

“

SCREENING  
YOUR WAY  
TO HAPPY  
CLIENTS

”

# Assessment-based eRecruitment for Aged Care



PSYCH PRESS  
Talent Management Psychologists

# Introduction

- What we would like to do this morning is to outline and demonstrate an approach to recruitment, selection and development of staff in an aged care environment which **goes beyond the resume** and illustrate why this might provide benefits to a range of stakeholders within aged care organisations.
- We would like to demonstrate an assessment-based online recruitment system and discuss the benefits in relation to both strategic and operational issues.

# Introduction

## Hard measures for soft skills:

- In the information and innovation age, it is vital for organisations to meet societal and community expectations through understanding and measuring the various 'soft' competencies - abilities, attitudes, values, culture and personality attributes which organisations depend on for both survival and success.
- The abilities of people individually (competencies) and collectively (culture) can and does have a direct impact on the client experience and hence revenue, expenditure and profitability. This approach allows the measurement of such behaviours, that managers need, but so often find elusive.

# Strategic Challenges

In doing so, we see this approach responding to several strategic challenges for the industry:

- The current workforce shortage and low suitability of potential employees - the Department of Education, Employment and Workplace (2012) have [reported](#) an average of 1.8 suitable applicants per registered nurse vacancy in residential aged care, and only 1.6 suitable applications for every personal care worker vacancy.
- Aged care providers will need to find suitable employees in the current market to reduce costs associated with employee on-boarding and retention. Finding workers with the specialist skills is a challenge that will become an increasing requirement in coming years.

# Strategic Challenges

- Research into hiring shows that, at a conservative estimate, **there is a 40% difference in the quality of output between an average hire and a great hire, when measured in dollar value of output**. Taking into account the number of employees hired, and the length of time they stay with the organisation, these figures have enormous impact on the organisation long-term.
- As market forces have become more apparent, and power in this market has changed, with prospective clients being provided with more choice about which aged care providers to consider, a changed response is required. Responses to such changing market dynamics will vary across physical, financial and auxiliary services which may centre on “the client experience”.

# Focus on: “The Client Experience”

A key determinant of the client experience is the staff/client relationship.

- Aged care providers need to identifying staff who provide exceptional client care through developing the client/patient relationship.
- This will largely be driven by carer personality attributes. The adoption of an assessment based recruitment and selection system will predict which candidates are likely to excel in delivering this client experience, as personality is a strong predictor of job-fit for candidates.

# Key Operational Issues

Achieve a **standard process** of recruiting staff across the organisation **in any and all locations**.

- **Minimise business risks and legislative issues** – having a standard and objective solution which is based on performance related criteria to identify an applicant's suitability, ensures that no one can claim they were discriminated against, and you can ensure psychological suitability for the role.
- Operationally we wish to move away from a resume-based recruitment system using information sources (resume and some interview responses) of unknown veracity, which take a lot of staff time, produce no data, and lack objectivity.

# Key Operational Issues

- Hence a solution which automates the assessment of competencies known to produce a better client experience, and provides actual objective data about the strength of the correlation between staff member competencies and behaviours, and subsequent linkage with revenue and profitability.
- Thus the case for developing an online selection system, which impacts three financial metrics:
  - Time to hire
  - Cost of hire
  - Quality of hire
- Is branded to an organisation, thus reinforcing the attraction strategy with a consistent “look and feel”.



# The Process

The type of staff to which this approach is most relevant would include:

- Nursing staff
- Allied health staff
- Environmental staff (e.g. food preparation, cleaning)
- Trades and related staff

Access to the e-Recruitment system or assessment portal can be delivered via an advertisement on a job board, newspaper advertisements, outdoor advertising such as tram stop, billboard, bus or from the client website or any other social media.

