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The buyers' guide to pre-hire assessments

Find the assessment tools that work best for you



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A practical guide to help you find pre-hire assessments that meet your hiring goals.

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For recruiters and HR professionals looking for ways to improve hiring outcomes and streamline their hiring process few solutions are as effective as pre-hire assessments.

Hiring teams everywhere, including many of our own customers, have discovered the benefits of hiring with assessments. However selecting the right one among the many on the market can be difficult.

If you're thinking about using an assessment then you're in good company. 80% of all Fortune 500 companies use them as part of their hiring processes[1] and 93% of respondents in the 2018 Global Assessment Trends Report[2] said they used assessments when hiring.

Are you looking for a new assessment or want to introduce one as part of your hiring process? This guide will walk you through each step of the buyer journey – from understanding the different assessment types and how they can benefit your organisation, to getting buy-in from leadership and implementing a solution.

1: http://psychometrictests.com/psychometric-tests/psychometric-tests-introduction#sthash.kgW5180K.dpuf
2: https://www.shl.com/en/assessments/trends/global-assessment-trends-report/

What are pre-hire assessments?

A pre-hire assessment is a test or questionnaire that candidates complete as part of the hiring process. They aim to make the hiring process more focused around the specific skills, competencies and behaviours required to be successful in your organisation. They are designed to make recruitment simpler, fairer and more accurate for everyone involved, including recruiters, hiring managers, and candidates.

Most pre-hire assessments do three specific things:

1. Standardise the hiring process.

Pre-hire assessments helps to standardise your hiring process by allowing you to create structured, objective and fair candidate scoring. Assessments work best when they are specific to the job and to your organisation.

2. Provide consistent and directly comparable information.

Unlike interviews which are typically difficult to compare, a pre-hire assessment means that each candidate performs exactly the same task, so the results can be directly compared.

3. Reduce hiring bias.

Pre-hire assessments ensure candidates follow a pre-designed path with candidates being scored fairly to reduce selection bias. Candidates can also take pre-hire assessments anonymously, so only the results are judged, not their background or prior experience.

What difference can using pre-hire assessments make?

A better hiring process means happier employees, staying longer and performing better. According to a 2015 study by the Aberdeen Group, companies using technology-based pre-hire assessments experienced a 39% lower employee turnover.[3]

A simple, easy to use assessment will facilitate more collaboration and encourage shared ownership of recruiting and hiring tasks across your company.

Psychometric assessments have historically been used by practitioners with extensive training or qualifications. However a new wave of assessment vendors are demystifying the process and providing solutions that everyday managers can use without training. If they are to be used properly then it's really important that everyone has a common understanding of what's being measured; this doesn't mean those using them will need training – in fact we recommend avoiding vendors that try and sell this as a "benefit" – but it does mean that the output needs to be easily understood.

Read on to learn more about the different types of pre-hire assessment.

3: Sean Gallagher, The Future of University Credentials: New Developments at the Intersection of Higher Education and Hiring (Cambridge: Harvard Education Press, 2016)

Chapter 1

How pre-hire assessments benefit modern organisations



a typical employment interview only leads to the right hire 57% of the time

Employers are becoming increasingly challenged to find workers with the skills they need. Traditional signaling credentials such as academic degrees, industry endorsements, and prior experience are, unfortunately, poor predictors of job performance. Assessments provide companies with a consistent way to hire more effectively. Here's our list of the top five benefits of using pre-hire assessments:

1. Improving quality of hire

Research has concluded that a typical employment interview only leads to the right hire 57% of the time.[4] Creating an assessment that accurately reflects the skills, behaviours and characteristics required to succeed in a role or company culture typically results in improvements in new hire performance. While no method can be 100% accurate, an assessment based on the specific requirements for a role is far more likely to improve the quality of hiring decisions made.

