



ASSESSOR TRAINING: DEVELOPING THE SKILL AND THE WILL

Seeing the implications for the company as a whole

The success of any selection and development process hinges on how effective the assessors are in their challenging role. As a rule, where there's a high level of motivation, skill and understanding, the repercussions for the organisation are very positive. So, as we see it, any assessment training should look to meet four basic criteria:

- To train managers and other staff to **understand** the mechanics of the processes that have been designed
- To **develop** the personal skills needed to assess fairly and efficiently
- To **prepare** assessors to make selection decisions and support development planning that is right for the individual and the organisation, and that is legally defensible
- To **create** a level of engagement with assessors that prepares, and heartens, them

Providing the flexibility to fit your needs

Our Assessor Training programme is configured flexibly, with three modules:

Module 1: **Assessing Performance**

Focusing on core assessment skills and exposing the realities of human bias.

Module 2: **Structured Interviewing**

Focusing on developing good interviewing skills through practice and feedback.

Module 3: **Scoring Workshop**

Designed to build assessor skill and confidence, and consistency within the assessor team.

*For more detail about each module – and to learn how & why our **Assessor Training** works – see the following pages.*



Approved by The British Psychological Society Learning Centre for the purposes of Continuing Professional Development (CPD).

MODULE ONE: ASSESSING PERFORMANCE

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

We believe that as part of interviewing, assessing and appraising others, assessors need foundation training in what it takes to assess fairly and accurately. This module focuses on core assessment skills, in the context of formal selection and development events, and as applied to everyday people and performance management.

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. Recognised biases and pitfalls are described and the Observe, Record, Classify and Evaluate (ORCE) method of assessing is introduced.

The **preparatory exercises** involve assessors 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.

MODULE TWO: STRUCTURED INTERVIEWING

“Really enjoyed this training, fantastic trainer. Very positive experience.”

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, core skills (including questioning), and current and impending legislation that governs assessment and interviewing practice in the UK.

The **preparatory exercises** involve assessors critiquing different types of interview question and evaluating an interview script (How effective were the questions asked? How satisfactory was the information obtained?).

Workshop

This very practical one-day workshop provides the opportunity for assessors to put what they have learned from the pre-work in to action. Working in small groups they practice and receive feedback on:

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

MODULE THREE: SCORING WORKSHOP

“There was a good mix of discussion and other activities to keep the workshop interesting, and to support learning.”

This module is tailored to a specific assessment centre process. Assessors become familiar with the exercises that assessment candidates will be asked to complete while building their confidence to assess. Emphasis is placed on scoring consistency between assessors and with the organisation's assessment standards.

Module Objectives

- Building familiarity with a variety of assessment formats (e.g. group exercise, written exercise, simulation of client meeting)
- Getting to know the content of specific assessment exercises
- Practising and further developing confidence as an assessor
- Establishing consistency between assessors and 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 involve assessors completing assessment exercises for themselves, marking sample scripts and assessing samples of observed behaviours.

Workshop

This applied workshop provides assessors with the opportunity to put the ORCE method in to practice with a range of assessment exercises. 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

ASSESSOR TRAINING – HOW AND WHY IT WORKS

As well as having a flexible modular design, our Assessor Training is tailored to:

- **Reflect** your organisation's systems, tools and specific practices
- **Acknowledge** the challenges faced by assessors who also have demanding managerial or operational responsibilities
- **Suit** both newly developing assessors... and also those with experience who are looking to refresh or hone their skills

Throughout the Assessor Training programme, we adopt a blended learning approach.

So we combine pre-reading and preparatory written exercises with facilitated workshops that are designed to support genuine skill development. Please note:

- If desired, 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.
- All modules are delivered in-house. Having participants learn together in situ optimises both the cost efficiency and the impact.

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

Irving & Irving Associates Ltd

25 Kingsley Road

Northampton

NN2 7BN

Tel: +44 (0)1604 458 743

enquiries@irvingandirving.com

www.irvingandirving.com