# The Components

The screening system comprises three components:

1. The candidate view
2. The HR view including functional reporting for recruitment, career development, leadership development and succession planning purposes
3. Predictive analytics for management reporting



# Assessment System Candidate View



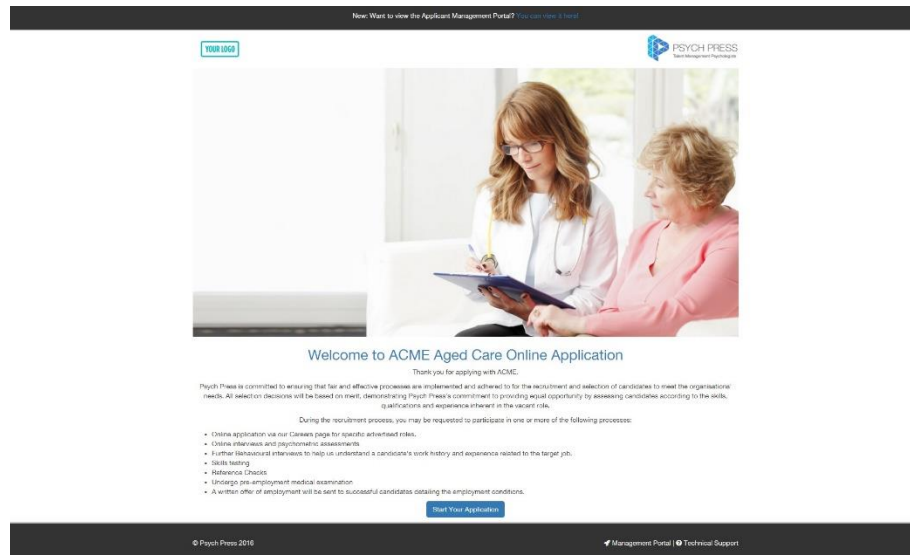
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# The Components

As a candidate passes through each "stage gate" they are assessed automatically and moved to the next stage of the process. The stage gates are:

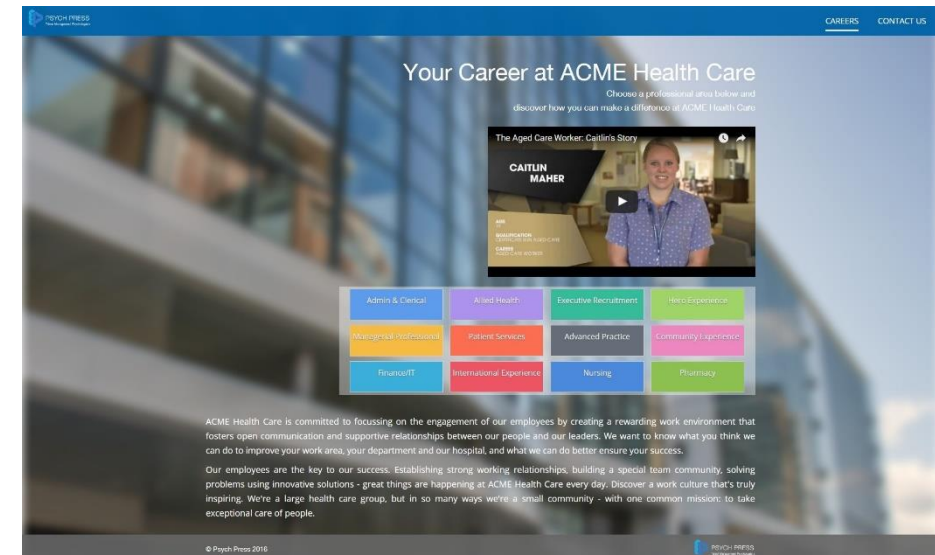


# Live Demonstration



## Aged Care

<http://demo.psychpress.com.au/centre/agedcare.php>



## Healthcare

<http://demo.psychpress.com.au/centre/healthcare.php>



## Welcome to ACME Aged Care Online Application

Thank you for applying with ACME.

