



Swift Ability International Accreditation

Case Study Workbook

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Case Study: Job Analysis

You are required to design an assessment process for the following vacancy.

- Senior Web Developer

Full job description can be found on the following page. Before you design your process, you'll need to do some job analysis. Normally, you would conduct job analysis using a number of different methods involving a number of different stakeholders. Card sorts are a useful way of quickly gathering opinions from individuals or groups. Have a go at one now yourself to design your person specification. Use the steps listed to help you.

1. Review your job description
2. Use the Wave card deck to identify up to seven key competencies (four behaviors and three abilities)
3. List your key competencies in the space below

Job Title: _____

Key Competencies:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Wave Card Deck

How important are these areas in the work role?

Evaluating Problems

- 1 Examining Information
- 2 Documenting Facts
- 3 Interpreting Data

1

Investigating Issues

- 1 Developing Expertise
- 2 Adopting Practical Approaches
- 3 Providing Insights

2

Creating Innovation

- 1 Generating Ideas
- 2 Exploring Possibilities
- 3 Developing Strategies

3

Building Relationships

- 1 Interacting with People
- 2 Establishing Rapport
- 3 Impressing People

4

Communicating Information

- 1 Convincing People
- 2 Articulating Information
- 3 Challenging Ideas

5

Providing Leadership

- 1 Making Decisions
- 2 Directing People
- 3 Empowering Individuals

6

Showing Resilience

- 1 Conveying Self-Confidence
- 2 Showing Composure
- 3 Resolving Conflict

7

Adjusting to Change

- 1 Thinking Positively
- 2 Embracing Change
- 3 Inviting Feedback

8

Giving Support

- 1 Understanding People
- 2 Team Working
- 3 Valuing Individuals

9

Processing Details

- 1 Meeting Timescales
- 2 Checking Things
- 3 Following Procedures

10

Structuring Tasks

- 1 Managing Tasks
- 2 Upholding Standards
- 3 Producing Output

11

Driving Success

- 1 Taking Action
- 2 Seizing Opportunities
- 3 Pursuing Goals

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Working with Words
Verbal Aptitude

- A Understanding Word Meaning
- B Comprehending Text
- C Making Verbal Inferences
- D Evaluating Written Materials
- E Comparing Arguments

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Working with Numbers
Numerical Aptitude

- A Understanding Tables
- B Comprehending Graphs
- C Making Numerical Inferences
- D Evaluating Quantities
- E Comparing Data

14

Working with Systems/Logic
Diagrammatic Aptitude
Abstract Aptitude

- A Understanding Logical Rules/Sequences
- B Comprehending Process Diagrams/Processes
- C Identifying Causes/Rules
- D Finding Faults
- E Comparing Flowchart Sequences

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Working with Details
Error Checking Aptitude

- A Checking Letters and Text
- B Checking Numbers and Tables
- C Checking Codes and Symbols
- D Identifying Mistakes
- E Classifying Information

15

Working with Designs
Spatial Aptitude

- A Estimating Lengths and Angles
- B Recognizing Rotated Shapes
- C Visualizing 3D Objects
- D Inspecting Objects
- E Designing Things

17

Working with Equipment
Mechanical Aptitude

- A Understanding Mechanical Problems
- B Comprehending Physical Principles
- C Estimating Movement of Objects
- D Using Tools
- E Operating Machinery

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Job Description: Senior Web Developer

Role: Senior Web Developer

Report to: Web Manager

Job Description:

Highware Inc. is looking for a motivated Senior Web Developer to lead one of our development teams in assisting clients with their online needs. As a Senior Web Developer at Highware Inc., your team will design, build and maintain websites and website applications for a broad client base. Your team will work for a variety of businesses and every day will be different: you could create a secure online shopping website one day and set up a company intranet for staff the next day.

Highware Inc. is looking for an experienced Senior Web Developer with excellent web and database programming skills, and a good appreciation of design, usability and interactivity. We are looking for someone creative who can turn client ideas into workable plans and offer solutions to complex client requirements and issues. You will have to be willing to work flexibly but in an organized manner and will have to be able to follow exact instructions from written client briefs.

