human elements" and technical expertise needed to perform the job and fit the company culture.
- Decide on a realistic length of time for the case. Usually, cases take no longer than an hour to complete.
- To retain a candidate over the entire experience, start with easier questions and build up to more difficult ones later in the assessment.
- Post-hiring, take the time to evaluate the efficacy of the case to ensure if the case results reflect the abilities of the new hire.
- Collect candidate feedback and make adjustments accordingly. Try to send out your feedback surveys as soon as the candidate signs the contract so that their critics and praise are still top of mind.

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Chapter 2

Personality Tests

Challenging jobs require skills beyond intelligence. Thankfully, personality tests help examine the innate characteristics of an individual that cannot be captured on a CV. Compared to aptitude tests that measure knowledge, the primary goal of personality tests is to measure the innate, personal competencies needed to perform well in a job.

By going beyond basic credentials, personality tests assess the capabilities of a candidate's behavior in certain circumstances. This enables personality tests to help companies assess whether a candidate is likely to stay in the role and how well a candidate will fit into the company culture. While hiring decisions should not be made on personality tests alone, they are a useful tool in determining if you are hiring the right candidate from a cultural standpoint.

Ensuring reliability, validity, and appropriate interepration of results is key to making sure personality tests effective.

Although personality tests are widely adopted, the tool is not without its critics. Some are skeptical around the tests' validity and reliability, arguing that personality tests have no place in the hiring process. Additionally, many companies find themselves administering a personality test for the sake of adding tests to their hiring process, with little guidance on how to leverage the tests as a hiring tool. At Amby, we evaluate the following points to get the most out of a personality test, while ensuring reliability and validity.

When deciding on which personality test to integrate into our recruitment process, read more about how the test was developed, reliability information, and technical features of the test. We chose to partner with Aon, a scientifically-based personality assessment tool with psychometric validations, 30 million global administrations each year and 50 years of research (Aon, 2020).

Personality tests are deeply rooted in psychology, and therefore are used in various situations. Some personality tests are created for clinical or general use and may include questions which are not appropriate in the hiring process. Aon's personality and behavioral assessment only measures traits applicable to a work environment, ensuring that candidates are measured on what matters.

High scores on all dimensions do not always equate to the best candidate. We make sure that personality traits that are important for the job at hand are clearly defined, and evaluate candidate scores accordingly.

Chapter 3

Ability Tests

Generally speaking, ability tests assess the general mental (c)ability of a candidate (GMA). General mental ability (GMA) is a term used to describe the level at which an individual learns, understands instructions and solves problems.

Tests of general mental ability include scales that measure specific constructs such as verbal, numerical and spatial ability. The overall score is considered the most important factor, explaining more variation in individual performance than specific abilities. General mental ability has been found to be the single best predictor of job performance across all organisations and positions as people with higher general mental ability acquire more job knowledge and faster (Grobelny, 2018). Naturally, higher levels of job knowledge lead to better performance.

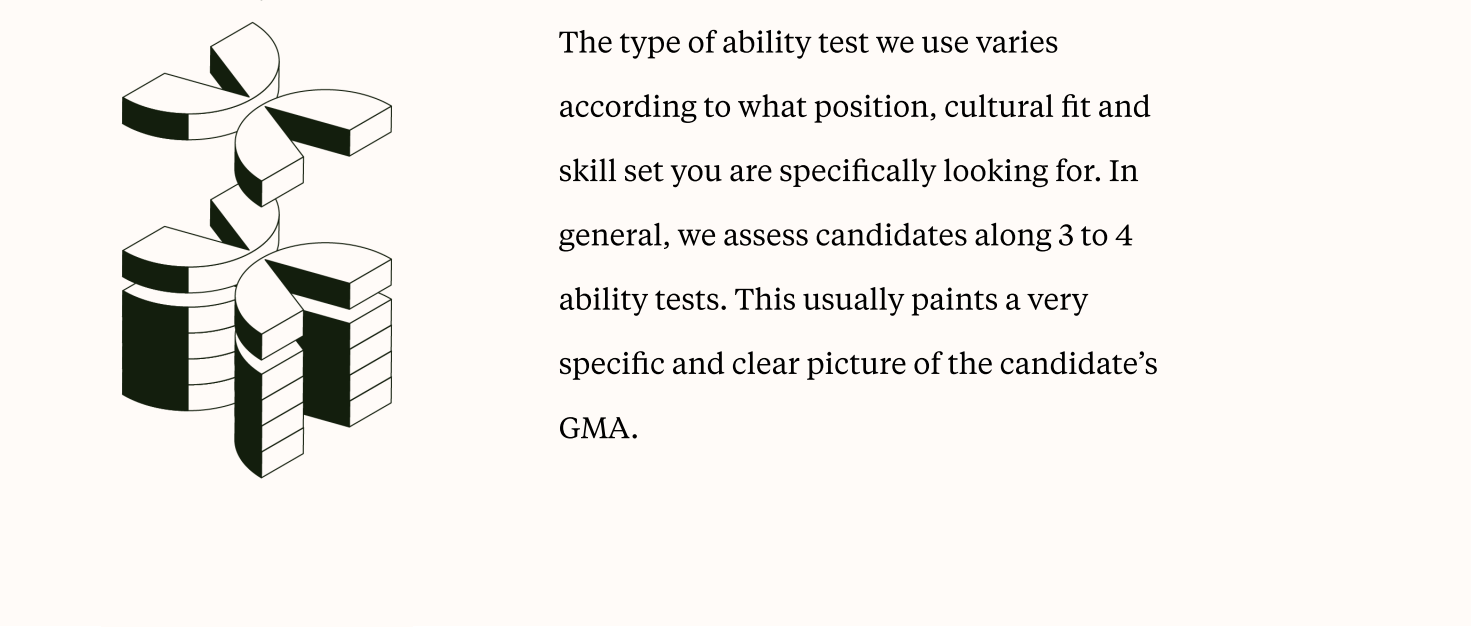
GMA results accounts for approximately 29% of the variance in job performance.