Psych Press is committed to ensuring that fair and effective processes are implemented and adhered to for the recruitment and selection of candidates to meet the organisations' needs. All selection decisions will be based on merit, demonstrating Psych Press's commitment to providing equal opportunity by assessing candidates according to the skills, qualifications and experience inherent in the vacant role.

During the recruitment process, you may be requested to participate in one or more of the following processes:

- Online application via our Careers page for specific advertised roles.
- Online interviews and psychometric assessments
- Further Behavioural interviews to help us understand a candidate's work history and experience related to the target job.
- Skills testing
- Reference Checks
- Undergo pre-employment medical examination
- A written offer of employment will be sent to successful candidates detailing the employment conditions.

[Start Your Application](#)




☒ Personal Details

☒ Background

☐ Experience

☐ And finally...

 Attachments

 Submission

#### Application

UserID: AC000001

Password: [view password](#) 

You can save your Application form,  
and continue later with your UserID  
and Password

Save

Save and Exit

## Demographic

First Name

Preferred Name (optional)

Last Name



Date of birth

Country of Birth

Gender



Nationality

### Address



Street



Suburb



Post Code

State



### Postal Address

☐ Use Address above as Postal Address



Street



Suburb



Post Code

State







☒ Personal Details

☒ Background

☐ Experience

☐ And finally...

 Attachments

 Submission

#### Application

UserID: AC000001

Password: [view password](#) 

You can save your Application form,  
and continue later with your UserID  
and Password

Save

Save and Exit

## Attachments

Please upload your current resume and cover letter or any other supporting documents i.e. certified documents

Resume

if other, please specify

Browse

Upload

#### Attachment uploaded

#	Type	FileName	
1	Resume	Joey-Resume.pdf	
2	Coverletter	Joey-CV.pdf	
3	Certificate	Joey-Certificate.pdf	

Back

Next





## Problem Solving

This questionnaire is designed to measure your ability to solve problems and learn new information.

In each question, you are presented with a group of images. Your task is to choose the correct answer from a number of options. You will need to study the group of images to decide what pattern is occurring, either by looking at the group as a whole or looking at the relationship between different sections within the group.

**This questionnaire is timed. You have 10 minutes to complete 25 questions.**

When you click on one of the answers, it will be highlighted to show you have selected this as your answer. If you change your mind, click on a different answer. When you are satisfied with your answer, click on the 'Continue' button and you will be taken to the next question.

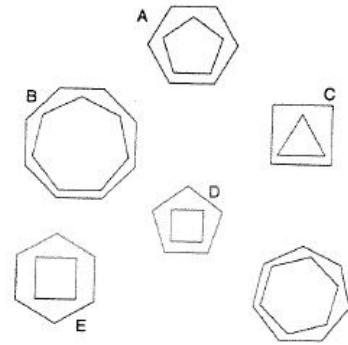
Before beginning the actual questionnaire you may wish to review some example questions and complete several practice questions. Click 'Continue' to go to the example questions. Please bear in mind the timer will not run while you complete the example and practice questions. The timer will only begin once you start the actual questionnaire.

Continue



## Problem Solving - Example Question

Below are six objects (A B C D E F) from which you must select the odd one out. The task is to decide which diagram from those shown below is different to the others in some way. You must tick one of the boxes below in order to move on.



Which is the odd one out?

- ☐ A ☐ B ☐ C ☐ D ☒ E ☐ F

The correct answer is E.

Choices A, B, C, D, and F all share one trait that E does not. Each of the other 5 choices has an odd number of sides while answer E has 10 sides. As 10 is an even number E becomes the odd one out and is therefore the correct answer.

There will now be four practice questions for you to try.

Click on the 'Continue' button below to begin.

Continue



## Understanding Client Care

In this questionnaire, you will see passages of text. For each passage there will be a question relating to the text. You have to read each passage of text carefully and then decide which is the correct answer out of four answers offered.

When deciding whether an answer is correct, it is important to base your answer only on the information in the passage and not on any other knowledge you may have. Your task is simply to judge whether or not an answer flows logically from the passage.