2. Removing bias

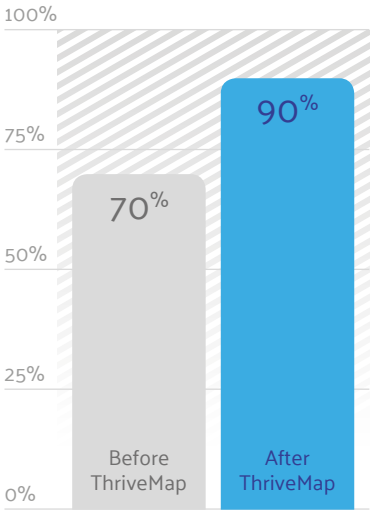
Unconscious bias plays a huge role in who we hire. Rather than assessing each candidate on their own individual merit subconscious beliefs of what a successful person looks like or what their background is affects how you compare candidates. Using an assessment helps to eliminate preconceptions and challenge bias in the process.

4: Analysis published in Psychological Bulletin – https://www.eskill.com/blog/best-worst-predictors/

3. Reduce staff attrition

30% of job seekers have left a job within 90 days of starting.[5] Of these, 43% cited that their job role was different to what they expected and 32% said it was down to company culture. Changing your hiring process to communicate the realities of the job such as through ThriveMap's work simulation assessment, will help reduce new hire failures.

The right assessment can make a huge difference to new hire retention. After migrating from a traditional personality-based assessment to a realistic work simulation assessment, Safelite experienced a 25% reduction in new hire failures.



Safelite experienced a 25% increase in new hire retention by changing assessment type.

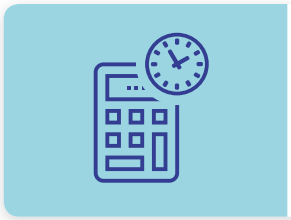
5: 2018 Job Seeker Nation Survey, Jobvite

4. Hiring consistency

Each hiring process should ensure that each candidate gets the same opportunity to succeed. Pre-hire assessments help create a level playing field, providing the right conditions for diversity and inclusion to thrive. Assessment scores are objective and some assessments can be completed anonymously, meaning that only the scores are judged rather than the person.

5. Saving time

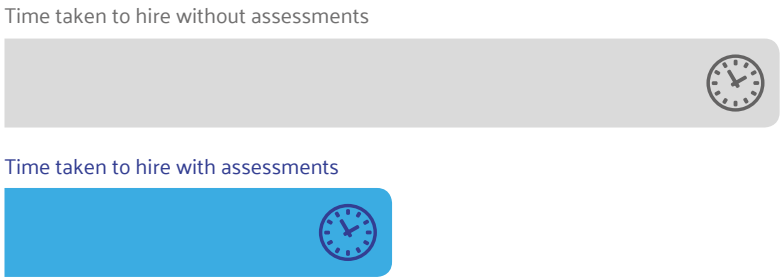
Pre-hire assessments will save your recruitment team time sifting through applications. Recruiters can reallocate this time into high-impact activities, including sourcing, interviewing, personalising communications, and improving the candidate experience.
Time savings can be significant – switching to ThriveMap's work simulation assessment reduced Safelite's time to hire by 40%.



Use our calculator to work out how much money is wasted from managers spending time on the hiring process.

Chapter 2

How to know whether you're ready for a pre-hire assessment



Pre-hire assessments play a vital role in reducing time-to-hire by up to 50%.

Before purchasing for the first time or upgrading to a new one – be sure the time is right. How will you know? Start by evaluating your current hiring processes. Ask yourself if any of the scenarios below reflect those your company is currently experiencing.

5 signs you're ready for a pre-hire assessment

1. You have an inconsistent hiring process

In any organisation you will find some hiring managers who are capable and consistent interviewers and others who need more support. A good pre-hire assessment should empower all managers with interview tools and insights to deliver their best interview every time. With a minimum of training, all managers should know how to use the data to take the most suitable candidates through to the next stage of the process.

2. You want to hire more quickly

Are you constantly chasing candidates to book in for an interview? Are candidates dropping out of the process because it's taking too long? Pre-hire assessments play a vital role in reducing time-to-hire by up to 50%.[6] They filter out uncommitted candidates, and can be used to automate part of the pre-screen process to speed up the recruitment process.