Key Responsibilities:

- Developing and delivering effective solutions for clients
- Ensuring clients' websites are integrated smoothly with existing networks
- Managing a small team of Junior Developers to meet multiple client deadlines
- Dealing with user access and security
- Understanding the root cause of any technical issues and applying appropriate fixes
- Communicating with clients on project issues
- Producing monthly billing reports for the Management Team and managing project budgets
- Analyzing and reporting on solution effectiveness

Required Skills and Experience:

- Degree in an IT-related subject
- Strong written & verbal communication skills
- The ability to work with deadlines
- Excellent HTML & CSS coding skills
- Experience with JavaScript
- Adobe Photoshop

Desirable Skills:

- Interested in keeping up to date with advances in computer technology
- An appreciation of commercial pressures
- Previous managerial experience

Notes:

Case Study: Assessment Choice

Having completed your card sort you can now start to design your assessment process. Use the steps below to help you.

1. Complete the table below, listing your seven key competencies and identify how you might measure the required characteristics

Job Title _____

Person Specification (Key Competencies from Card Sort)	Group Exercise	Role Play	Situational Judgement Test	Behavioural Assessment	Interview (Structured)	Ability Test (include test name)



2. Design your end-to-end process using the funnel diagram provided

Expected volume of application and positions available are as follows:

- Senior Web Developer: 5 positions available, 150 applicants expected

Consider:

- The number of applications you expect to receive
- The number of positions you need to fill
- The level of the role
- What is being asked of the candidate at each stage
- Logistics and practical considerations

3. Identify the specific psychometrics you would use. Use the brochures, handbooks and Saville Assessment website tool to help you choose your psychometrics.

Consider:

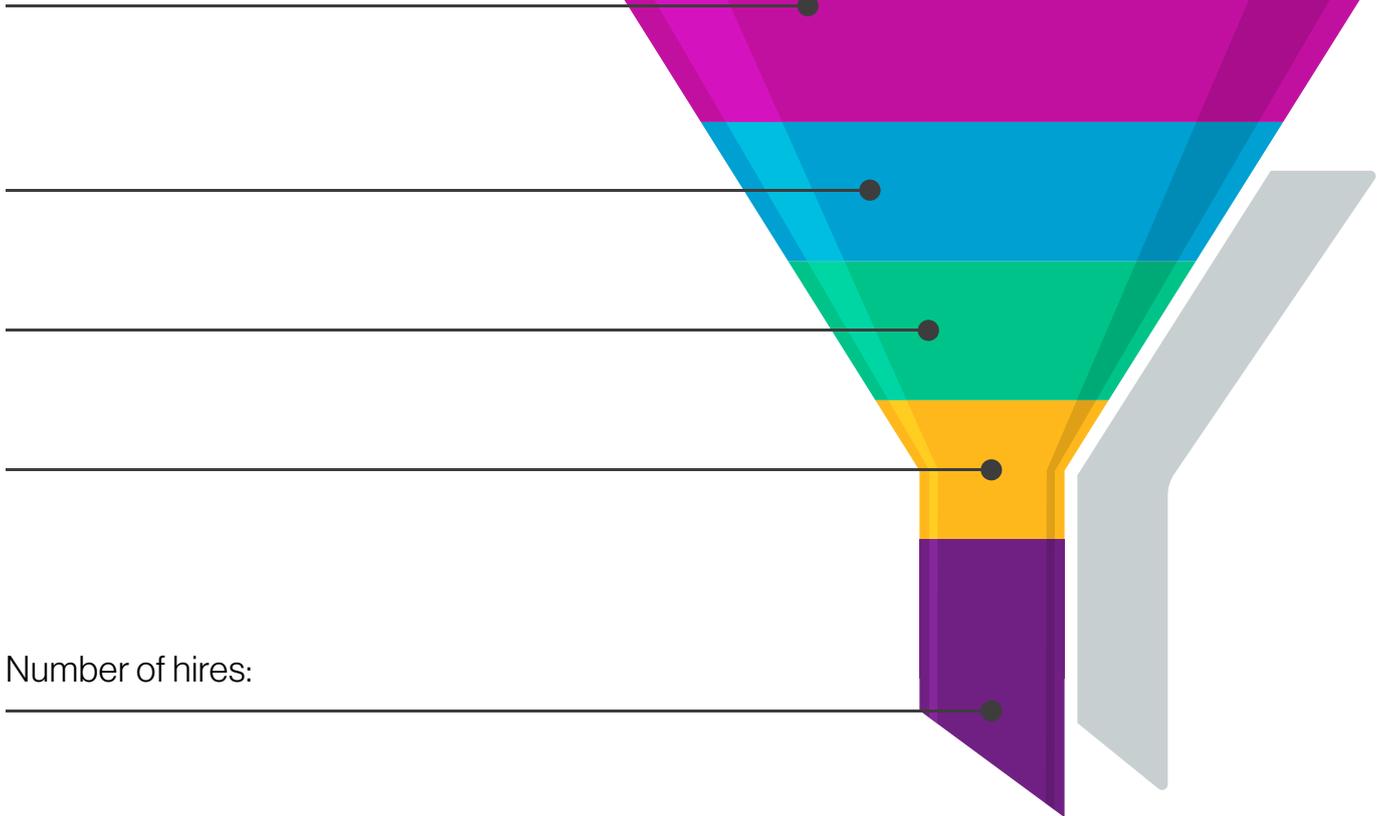
- Screening out and selecting in
- The level of the role
- The mode of administration (please specify on the funnel)
- Whether there are any reasons why a test should not be used or should be restricted*

