

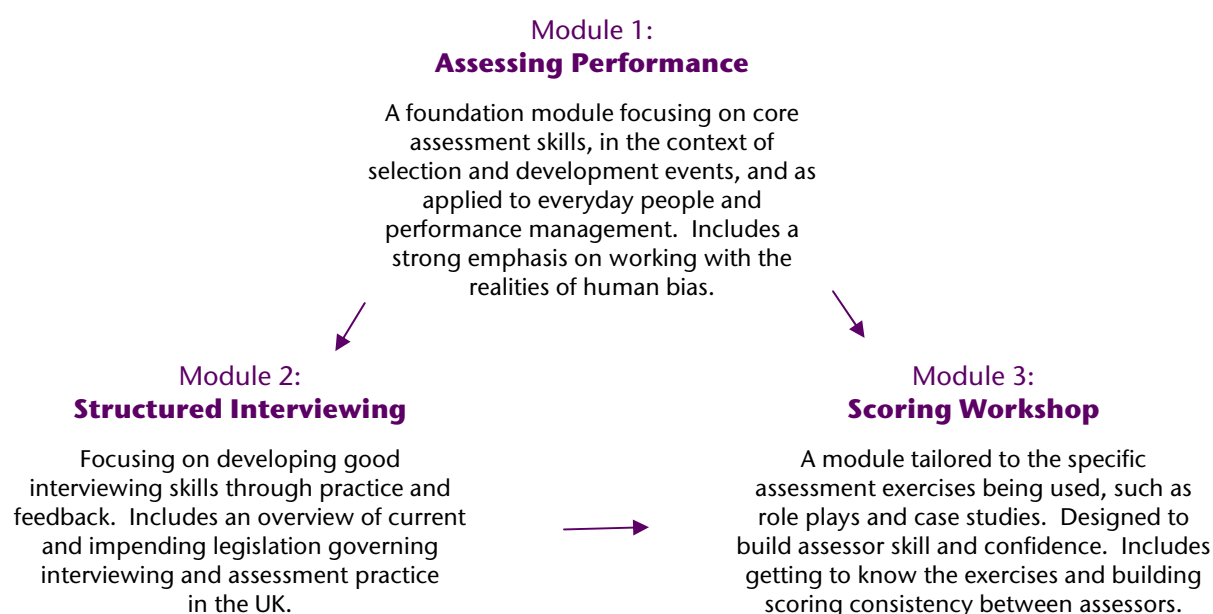
Assessor Training

For new and experienced assessors

Well motivated and skilled assessors are central to the success of any selection and development process. We train managers and other staff to understand the mechanics of the processes we design and to develop the personal skills required to assess fairly, effectively and efficiently.

Our approach combines practical tools with a strong focus on building self-awareness; our goal is to support truly effective as well as legally defensible assessment processes. The training programme is valued by both newly developing assessors and those with experience looking to refresh or further hone their skills.

We recognise the challenges faced by people required to combine the assessor role with demanding operational and managerial responsibilities. So our training programme comprises three modules that can be configured flexibly, with Module 1 being a foundation element.



All modules are **delivered in-house** and can be **tailored to reflect your organisation's systems, tools and specific practices**.

We adopt a **blended learning approach** throughout the programme, combining pre-reading and preparatory written exercises with facilitated workshops designed to support genuine skill development. As an option, personalised written feedback on preparatory exercises can be given to assessors ahead of each workshop.

If your organisation supports an **assessor accreditation scheme**, we can also provide post-workshop assessment and review as well as ongoing monitoring and evaluation of assessor practice.

If you would like to discuss how our Assessor Training programme might support assessment excellence in your organisation contact:

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Assessing Performance

We believe that as part of interviewing, assessing and appraising others, assessors need foundation training in what it takes to assess others fairly and accurately. This module focusing on core assessment skills, in the context of selection and development events, and as applied to everyday people and performance management. It includes a strong emphasis on working with the realities of human bias and seeks to equip assessors to maintain high levels of self-awareness in their assessment practice.