6: https://www.talentlyft.com/en/blog/article/287/how-pre-employment-assessment-tool-makes-the-recruiting-process-faster

3. You want to improve your candidate experience

Candidate experience can either be positively or negatively impacted by using assessments. In a survey of 1,000 employees[7] the top three frustrations candidates had with assessments were:

1. **they took too long**
2. **they were unclear why they were being asked to take one**
3. **the questions didn't relate to the job**

Gamified assessments can be great for graduate level hiring, but be warned that not all candidates like playing games and they can feel trivial for candidates applying for serious work.

However, evidence suggests that candidate negativity is replaced with positivity towards work simulation style assessments. 71% of respondents said they would like to take an assessment which accurately communicated the realities of the role as part of the hiring process and only 4% said they wouldn't like to take this type of assessment.[7]

7: Source: 'Dreams v Reality: How well does recruitment today reflect job requirements and company culture culture? Report produced by ThriveMap, based on a poll of 1,000 employees conducted by OnePoll, January 2019'

Protecting Against Discrimination

Finding out whether your recruitment practices result in successful hires is not only basic to good management but the only real defense against claims of adverse impact and discrimination. In practice that means if members of a particular group are less likely to be recruited, the employer must show that the hiring process is not discriminatory.

The only defense against evidence of adverse impact is for the employer to show that its hiring practices are valid–that is, they predict who will be a good employee in meaningful and statistically significant ways–and that no alternative would predict as well with less adverse impact. That analysis must be conducted with data on the employer's own applicants and hires. The fact that a vendor that sold you a test which was valid in other contexts is not sufficient.

4. You're not always sure which candidates to prioritise

According to Glassdoor, the average job vacancy attracts 250 applications. That's a huge amount of information to review. With such large numbers, finding the best candidates can be a challenge. With pre-hire assessments candidates can be ranked by suitability directly in your ATS. This means that recruiters can quickly prioritise who to interview based on candidate's job or cultural fit rather than prior experience – which also happens to be a much lower predictor of job performance.

5. You want to remove hiring bias

69% of company executives rate diversity and inclusion as an important issue. This has risen by over 30% since 2014.[8] Despite these high numbers, just 30% of recruiters have specific goals and policies in place to counter racial and gender bias.[9] Introducing pre-hire assessments to objectively measure suitability is a positive step to tackle this issue. Using one can also clearly highlight to candidates how seriously an organisation takes this problem and what they are doing to combat it.

8: Diversity and Inclusion: The Reality Gap, report by Deloitte, 2017

9: The Recruiter National Study

Incidental vs intentional data

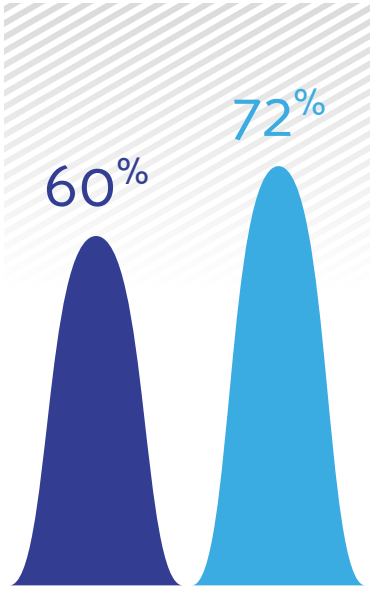
Most assessments require candidates to volunteer their data, such as answers to questions as part of an assessment, however some vendors are now selling solutions that search the internet for incidental data to provide insights on someone's personality to try to predict job performance.

Whether companies should be examining social media content in relation to hiring or any other employment action is a challenging ethical question. On one hand, the information is essentially public and may reveal relevant information. On the other hand, it is invasive, and candidates are rarely asked for permission to scrutinise their information. Hiring a private detective to shadow a candidate would also gather public information that might be relevant, yet most people would view it as an unacceptable invasion of privacy.

