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A monthly newsletter for our assessment product clients designed to assist and educate on key subjects related to human capital assessment technology and methodologies, and their effects on your organization.

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Why Worry About Technical Manuals?

The vast majority of corporate assessment users have never been aware of the needed existence and requirement for a "technical manual" for any assessment system they use, until they have talked with us.

An assessment system with no recent technical manual is not a usable or useful assessment. The technical manual substantiates the applicability, validity, reliability and non-discriminatory effects of the assessment. It holds statistics and research that authenticates what the assessment does. You and your organization should only utilize assessments that are recently documented as technically sound.

There are many well-known and not-so-well-known assessments that have no supporting technical manual or none that has been developed during the last decade or more. It has been our experience that if you have not been offered a technical manual for assessments that you are using, you should stop using those assessments. Using an assessment without a technical manual is tantamount to employing an individual without any identification. You need to know what (the assessment) and with whom (the employee) you are dealing.

As an example of the information that a technical manual will provide, you will find that pure personality assessments, such as the *Myers-Briggs Type Indicator™* should not be used for hiring or promotion decisions because personality, per se, has been found to have only minor impact in terms of job contribution and success. Personality is somewhat important from a developmental standpoint, but is much less important from a selection standpoint. Because personality and the work behaviors that result from it are easily developed, it should not be used as a major basis for hiring/promotion decisions.

Each of our assessments has a recent and continually researched technical manual available that we can forward to you upon request, each of which substantiates the validity, reliability and applicability of our assessments to varying business and non-business environments.

The Question Of Assessment Timing

We are frequently questioned about when is the best time to administer one or more of our assessments during the candidate evaluation process. Our answer generally depends upon whether the candidate being considered is an internal or an external candidate.

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INTERNAL CANDIDATES:

For your internal candidates, all of our selection assessments except The **Step One Survey™** may be used. Because internal candidates are more likely to be aware of the organization's culture and political nuances, as well as the preferences of individual hiring managers, we generally recommend that our other selection assessments (*ProfileXT, Profile, Prevue, Sales Indicator, Call Center Survey, Customer Service Survey*) be administered to most or all high potential internal candidates well in advance of any specific position becoming available. At such time as a specific position becomes available, the candidate's prior assessment results may then be compared to the newly developed or updated job pattern for the available position.

EXTERNAL CANDIDATES:

For your external applicants, all of our selection assessments may be used. So that your organization does not spend excessive amounts of money on assessments, we generally recommend that our selection assessments be administered only to those external candidates who show some promise of qualification immediately after either a telephone or in-person first interview or screening, and before any second interview, reference checking or further consideration is applied. By approaching it in this manner, our clients have found that our assessments substantially speed the selection process, which is imperative during a recovering economy, by affirming the candidate's qualifications or outlining specific areas of qualification necessitating further evaluation. The result is a more fruitful selection process.

Nearly all of our selection assessments compare candidates to a customized **Job Match Pattern** of attributes necessary for and outstanding job performance, while suggesting interview questions related to the gaps that exist between the job pattern and the candidate. The result is greater human and organizational performance.

A Thought For Your Consideration

Organizations are defined and their success is determined largely by **how purposefully and fittingly they change**. In what ways has your organization changed and how fittingly has it changed during the last two years regarding its approaches to market, its manner of doing business, its human capital productivity, and its relationship with all stakeholders (customers, communities, prospects, owners, employees and vendors)? As has been the case with all economic recoveries since 1961, the above four areas of business change will provide the most meaningful competitive advantages available to your organization for approximately the next 3 years. You can bank on it.

For Further Information...

Visit us on-line at <http://www.hrihouston.com>, email us at haljay@hrihouston.com, or call us at 281-275-4180. We look forward to assisting you, and do not hesitate to forward this newsletter to other interested team members in your organization or elsewhere!