*E.g. not appropriate for the age group, educational level, reading level, or even that the test contains content that is known to one particular cultural/ethnic group and not others.

Notes:

Assessment Process Design

Number of applicants:



Assessment Report Candidate B



Swift Analysis

Aptitude-Rx

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About this Report

This report is based upon Swift Analysis Aptitude, an online test of the ability to reason with information presented in verbal, numerical and diagrammatic formats.

The results are compared against a group of 10,511 professionals and managers in the UK. The results in this report are presented on a 1 to 10 Sten scale, where 1 indicates low performance and 10 indicates high performance on the test. The margin of error that should be allowed before concluding that there is a difference between scores is indicated by the diamond shape.

When reading this report, please remember that it is based on the information gained from the test completion only. It describes performance on this particular test, rather than performance at work or study. Research suggests that ability tests can be powerful predictors of successful performance in study and work activities.

The information contained in this report is confidential and every effort should be made to ensure that it is stored in a secure place.

The information contained within this report is likely to provide a valid measure of aptitude for 12 to 24 months.

The report is based on the results of the online test that the respondent was invited to complete under unsupervised conditions. The identity of the actual respondent has not been verified by a test administrator. Further testing under supervised conditions is recommended for high-stake decision making.

This report was produced using Saville Assessment software systems and has been generated electronically. Saville Assessment do not guarantee that it has not been changed or edited. We can accept no liability for the consequences of the use of this report.

The application of this test is limited to Saville Assessment employees, agents of Saville Assessment and clients authorised by Saville Assessment.

Introduction to Assessment Report

This report provides feedback on the responses of Candidate B to the Swift Analysis Aptitude test.

Total Score

This test measures verbal, numerical and diagrammatic analysis, which are important in the world of work for a variety of roles. This section of the report provides a total test score relative to the comparison group: Professionals & Managers (UK; IA; 2015)

The Total Score indicates how well Candidate B has performed overall on the test.

Aptitude Area Sub-Scores

The sub-scores provide information on how Candidate B performed on each of the aptitude sub-tests. The pattern of results indicates relative strengths and weaknesses across the following areas of aptitude:

Verbal - assesses the ability to understand, interpret and evaluate written information.

Numerical - assesses the ability to understand, interpret and evaluate numerical data.