This questionnaire is timed. You have 14 minutes to complete 17 questions.

Question example:

Mrs. Wilson has recently been admitted to the Aged Care facility where you work. In her Care Plan you can see personal details and medical history, and how issues are to be managed. You notice that she is Italian and speaks very few words of English.

☰ To help Mrs. Wilson participate with others, which activity would you suggest?

- ☐ Watching TV.      ☐ Doing a crossword.      ☒ Playing cards.      ☐ Reading the newspaper.

Please bear in mind that the timer will only begin running once the first question appears.

When you are ready please click on the 'Continue' button to start the questionnaire.

[Continue](#)



## Working with Numbers

This assessment looks at your ability to use numerical data to make decisions.

In each question, you are presented with some numerical information. Your task is to choose the correct answer from a number of options. You will need to study the information provided to decide what the correct answer is.

This test is timed.

**You have 9 minutes to complete 20 questions.**

You can use rough paper to answer the test questions.

When you click on one of the answers, it will be highlighted to show you have selected this as your answer. If you change your mind, click on a different answer. When you are happy with your answer, click on the 'Continue' button and you will be taken to the next question.

Before beginning the actual assessment you may wish to review an example question. Click 'Continue' to go to the example questions. Please bear in mind the timer will not run while you complete the example question. The timer will only begin once you start the actual test.

An intravenous pack has only 20mLs of saline solution remaining. It can be topped up by injecting 60mL syringes. It has a volume of 200mL.

☰ How many syringes will be needed to fill the pack?

☐

One

☐

Two

☐

Three

☐

Four

Continue



Problem Solving

Understanding Client Care

Working with Numbers

Personality

## Personality Questionnaire

This section consists of 196 short answer questions which comprise a statement or opinion. Your task is to choose to what extent you agree or disagree with each statement on a five point scale.

This questionnaire is not timed.

You can take as much time as required before responding to each question but please remember that your first instinct is probably the best.

Let's review the following example question, you are given the following statement:

"I like things to be perfect."

You will need to respond to this statement by selecting how strongly you agree or disagree with it on a five point scale as given below:

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Continue](#)



# Applicant Management System Manager View



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## Applicant Management System

**136**

Total Applications

[View Details](#)**89**

Total Completed

[View Details](#)**35**

Total Refer

[View Details](#)

### Latest Assessments Completed

The list below consists of the latest ten applicants who completed the assessment.

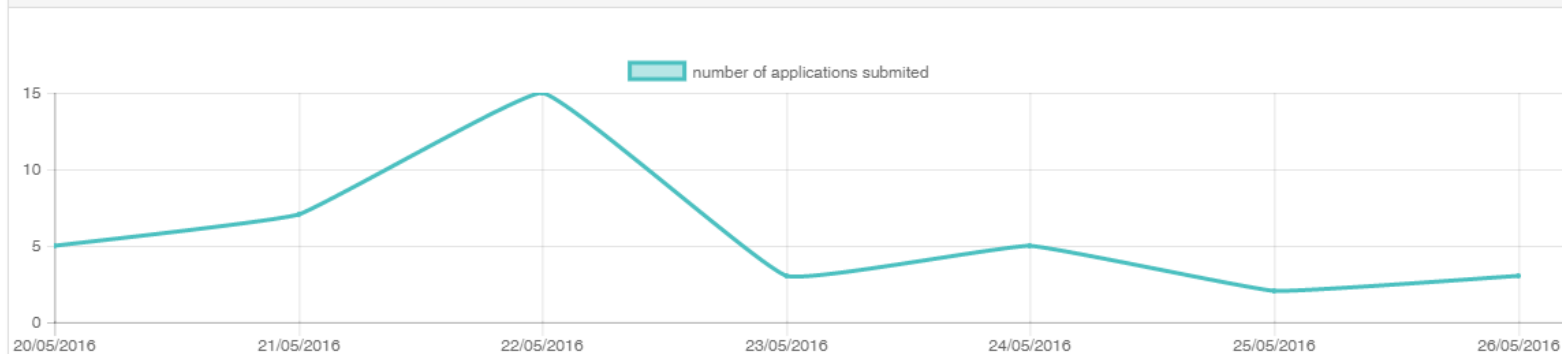
Name / Email	Role	Complete Date
Joey Guo <a href="mailto:jg@psychpress.com.au">jg@psychpress.com.au</a>	Gardener	15/03/2016
Gavin Didsbury <a href="mailto:drgavindidsbury@psychpress.com.au">drgavindidsbury@psychpress.com.au</a>	Handyperson	15/03/2016
Nitha Prakash <a href="mailto:pp@psychpress.com.au">pp@psychpress.com.au</a>	Gardener	15/03/2016
YI ZHANG <a href="mailto:test3@gmail.com">test3@gmail.com</a>	Nurse	15/03/2016

