Best Practice Assessment Centre
Methodology for
Aboriginal and Torres Strait Islanders
Kim has worked in the Organizational Development Industry for the past 8 years and has gained extensive experience in the consultation and advising of Assessment Centers for both Selection and Development needs.

Kim has experience in designing and facilitating assessment centers for small and large scale groups, working with graduate, volume operational and indigenous programs. Kim also has experience in training Line Managers and Psychologist to be Assessors for Assessment Center processes.
Philipp is a psychologist with a background in developing custom psychometrics for the commercial sector in Australia. With numerous years of Assessment Centre facilitation experience, he has a keen understanding of the practicalities of applying the Guidelines. Philipp has recently developed a cloud based application to streamline Assessment Centre scheduling and data collection. Philipp currently manages the People Solutions’ Commercial Research Lab in Perth, Western Australia where his main focus is developing innovative assessment solutions.
Best Practice Assessment Centre Methodology for Aboriginal and Torres Strait Islanders

Kim Solomons & Philipp Seiler
People Solutions Australasia
Best Practice Assessment Centre Methodology for Aboriginal and Torres Strait Islanders

Philipp Seiler (MPsyC, Reg. Psych., MAPS) | Kim Solomons (MPsyC)
Where in the World are We?
Where in the World are We?

- Western Australia
- Northern Territory
- South Australia
- Queensland
- New South Wales
- Victoria
- Perth
Where in the World are We?

Map of Australia with states and territories labeled.
People Solutions Overview

Attraction & Selection
- Psychometric Assessment: Recruitment/Development
- Assessment Centres: Graduate / Operations

Development & Retention
- Leadership Diagnostics
- Leadership & Team Coaching
- Coaching Skills for Leaders

Safety Solutions
- Safety Diagnostics: ISAT & LSAT
- Coaching Skills for Safety Leaders
- Team Attributes Program

Transition & Outplacement
- Strategy & Planning
- Individual Career Transition
- Worklife Horizon Coaching

Commercial Research Lab
Unique set of Roles and Working Conditions
Presentation Overview

• The Australian context
• Motivation and Purpose
  • The Research Approach
  • Findings & Implications
  • Solutions
  • Outcomes
• What’s next
The Australian Context

Aboriginal Employment Rates

- Employed Full Time: 28%
- Employed Part Time: 18%
- Unemployed:

The Australian Context

- 56% - Machine Operators
- 20% - Entry Level Roles
Substantive Equality in Assessment

EQUALITY

EQUITY
Client Feedback & Need

- Attraction
- Selection/Assessment
- Engagement/Development
- Succession/Transition
Knowledge Gap

• Lack of relevant Australian Academic Research
• Need for practical solutions rather than theoretical ideas
The Research Approach

• How we **define** Best Practice:
  • Practical focus

• How did we **identify** Best Practice
“Best Practice”
Recruitment and Selection of
Indigenous Job Candidates

The Findings

- Collective community based on Kinship
- Exposure to talent management cycle
- Avoidance Relationships
- Travelling across territories
- Communication through storytelling
- Technology access/approach
- Collective community based on Kinship
- Formal Work Exp.
The Findings

- Collective community based on Kinship
- Exposure to talent management processes
- Avoidance Relationships
- Travelling across territories
- Communication through storytelling
- Technology access/approach
- Collective community based on Kinship
- Formal Work Exp.
Cultural Safety reduced > Disengagement > Performance

The Implications

- Pre Assessment Centre
  - Role Information (choice)
  - Phone vs Email, online
  - Application process

- Attendance
  - Trespassing on country
  - Segregation in groups
  - Consent process
  - Venue’s cultural signals

- Interview
  - Use of language (we)
  - Behavioural Q’s, STAR

- Work Samples Activity
  - Avoidance relationships
  - Inter group competition
  - Formalised, written inst.