Whatever you decide to do in this area, the important thing is that the business agrees that the approach feels right for the organisation and the process is clearly documented.

5 signs you've outgrown your existing assessment solution

If you're currently using a pre-hire assessment, you may need an upgrade. Recognise any of the signs below? If yes, then it's time to consider upgrading.



Nearly 60% of job seekers have had a poor candidate experience and 72% talk about it, through online reviews, such as Glassdoor.

1. You're not seeing value against your hiring goals

Your hiring goals may involve improving employee retention, improving new hire performance or reducing the length of the hiring process. If your system isn't helping you to achieve what you want, then it's time to reassess and see what other tools are available. For your process to be successful, your hiring managers must have confidence in it and see the value of using it. If they are not finding it helpful and it's not making their lives easier, it's time for a change.

2. The candidate experience isn't great

Candidate experience is becoming more and more important. Nearly 60% of job seekers have had a poor candidate experience and 72% talk about it, through online reviews, such as Glassdoor.[10] This has an adverse effect on your employer brand and damages your ability to attract the best candidates. 45% of employees who had taken a pre-hire assessment said they had not enjoyed the experience.[11] If your pre-hire assessment isn't quick to complete and relevant to your company or jobs then it's probably doing more harm than good.

10: https://workplacetrends.com/candidate-experience-study/

11: Dreams v Reality: How well does recruitment today reflect job requirements and company culture culture? Report produced by ThriveMap, based on a poll of 1,000 employees conducted by OnePoll, January 2019



Want more data on how candidates feel about the hiring process?

Download our whitepaper.

3. You don't have the data you need to make informed decisions

If your pre-hire assessment lacks detailed reporting or requires a trained expert to use, it could be time for a change. With a more sophisticated system, you can access reports on demand and get the insight your managers need to hire faster. The goal of any assessment tool is to provide a clear ROI, so you many want to ensure that candidate assessment scores can be linked with your key employee metrics such as new hire performance or retention.

4. Your assessment doesn't integrate with your ATS

If your pre-hire assessment doesn't integrate with your ATS it can make life much harder than it needs to be. Entering data across multiple, disparate tools also means there's more room for human error, security breaches and queries. Pre-hire assessments like ThriveMap integrate directly into your ATS to save you valuable time and help minimise mistakes.

5. The roles you are hiring for have changed

New technology means job roles are constantly evolving. An assessment introduced a few years ago may now be completely irrelevant as the skills and experience needed to perform it effectively have changed. It's important that assessments are reviewed on a regular basis to ensure they are still fit for purpose and working as they should.

Chapter 3

How to choose the best pre-hire assessment for your organisation

There's no one-size-fits-all pre-hire assessment that's perfect for every company. There are numerous assessment tools on the market, many of which advertise their unique features, scientific approaches and ability to integrate with external tools, but before rushing in it's important to set clear goals from the outset. With these in mind, you'll be ready to start your search to best meet your specific needs.

Setting your hiring goals

Depending on the size of your organisation and recruiting team, your hiring goals will vary. You may be looking to reduce staff turnover, improve time to hire or new hire performance. We highly recommend setting your hiring goals before you begin your search.

Hiring – it's a team sport

Take some time to meet with key stakeholders across the business to discuss your needs and goals before you begin the research process. Ask questions like, "What do we want to accomplish as a recruitment team?" or "What hiring outcomes do we need to achieve our key strategic priorities?". It's worthwhile checking in with colleagues across the HR function and heads of department to ensure that your selection criteria aligns with their ambitions.

Write down the goals you've decided on as a group, and keep them top of mind as you proceed to the research phase. You'll want to refer to them frequently as you look at the features of each assessment you explore, and potentially ask questions about them if you set up a demo, attend a webinar, or speak with vendors.

Questions to ask during your research

Once you've set your goals as a recruiting team, you're ready to dive into research. Searching for the best pre-hire assessment for your organisation often takes a fair amount of time, but as long as your team knows what it wants to accomplish, you can narrow the field by pairing goals with features. Ask questions related to your goals as you review each option. The answers will lead you to the ideal assessment for your business.