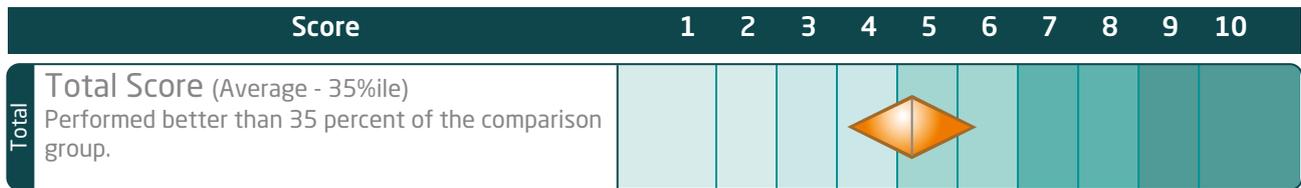
Diagrammatic - assesses the ability to analyse diagrams, sequences and transformations.

Aptitude & Pace Comparison

Aptitude and pace scores are shown for each of the areas in the test. These scores are compared in a graph using a 1 to 10 sten scale, with the sten values given in brackets. The pace score is based on the candidate's response time for the questions they completed compared to the average response time for the same questions. Pace is shown from slow at the bottom of the graph to fast at the top. Aptitude runs from low on the left of the graph to high on the right.

Total Score

This page shows the Total Score relative to the Professionals & Managers (UK; IA; 2015) comparison group on a 1 to 10 sten scale.



Interpretation Guidelines

Comparison Group: Professionals & Managers (UK; IA; 2015)

- Sten 1: higher than about 1% of the comparison group
- Sten 2: higher than about 5% of the comparison group
- Sten 3: higher than about 10% of the comparison group
- Sten 4: higher than about 25% of the comparison group
- Sten 5: higher than about 40% of the comparison group
- Sten 6: higher than about 60% of the comparison group
- Sten 7: higher than about 75% of the comparison group
- Sten 8: higher than about 90% of the comparison group
- Sten 9: higher than about 95% of the comparison group
- Sten 10: higher than about 99% of the comparison group

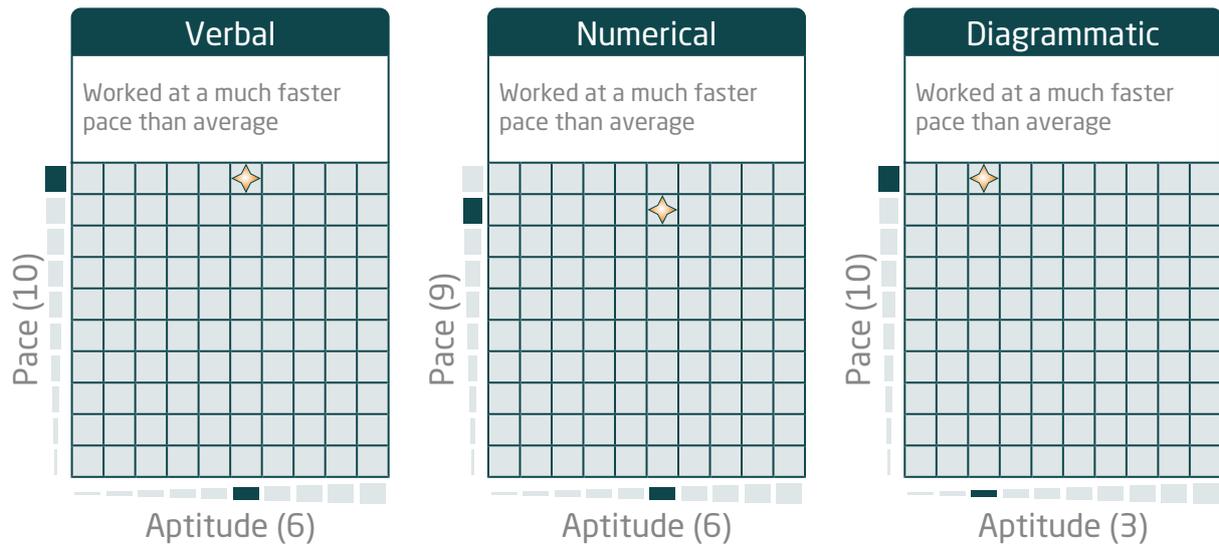
Aptitude & Pace Information

This page displays aptitude and pace information for each of the areas in the test relative to the Professionals & Managers (UK; IA; 2015) comparison group.