### Latest Applications Submitted

The list below consists of the latest ten applicants who submitted the application.

Name / Email	Role	Application Date
Joey Guo <a href="mailto:jg@psychpress.com.au">jg@psychpress.com.au</a>	Gardener	15/03/2016
Gavin Didsbury <a href="mailto:drgavindidsbury@psychpress.com.au">drgavindidsbury@psychpress.com.au</a>	Handyperson	15/03/2016
Nitha Prakash <a href="mailto:pp@psychpress.com.au">pp@psychpress.com.au</a>	Gardener	15/03/2016
YI ZHANG <a href="mailto:test3@gmail.com">test3@gmail.com</a>	Nurse	15/03/2016

### Recent Number of Applications Submitted



Found 20/154 records

#	Name / Email	Profile	Job ID	Job Title	Application Date	Assessment Results	Comments	Action	Report
			All		All			All	
1.	Gavin Didsbury gavindidsbury@psychpress.com.au	PROFILE	ACME_001	Nursing Melbourne	✓ 14/06/2016	38 69 60 5	COMT	TBD	
2.	Joey Guo jg@psychpress.com.au	PROFILE	ACME_001	Nursing Melbourne	✓ 14/06/2016	79 50 79 66	COMT	REJECT	
3.	Nitha Prakash pp@psychpress.com.au	PROFILE	ACME_001	Nursing Melbourne	✓ 14/06/2016	77 54 6 36	COMT	PROCEED	
4.	Yi Zhang test@psychpress.com.au	PROFILE	ACME_001	Nursing Melbourne	✓ 14/06/2016	66 31 40 31	COMT	PENDING	
5.	Dyson Walter drgavindidsbury@psychpress.com.au	PROFILE	ACME_001	Nursing Melbourne	✗		COMT	TBD	
6.	Luvinia Key drgavindidsbury@psychpress.com.au	PROFILE	ACME_001	Nursing Melbourne	✗		COMT	TBD	
7.	Erramun Schmid drgavindidsbury@psychpress.com.au	PROFILE	ACME_001	Nursing Melbourne	✗		COMT	TBD	
8.	Sendoa Bakema drgavindidsbury@psychpress.com.au	PROFILE	ACME_001	Nursing Melbourne	✗		COMT	TBD	
9.	Walther Adamson drgavindidsbury@psychpress.com.au	PROFILE	ACME_001	Nursing Melbourne	✗		COMT	TBD	
10.	Cúchulainn Marquerink drgavindidsbury@psychpress.com.au	PROFILE	ACME_001	Nursing Melbourne	✗		COMT	TBD	

Legend: BELOW AVERAGE AVERAGE ABOVE AVERAGE

## Latest Jobs

- 2016/157
212
Case Manager Community Services (Caboolture)
- 2016/156
69
Casual Community Care Professionals (Illawarra)
- 2016/150
133
Casual Community Care Professionals (Southern Highlands)
- 2016/155
47
Casual Community Care Professionals (Brisbane North/Cabool)
- MORE...