1. How is the assessment priced?

Is pricing based on a charge per test basis or is it an all-in subscription with unlimited use? Will you be billed monthly, yearly, or at a different frequency? It's best to avoid assessments that increase their prices based on activity, you'll quickly hit those caps and incur unnecessary fees. Look for any add-on fees for support, integrations, reporting, or training. Any caps on activities that incur additional fees may cause your costs to quickly rise.

Instead, look for an assessment provider that offers:

- ✓ **Simple pricing** – making it easy to understand your costs and budget appropriately.
- ✓ **Unlimited assessments** – so you can use it on every new vacancy without worrying about restrictions.
- ✓ **Low – preferably no – ATS integration fees** – as these can quickly rack up when there are inevitable changes to your ATS system configuration in future.

Chances are, you'll want an assessment that you'll use for years to come, so look at both the current cost and the future cost. Does the pricing model make sense as you scale?

2. What are the strongest features of the assessment?

Every assessment is built around a different vision of "improving hiring decisions". While the right answer to this question will be unique to your business, there are a few features that every recruiter will benefit from such as:

- **Great candidate experience**
- **Seamless ATS integration**
- **Easy to understand interview reports**

The strongest features should closely align with the hiring goals you've set.

For example, if you want to screen out candidates effectively, then you may want to choose an assessment that communicates the realities of life in the role. If you want to speed up time to hire, the assessments should let you prioritise candidates with a ranking system. If improving your employer brand is important the ability to customise and assessment may be a key factor for you.

3. What reporting is available?

Assessment platforms should offer two types of reports; candidate reports that help your team make better hiring decisions, and assessment reports that provide you insights on how your assessment is performing.

- **Candidate reports** should be detailed, yet easy to digest. Rather than just showing an overall score, they should include data on the individual selection criteria you are measuring. Some assessments can also auto-generate relevant interview questions for managers to ask.
- **Performance reports** should include data on how candidates are performing on the assessment, completion rates and how long it takes candidates to complete. You'll want to partner with a company that can optimise your assessment over time and show you which questions are predicting success in your organisation.

Additionally, consider asking senior leadership what kind of hiring data matters most to them and ask vendors how they will measure assessment success against this criteria.

4. What's the candidate experience like?

The pre-employment assessment market is in the midst of a wave of rapid innovation with new technologies such as Artificial Intelligence, Virtual Reality and Gamification all being lauded as the next big thing. However, it's worth considering the entire candidate journey before deciding on a solution.

Any assessment needs to feel appropriate for the role being recruited. It's important to note that not everyone likes playing games and not everyone has access to the latest technologies or super-fast internet connections. If a portion of your candidates apply offline then you may want to ask how the provider ensures they can complete the assessment too.

5. How do you validate the assessment?

Validity and reliability are two critical measures when considering the quality of an assessment.

- **Validity** is a measure of how well an assessment predicts success.
- **Reliability** is a measure of whether if people were to take the assessment again they would get the same result.

Personality based assessments typically have low reliability, for example if you were to take a Myer-Briggs personality test and then take it again in 6 weeks there's more than a 50% chance you'll fall into a different personality category.[12]

The most valid and reliable assessments are ones that are customised to your specific job roles and cultural context. As a general rule, questions that model what someone will actually be doing in a job and that considers the behaviours and skills you require of candidates will have more predictive validity than non-contextual assessments.

You'll want to find an assessment provider that clearly explain the validation process they go through for each assessment they create. How they test the control group and how they improve the predictive validity of the assessment over time.



Learn more about assessment reliability and validity.

6. What are the litigation risks?

There are many different assessment types to choose from but broadly speaking they fall into two buckets; contextual assessments and non-contextual assessments.

- **Contextual assessments**, which ask questions directly related to the job
- **Non-contextual assessments**, which ask abstract questions – behavioural or situational – that are not directly related to the job.