Module Objectives

- A better understanding of how to assess accurately and fairly, including practical tools and techniques
- Increased capability to assess and appraise effectively in a variety of environments, including as part of everyday people management
- A good understanding of the role and value of competency and other performance frameworks
- Awareness of the biases and pitfalls associated with assessing others
- Increased levels of self-awareness

Content & Format

Pre-work

The **pre-reading** introduces the fundamentals of fair and accurate assessment both for assessment centres/interviewing and for performance appraisal, including:

- The Observe, Record, Classify and Evaluate (ORCE) method
- How to improve fairness and accuracy in assessing others
- How to avoid the biases and pitfalls associated with assessing others

The **preparatory exercises** include identifying examples of behavioural evidence, and classifying evidence according to the organisation's competency or other performance framework.

Workshop

This one-day workshop is highly interactive, taking an in-depth and up-close look at the principles and practice of good assessment practice.

Practical exercises are used to explore each stage of the ORCE model and emphasis is placed on developing practical skills such as behavioural questioning. Through discussion-based, experiential and other exercises, assessors are supported to develop their appreciation of the impact of bias and build greater self-awareness as part of their assessment practice.

Assessors are challenged throughout to explore how they might apply good assessment practice as part of day-to-day people management and appraisal as well as in the context of more formal assessment events.

Assessors – including those with prior experience - find the workshop highly engaging and extremely beneficial.

'Very, very good – essential for any supervisor'

'Go on it! It's vital to assess people fairly'

Structured Interviewing

Building on and reinforcing the fundamentals learned in Assessing Performance, the Structured Interviewing module explores techniques that increase the fairness, effectiveness and efficiency of interviewing. The workshop provides the opportunity to practice and receive feedback on key skills, building confidence and competence for both new and experienced interviewers.

Module Objectives

- Developing the core skills of interviewing, including rapport building, effective questioning and probing, efficient note taking etc.
- Experience using structured interview schedules
- Practise integrating core interview skills as part of a seamless whole
- Classifying and rating evidence against competency or other performance frameworks
- Understanding current and impending legislation governing interviewing and assessment practice in the UK and the implications for the assessor/interviewer role

Content & Format

Pre-work

The **pre-reading** introduces the fundamentals of interviewing, including:

- Different types of interview
- The stages/process of an interview
- Non-verbal behaviour
- Communication skills, including active listening
- Question types
- Current and impending legislation that governs assessment and interviewing practice in the UK

The **preparatory exercises** include critiquing different types of interview question and evaluating an interview script (questions asked and evidence obtained).

Workshop

This one-day workshop is very practical in nature and provides the opportunity for participants to work in small groups to practice and receive feedback on:

- Specific interviewing and communication skills
- Introducing an interview
- Conducting a structured interview
- Evaluating/rating interviewee performance against success criteria

‘Really enjoyed this training, fantastic trainer. Very positive experience’

‘Very professional but friendly and relaxed in approach’

Scoring Workshop

This module is, typically, the final stage in the assessor training programme. Tailored to a specific assessment centre process, assessors become familiar with the content of the exercises while building confidence to assess a variety of exercise formats. Considerable emphasis is placed on scoring consistency between assessors and aligning with the organisation's assessment standards.

Module Objectives

- Building familiarity with a variety of assessment formats
- Getting to know the content of specific assessment exercises
- Practising and further developing confidence as an assessor
- Establishing consistency between assessors and aligning with the organisation's assessment standards
- Understanding the process for integrating assessment data as part of overall decision making
- Understanding the role that assessors have in supporting fair and accurate decision making

Content & Format

Pre-work

The **pre-reading** for this module will be tailored to the assessment centre process. It is likely to include some or all of the following:

- Details of the assessment centre format and process, including competency or other performance frameworks being used
- All exercise materials, including candidate brief, assessor notes and scoring guidelines
- Assessment Centre timetables and other logistical information

Preparatory work is likely to include reading exercise materials, marking sample scripts and assessing samples of observed behaviours .

Workshop

This workshop provides assessors with the opportunity to apply the ORCE method while assessing real exercises, such as role plays and group discussions. Where possible video materials and sample expert ratings are used. Topics covered include:

- The challenges of applying ORCE in the context of live assessment with hints and tips to support assessors
- Building consistency of rating between assessors
- Logistics and protocol associated with assessment centre processes
- What it takes to support fair, effective and efficient decision making based on the evidence base obtained

'There was a good mix of discussion and other activities to keep the workshop interesting and support learning'