## Categories

- Case Manager
- Nurse
- Entry Level
- Gardener
- Handyperson

## Assessment Results

- ABOVE AVERAGE
- AVERAGE
- BELOW AVERAGE



[Applicants](#) / [Profile](#)

# Applicant Profile

[Profile](#)[Report](#)

## Demographics

Name	Gavin Didsbury
Email Address	<a href="mailto:gavindidsbury@psychpress.com.au">gavindidsbury@psychpress.com.au</a>
Home Phone	03 9670 0590
Mobile Phone	03 9670 0590
Address	140 Queen Street, Melbourne, VIC, 3000

[View detailed application info](#)

## Date

**Application Submitted:** 17/06/2016 3:48:00 PM  
**Assessment completed:** 17/06/2016 4:30:00 PM

## Job Applied

Job ID: ACME\_001  
**Nursing**  
Melbourne

[List All Applicants Applied this Position](#)[Profile](#)[Report](#)

## Assessment Summary

Assessment type: ACME Aged Care

#	Survey	Completion Date & Time	Score
1	Problem Solving	17/06/2016 3:58:00 PM	96%
2	Understanding Client Care	17/06/2016 4:08:00 PM	47%

Profile

Report

# Acme Aged Care Report

## DEMOGRAPHIC

Name: Gavin Didsbury