Non-contextual assessments such as games or personality tests put companies at risk of unfair selection practices. Two important questions to ask are: "Are the questions relevant to the work to be done?" and "Can I explain how the result was reached?". If not, you are at risk of litigation from disgruntled candidates.

Vendors that sell the benefits of using Artificial Intelligence technology such as machine learning to calculate scores or predict success are particularly problematic as you will need to be able to clearly explain to any candidate how a result is calculated or risk legal action being taken against you.

12: Journal of Career Planning and Employment, 1993. 54: p. 48-53

7. What support will I get?

Responsive customer support is important for all businesses, but it becomes even more important as you grow. Before you make a purchase, try to understand what customer support is provided.

You'll want to find an assessment provider that offers:

- ✓ **Candidate support.** Your recruiters shouldn't feel the brunt if the assessment goes down.
- ✓ **Multi-channel support.** A great partner will make it easy to access support wherever and whenever it's required–via chat, email and phone if required.
- ✓ **"Value-add" account management.** Top-tier assessment providers should be proactive, offering ongoing performance reviews and suggesting improvements to help you get the most from your software.



Read all the questions you should ask before purchasing a pre-hire assessment.

Customised vs off the shelf assessments: which is best for me?

Assessments can be delivered in many formats, but one major difference is whether you can customise the solution or can make do with a templated one. Here are some of the differences to help you think about what solution may be right for you.

Off the shelf solutions can be a good option if you either want to test a low number of candidates or want to test hard skills such as coding ability, verbal or numerical reasoning. However if your looking to test abilities that are more job specific, soft skills or behaviours then customised solutions will give you more accuracy.

We all know people who have been successful in one environment then moved to a new one and struggled to perform. Off the shelf solutions won't be able to factor your unique culture and working environment into their assessment. This is a problem because culture and workplace environment are the major reason why new hires fail to succeed; the largest study into new hire failures involving 20,000 new hires showed that only 11% of them failed because of technical competence. The remaining 89% of failures were all related to culture and environment.[13]

Customised assessment providers should be able to take the characteristics you want to measure and simulate how they show up in your unique workplace. Testing candidates within this context not only has more predictive validity, it also enables candidates to experience a role or culture ahead of joining so they can opt out if it's not for them.

13: https://www.leadershipiq.com/blogs/leadershipiq/35354241-why-new-hires-fail-emotional-intelligence-vs-skills

Chapter 4

Getting budget approval to make the purchase

Once your team has chosen the pre-hire assessment that best suits your organisation and its hiring goals, it's time to get buy-in from company leadership. Convincing leadership to purchase a new assessment tool – or upgrade an existing one – depends on clearing showing how the software will help achieve your goals.

Use the following tips to get the approval needed to move forward with your purchase.

1. Ask leadership about their hiring goals

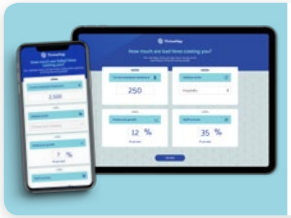
The best way to get buy-in is to show leadership hard data. It can be easy to conflate the data that you think matters with what really matters to your organisation's senior leadership team. The best way to avoid this – and to best explain the importance of an assessment – is to talk to leadership about their current (and future) hiring goals. For example, your CEO may share that they're aiming to double the size of a team in the next six months. If you know this is currently impossible based on the time needed to hire, your selling point for a pre-hire assessment should relate to that. Using hard data that ties back into your organisation's most important goals is the best way to make a compelling argument to leadership.

2. Calculate the Return on Investment (ROI)

Calculating the ROI of using pre-hire assessments depends on your hiring goals. Reducing staff turnover is an obvious metric to provide clear ROI, but other metrics may include improving new hire performance, reducing training time of new hires or reducing overall time to hire.

Managers aren't hired to interview people or sift CVs. Assessments can reduce time business leaders spend on these tasks by removing the CV sift and improving interview to job offer ratios. Giving manager's back their time as well as giving recruiters back their sanity is something that should also be factored in.