Objective assessments of general mental ability can significantly improve hiring decisions, staff retention and productivity. The GMA tests built by our partner Aon on many years of psychological research have been split into smaller, customised fractions that are relevant for work performance.

What different ability test do we use and what do they measure?

Different positions require different abilities. To measure these abilities, Aon defined customised fractions of GMA variables relevant for work performance. These variables can range from numerical and verbal abilities to specific language and creative abilities.

The type of ability test we use varies according to what position, cultural fit and skill set you are specifically looking for. In general, we assess candidates along 3 to 4 ability tests. This usually paints a very specific and clear picture of the candidate's GMA.



As an example, if you are looking to recruit a CTO the person filling this role would have to be able to show direction and set a strategy for the company as well as understand numbers and the impact of data-driven decisions on the company's future. Covering these abilities, we would ask candidates to do tests measuring numerical, deductive, and inductive reasoning.

On the other hand, if we were to recruit for a Marketing role, it would require measuring the ability to think outside the box, understand principles of causality as well as being able to create content and communication from different perspectives. A combination of these tests would identify if the candidate is the right fit for your open Marketing position.

We have a full list of the different tests we use and when in our Talent Assessment 101 E-Book, so be sure to check that out if you would like to learn more on this topic!

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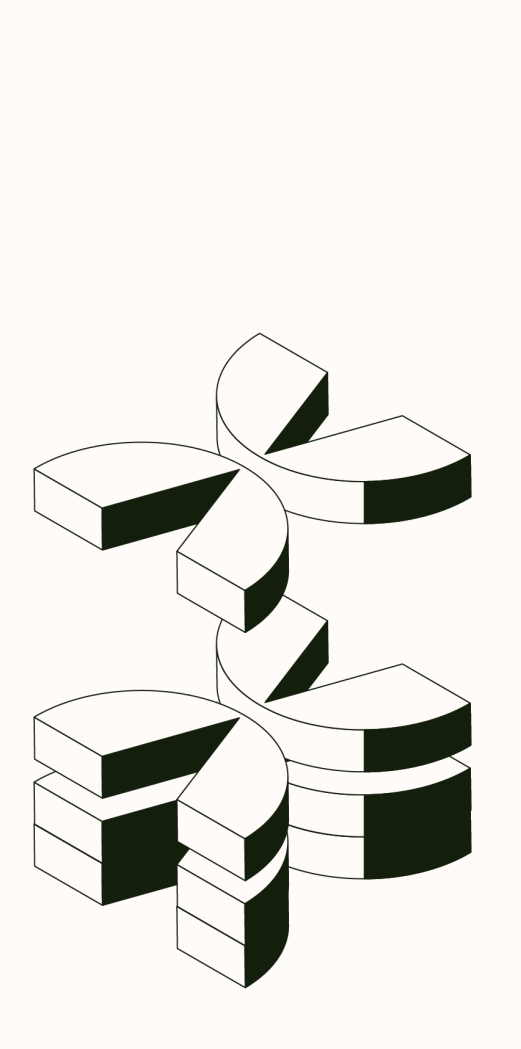

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