Email: drgavindidsbury@psychpress.com.au

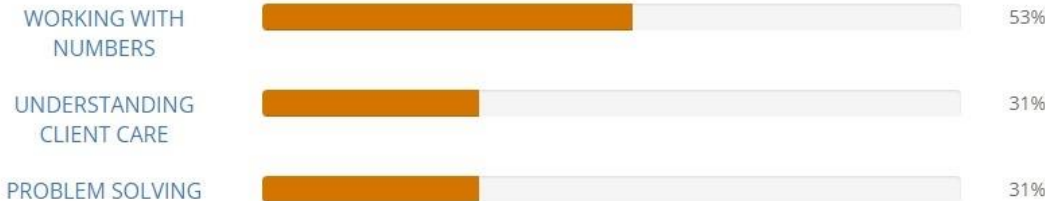
## SNAPSHOT

Scale Name | Bar graphic | Percentile Score

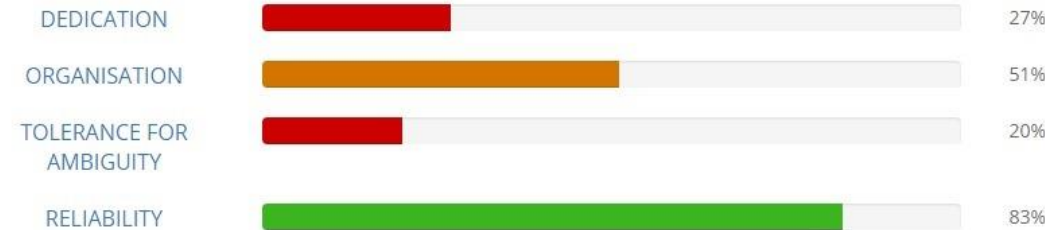
Colour Legend

Below Average	Average	Above Average
---------------	---------	---------------

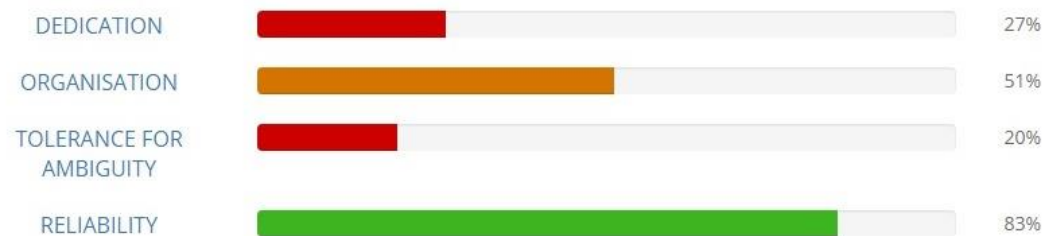
### Abilities



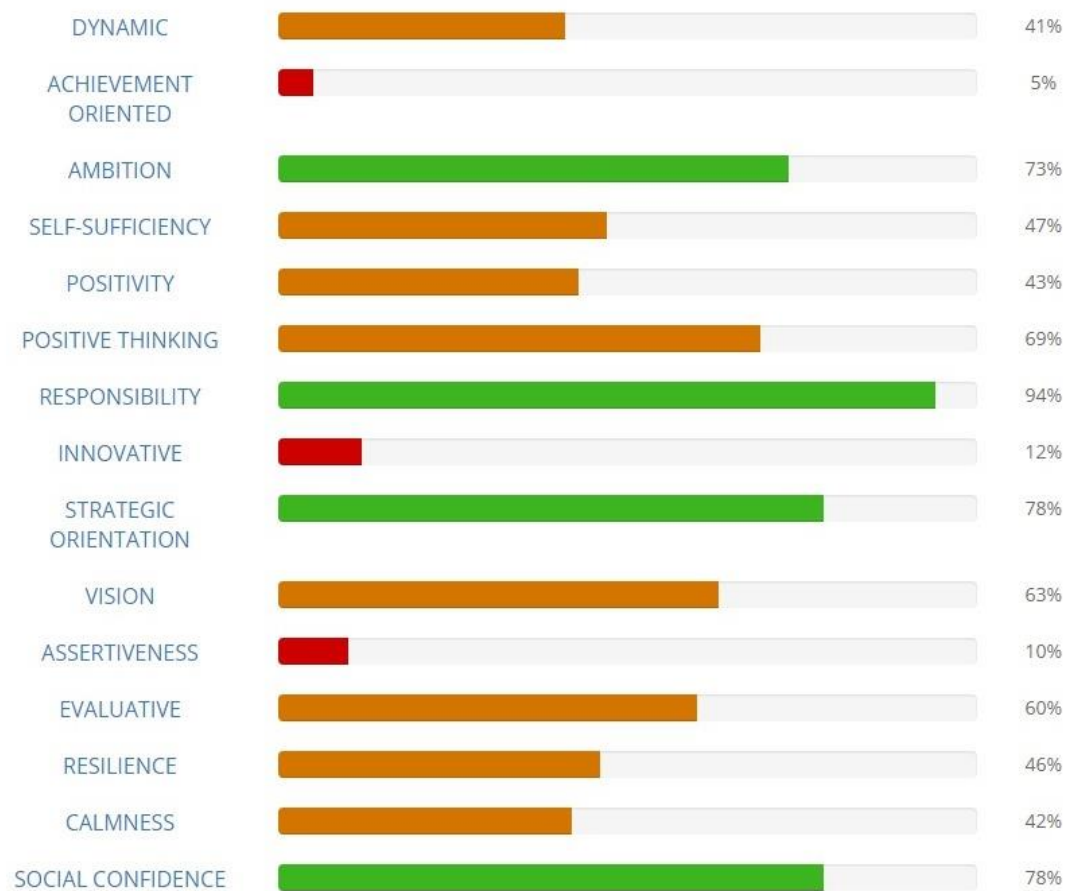
### Managing Tasks



### Managing Tasks



### Managing Self



### Managing Others

## SCALE DESCRIPTIONS

### Abilities

#### WORKING WITH NUMBERS ⓘ

53%

#### UNDERSTANDING CLIENT CARE ⓘ

31%

#### PROBLEM SOLVING ⓘ

31%

### Managing Tasks

#### DEDICATION ⓘ

The Dedication scale reflects the extent an individual feels a sense of duty and moral obligation.

Relaxed Approach,  
Indifferent

27%

Dutiful, Committed

#### BEHAVIOURAL IMPLICATIONS

Leaders with similar scores tend to:

- Feel a lack of commitment to colleagues.
- Experience difficulty meeting deadlines.
- Not be detail oriented.