Aptitude Area Sub-Scores

Scores		1	2	3	4	5	6	7	8	9	10
Aptitude Areas	Verbal (Average - 50%ile) Likely to find working with verbal information as easy as other people.						◆				
	Numerical (Average - 61%ile) Likely to find working with numerical information as easy as other people.						◆				
	Diagrammatic (Below Average - 11%ile) Likely to find working with diagrammatic information more difficult than other people.			◆							

Aptitude & Pace Comparison



Improving Abilities

Some tips for improving abilities are provided below:

Verbal

- When you read newspapers and articles, try to establish the main points.
- Look up the meaning of unfamiliar words.
- Read passages of text and pick out the key details.
- Compare written arguments, looking for similarities and differences between them.
- Look at something you have written and rewrite it more concisely.

Numerical

- When you read newspapers and reports, pay attention to numerical information.
- Complete calculations both with and without a calculator.
- Look for differences such as percentage changes in numerical trends.
- Check calculations done by others.
- Take on responsibilities which involve working with numbers.

Diagrammatic

- Examine diagrams in books and newspapers.
- Study flowcharts of processes and procedures.
- Improve your logic by solving puzzles.
- Try to clarify different types of relationships within diagrams.
- Create diagrams in order to illustrate sequences of events.

Online Test Access Summary (For Assessor Use)

This section of the report provides additional information about the test completion.

Initial Access: 15/01/2017 (13:07 GMT)
Responses Saved: 15/01/2017 (13:11 GMT)
Language: English (United Kingdom)
Administrator Resets: 0
Candidate Aborts: 0
Time Adjustment: None

Sample Introduction to Aptitude Assessment Session

Hello, welcome to....., I'm....., I am a..... with..... I will be conducting this testing session with you.

You should have all received the details describing what will happen during the testing session. I'll be asking you to complete.....test(s). You will then be having an interview/completing an in-tray exercise etc. We hope to complete the assessments by.....o'clock today.

Before you start the test(s), I'll explain why we're using them; we use them because they give us a fair and objective assessment of your skills in.....
.....**(Insert**

short description of relevant ability). These are important skills for the role you have applied for and we find that those applicants who do well in the tests subsequently do well in the role. It is also in your own interests as well as ours that you are suited to the role for which you've applied. We also get additional information from the tests that we can't readily get from other aspects of our selection process.

Decisions on whether to progress your application are based on all the information we gather from you today; you can contact me for feedback on your test performance, and I'll give you my contact details later.

Your results from this session are confidential and will be stored in line with applicable legislation. Your results will only be shared with those involved in the recruitment process; do I have your informed consent to continue?

The whole test session will last approximately.....minutes **(add on 15 minutes to each test duration)**. The first test will last for exactly..... minutes. Please don't leave the room once we're underway with the tests, so now is a good time to visit the toilet or collect reading glasses if you need them; please do not talk to other candidates once we've started the tests and please can you ensure mobile phones are switched off.

I'd like to take this opportunity to advise you to work quickly through the tests and try to answer as many questions as possible. I'll be reading the instructions for the test to you from a card, so please listen carefully. There are some example questions at the beginning of each test so you know what to do on the test itself. These are not timed or scored and I'll walk round to ensure that everyone has got them correct before we continue – they don't contribute to your overall score.

Are there any questions before we get started?

Example Aptitude Assessment Invitation Email

To:	Timothy.Webster@gmail.com
CC:	recruitment@GreenworthLeisure.com
Subject:	Greenworth Leisure Branch Manager Role - Manchester
Attachments:	Preparation guides.doc

Dear Timothy,

I am pleased to inform you that following your application for the above position, we would like to invite you to complete two aptitude tests – one on Verbal Analysis and one on Numerical Analysis. These assessments are being used as such skills are important in the job you have applied for. The tests are timed, each lasting exactly 20 minutes. You should allow an additional 15 minutes (approx.) per test for instructions and example questions to be completed.

