

DESIGNING AND IMPLEMENTING ASSESSMENT CENTRES

What is an Assessment Centre?

An Assessment Centre is a “simulation-based process employing multiple assessment techniques and multiple assessors to produce judgements regarding the extent to which a candidate displays selected competencies required to perform a job effectively” (Schlebusch & Roodt, 2008).

The results obtained by an Assessment Centre can be used to make a selection decision (then called an Assessment Centre); to identify development needs (then called a Diagnostic Assessment Centre); or to enable development to take place during the Centre and thereafter (then called a Development Assessment Centre).

LEMASA designs all types of Centres.

How is a Centre designed?

LEMASA follows a four-stage process explained in Assessment Centres: Unlocking Potential for Growth (Schlebusch & Roodt, 2008). The process is as follows:

STAGE ONE: ANALYSIS

An analysis of the target job, the organisation and the organisational context is done. The outcome of this stage is a job and competency profile that serves to guide the development of the Centre.

STAGE TWO: DESIGN

The simulations are designed, as well as the process in which the simulations will be used. The outcome of this stage is a Centre ready for implementation.

STAGE THREE: IMPLEMENTATION

The Centre is embedded in other organisational processes and physically implemented and rolled out in the client organisation. The outcome of this stage is Centre Results.

STAGE FOUR: EVALUATION

Statistical and other analysis techniques are used to determine whether the Centre had the desired impact on the organisation and whether the Centre achieved the objectives initially stated. The outcome of this stage is a valid and reliable Centre.