#### ORGANISATION ⓘ

The Organisation scale reflects the extent an individual is systematic and methodical.

Casual, Relaxed

51%

Ordered, Systematic

#### BEHAVIOURAL IMPLICATIONS

Leaders with similar scores tend to:

- Prefer some routine.
- Have some level of organisation.
- Experience difficulty planning unfamiliar tasks.

# Who Benefits?

**Candidates** often appreciate:

- the choice of devices which can be used (smart phone to desktop)
- the range of assessment methods (short 'decision tree' questions, video response, situational judgement questions, customer service or personality questions)
- the convenience of not having to travel to a series of interviews
- the swiftness and efficiency of such a process
- the fact it is competency-based
- This ensures they are aware they are hired based on merit, and will encourage employees to take ownership in their role.

# Who Benefits?

**Human Resources staff** often appreciate the dramatic time reduction moving from the time-consuming management of resume based recruitment and selection processes as well as the timeliness and visibility of the online process and the management data available.

As well as the recruitment application, this information yields valuable information on which to base further training and development initiatives, succession planning and career development information for candidates, and is consequently highly valued.

# Who Benefits?

**Hiring managers** appreciate more detailed, relevant and explicit work history or experience information available prior to an interview.

**Managers** appreciate the real-time nature of the “look-up” data available, the scorable video dashboard that saves them interview time, and the swift staff replacement that ensures they can continue their day-to-day functions without disruption. They also appreciate the culture fit, quality and customer service potential of the candidates delivered.

# Who Benefits?

**Marketing staff** who appreciate the nexus between the client experience, preparedness to recommend this experience to others and the power and cost effectiveness of word-of-mouth marketing, and the ability and personality attributes of staff such as empathy and compassion which determine the client experience.

**Management** tends to focus on the financial metrics delivered. Also, the competency based nature of the system is a superior alternative to costly resume based systems, which require extensive searching and filtering of resume databases and eliminates associated training costs in understanding unnecessary complexity.



# Who Benefits?

**The Chief Financial Officer** who appreciates the demonstrable reductions in:

- Time to hire
- Cost of hire
- Quality of hire
- And the opportunity to break the fixed cost relationship between numbers of staff hired and cost of hire, gaining synergies through growth, based on a fixed cost for unlimited assessments.



# 24 Benefits from Assessment Based Online Recruitment

We have compiled a listing of 24 commonly obtained benefits from “going beyond the resume” which are available to anyone interested.

# Delivering Answers Through Data

Hopefully, the process can provide answers to such commonly posed questions in a recruitment context as:

- Does this person have the potential to succeed as a **manager**?
- Will this person fit in and assimilate to our **culture**?
- Can this person provide the **strategic planning skills** we need?
- Will this person demonstrate a high level of **emotional intelligence**?
- How can we provide **career planning assistance** to this person?
- What is this person's capacity for **innovation**, compared to our industry?
- How **safe** will this person be in our environment?
- What attributes make for **success in our industry**?
- How do we measure **recruitment success**?

# Conclusion

It is a fundamental strategic objective of most organisations to do four things:

1. Increase revenue
2. Decrease costs
3. Meet stakeholder expectations
4. Provide a superior customer experience

Despite large investments in human capital, approximating 40% of total expenditure, **most organisations do not collect the data needed to truly understand if this investment will ultimately pay dividends**. After the hundreds or thousands of interviews an organisation conducts over a given period of time, there is often little information remaining which can be used as a predictive indicator of future performance – unlike the structured process described above.



# Conclusion

We hope this overview has provided a useful introduction as to how **going beyond the resume** might provide significant benefits to both clients and a range of stakeholders within aged care organisations.



Access a demo of this platform:

<http://demo.psychpress.com.au/centre/agedcare.php>

**www.psychpress.com.au**



# Questions



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