Need help building the ROI business case? These resources could help.



Cost of failed hires calculator to work out how much new hire failures are costing the business.



Manager hiring time misallocation calculator to work out how much manager time is wasted on hiring.

3. Compile your data into a presentation

A data-driven presentation shows that you're listening to your leadership, you've taken the time to do your research, and that you care deeply about improving hiring outcomes. Combine your leadership team's goals with those you've already set as a recruiting team (see Chapter 3) to create a strong, thorough "pitch" for a pre-hire assessment.

Think about showing what the business could accomplish with the time an a pre-hire assessment frees up. For example, with five hours saved each month, you might have time to improve the candidate onboarding process.

One more thing to think about: Immediate access to actionable data is a huge benefit for leadership and is often one of the most compelling ways recruiters can "sell" a pre-hire assessment internally. As part of your presentation, share metrics and reports your leadership team will be able to access with an assessment, and remember to emphasise that it can be accessed on demand.

4. Present your findings to leadership

Finally, present the data you've collected, focusing on the company's hiring goals and how an assessment will help you meet them. As long as you've listened to leadership, considered their goals, and compiled all of the relevant data, this should be the easy part – and you should be much more likely to get the enthusiastic "yes" you need to make your purchase.

Need some industry statistics to convince the leadership team to invest in this area?



Read our blog post: 10 stats to convince senior leadership that you need a pre-hire assessment.

Chapter 5

Successfully rolling out your new pre-hire assessment

Once you've found the right assessment to meet your goals and you have leadership buy-in, it's time to make your purchase and roll it out internally. You're almost at the end of the journey – we can imagine how excited you must be to start using your new assessment! But wait. Don't roll it out to the team without taking a few important, final steps.

1. Get your team on board

Your team should feel like they have a say in what happens with the rollout of your new software, including when and how you implement it. If they feel that the assessment is simply being thrown on them, they may push back in frustration. Ask for implementation ideas from recruiters, members of HR, or hiring managers to get buy-in from people not involved in the purchase decision. If you've chosen a customised assessment provider rather than an off the shelf solution then you'll usually get the benefit of key stakeholders being involved in the assessment creation process to secure that buy-in ahead of roll out.

2. Create an implementation schedule

Once the team is on board, create a schedule for rolling out your assessment. Take your time: Suddenly switching from your everyday procedures to a new system can be overwhelming, and may even decrease the likelihood of adoption. Make plans and set deadlines for specific stages of the rollout process, such as the data transfer from any current tools, the team's usage of the assessment, and the involvement of hiring managers. It may also help to add these dates to a shared calendar so everyone involved can see what's happening, when, and whether they're part of it.

3. Involve support as needed

Remember, there's no need to do this on your own. Reach out to your pre-hire assessment's customer support team if you need help with a specific task. Also, encourage your team members to reach out or to use online resources like knowledge bases and forums for quick answers. Relying on support will make the process faster and easier for everyone involved, and their expertise will further encourage adoption of your new assessment.

Improve your hiring processes with a pre-hire assessment that meets your unique needs

An assessment is so much more than a new piece of software: It gives you the power to improve hiring outcomes, save time, and improve candidate experience. Every organisation has unique needs and goals related to hiring, and your assessment can be the difference between meeting them or not. Only by doing careful research into features, integrations, reporting, and support will you be able to decide which one is best for you, your organisation, and your organisation's recruiting goals.

Improve your hiring with ThriveMap

ThriveMap creates customised work simulation pre-hire assessments which take candidates through a "day in the life" experience of work in your company. It helps companies to uncover their best candidates through real work scenarios, and have been proven to reduce staff turnover, reduce time to hire, and improve quality of hire.

Use ThriveMap's end to end pre-hire assessment platform to:

- ✓ **Understand and model what great looks like in your organisation**
- ✓ **Match candidates to fit your jobs and organisational culture**
- ✓ **Deliver an industry-leading candidate experience**



Request a demo to find out how ThriveMap can make your recruiting process faster, fairer and more effective.

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