- Psychometric Testing
  - Adverse impact (ability)
  - Online/unsupervised

- Post Assessment Centre
  - Decision communication
  - Feedback

- Kinship System
  - Oral Tradition
  - Collective Culture
  - Formal Work Exp.
Some Solutions

Pre Assessment Centre
- Q & A Session
- Communication protocols
- Allow more time

Attendance
- Information early on
- Acknowledgment of Country
- ATSI facilitator/reps, training
- Appropriate venue, informal

Interview
- Adv. Training
- Situational Interview Q’s
- Informal setting

Work Samples Activity
- Acknowledge avoidance
- Collaborative activity
- Less formal inst./ visual

Psychometric Testing
- Support client to review
- Administration / Norms

Post Assessment Centre
- Client review
- Feedback

Kinship System
- Oral Tradition
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### Available Activities

#### Facilitator Tasks

- Activity 1
- Activity 2
- Multiple Testing
- Assessors Arrive
- Candidates Work 1
- Candidates Work 2
- Candidate Signup
- Candidates Arrive
- Lunch Assessors
- Lunch Assessors & Candidates
- Lunch Candidates
- Morning Tea Assessors & Candidates
- Presentation to Candidates
- Multiple Testing

### October 12, 2016

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:00</td>
<td>08:15</td>
<td>Comfort Photos and Name Tags</td>
</tr>
<tr>
<td>08:15</td>
<td>09:00</td>
<td>Meet &amp; Greet</td>
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<td>09:00</td>
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<td>09:00</td>
<td>09:15</td>
<td>Meet &amp; Greet</td>
</tr>
<tr>
<td>09:15</td>
<td>09:30</td>
<td>Behavioral Interview</td>
</tr>
</tbody>
</table>
| 09:30 | 10:00 | Lunch Assessors & Candidates
| 10:00 | 10:45 | Lunch Assessors & Candidates
| 10:45 | 11:30 | Lunch Assessors & Candidates
| 11:30 | 12:15 | Lunch Assessors & Candidates
| 12:15 | 13:00 | Lunch Assessors & Candidates |

**Stream 1**

**Stream 2**

**Stream 3**
Some Solutions

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ACAT
Activity

Kinship System
- Oral Tradition
- Collective Culture
- Formal Work Exp.

Kinship System
- Oral Tradition
- Collective Culture
- Formal Work Exp.
The Rangers are responsible for the Drysdale River National Park. They care for all aspects of the park and deal with a lot of different problems related to visitors, animals and plants.

During the last drive through the park a number of urgent tasks were found and they have asked for our help with these.

1. Visitors walking through the bush areas are damaging the native plants and we need to **build a walkway**.

2. The park scientist is researching feral cats and needs us to **build a trap** to catch feral cats alive.

3. The park council has asked for a new lookout platform to be built for park visitors.

4. Occasionally, visitors get stuck in the gorges and we need a **portable winching machine** to rescue them.
The Outcomes

• Study 1: Mid Tier Resource Company in W.A.
  • Blue Collar roles

• Preliminary results:
  • \( N = 19 \)
  • Predictive Validity design
  • Overall Assessment Rating (OAR) from AC
  • Global Performance Rating Supervisor, 6 Months Post AC

\[
\begin{align*}
  r (19) &= .50, p < .05. \\
  r^2 &= .25
\end{align*}
\]
(Pearson’s \( r \), two tailed; not correcting for restriction of range or criterion unreliability)

• Cultural Safety (Candidate rating 1 – 5)

\[
M = 4.35, \ SD = 0.65 \quad (\text{Med.} = 4.00, \ Range \ 3 – 5)
\]
The Outcomes

- Study 1: Mid Tier Resource Company in W.A.
  - Blue Collar roles

- Preliminary results:
  - $N = 19$, Predictive Validity design
  - Overall Assessment Rating (OAR) from AC
  - Global Performance Rating Supervisor, 6 Months Post AC

Candidate Comments:

“Was provided with an insight to the role, the company values and how they aligned with my own”

“Meeting other people and hearing their stories”

“Good atmosphere and face to face contact”

“Makes the process easy to understand”

“Great people”
The Outcomes

- Study 2: Large Resource Company in W.A.
  - Blue Collar roles

- Predictive Validity Comparison Design
  - Predictive validity of OAR from 'Traditional' AC vs. ATSI specific AC methods
  - Examining cultural safety as predictor of OAR, exercise/dimension effects

**Outcomes**

- OAR
  - Traditional AC
    - Outcomes
      - Supr. Rating
      - T/O rates
      - Absenteeism

- OAR
  - ATSI AC
    - Outcomes
      - Supr. Rating
      - T/O rates
      - Absenteeism
What next…

- **Evaluation:**
  - Predictive validity
  - Ongoing development of Best Practice
  - Generalisability of findings

- **What else is important:**
  - Talent sourcing/attraction
  - Onboarding/mentoring programs