You are required to complete the assessments by Friday 18th November. You will need internet access to complete the assessments. You will be sent the link to the assessments and some unique login details to this email address: **Timothy.Webster@gmail.com**. Please let me know as soon as possible if you foresee any difficulties accessing the assessments.

Please note that you may be required to complete further verbal and numerical aptitude assessments under supervised conditions later in the process.

I have included Preparation Guides for each of these assessments for you to work through. They explain the types of questions asked and give you the opportunity to attempt some practice questions. The real test questions start at a similar difficulty level but get progressively more difficult.

Please contact me if you have any special conditions that may impact on the assessments, including dyslexia.

The information you provide will be stored confidentially and will only be available to you and to those involved in the recruitment process, and in accordance with any applicable privacy policy notified to you. The data will not be used for any other purpose and will be stored for 12 months. All data will be securely stored in line with applicable legislation. You will be able to contact me for feedback on your performance on the aptitude assessments.

Please contact me if you have any specific queries or would like to know more about the ability assessments before completing them.

Yours sincerely,

Tina Smart

Recruitment Manager

Greenworth Leisure

Example Written Selection Report

Selection Report: Graduate Consultant

Overview

- This report gives a summary of two candidates' results on the online Verbal Analysis aptitude assessment.
- The test is used to decide which candidates should be progressed to the interview stage of the selection process for the role of Graduate Consultant.
- This report is for the attention of Graham Smith. It is confidential and should not be discussed with anyone other than those involved in the selection of candidates for the Graduate Consultant position.
- This report has been prepared specifically for the purpose stated and based on the information available.
- Psychometric reports are generally held to have a maximum period of validity of two years.
- On the basis of the test scores and the pre-established decision criteria, it is recommended that only Jane Moore is progressed to the interview stage.

Introduction

Previously, the candidates have passed the essential screening criteria for the Graduate Consultant role. At the current online aptitude testing stage, candidates need to perform better than 31% of the comparison group on the Verbal Analysis total score in order to progress to the interview stage.

The test used is designed for high level roles, and intended to assess those who have completed an undergraduate degree or are of graduate calibre. The test was used as research has shown that ability tests are powerful predictors of future workplace performance. In order to compare the candidates' performance to those of a similar educational background, their scores were compared to a group of 14,421 UK graduates. The nature of this comparative data should be considered when reading through the comments made in this report.

Verbal Analysis Assessment

The Verbal Analysis assessment covers the ability to understand written information and to draw appropriate conclusions from it. The test was selected following a thorough analysis of the job which revealed that a vital part of the role is to be able to understand and correctly interpret written information from clients or internal contacts. The test has been found to be reliable, consistently obtaining similar results from candidates, and valid, predicting workplace performance.

Candidate Scores

Jane Moore

Overall, Jane has performed better than 73% of the comparison group on the Verbal Analysis test, which is an above average score. Jane worked at a faster than average pace, responding to the questions more quickly than most people.

Stephanie McDonnell

Overall, Stephanie has performed better than 18% of the comparison group on the Verbal Analysis test, which is a below average score. Stephanie worked at a slower than average pace, responding to the questions more slowly than most people.

Summary

Jane had the highest performance overall on the test with an above average total score, compared to Stephanie's below average total score.

For further information on the assessment, please contact Mike Jones on extension 048.

Example Written Candidate Feedback Report

Feedback Report for Robin McLean

Overview

- This report gives a summary of your results on the Verbal Analysis and Numerical Analysis aptitude tests which you completed as part of the recent recruitment process for the role of Legal Advisor in CrossTech LLP.
- This report is your confidential copy. You are responsible for its safe-keeping and can decide who else will have access.
- This report has been prepared specifically for the purpose stated and based on the information available.
- Psychometric reports are generally held to have a maximum period of validity of two years.

Introduction

You completed the Verbal Analysis and Numerical Analysis aptitude assessments for selection for the role of Legal Advisor. This report summarises performance on the two aptitude assessments.

The tests used are designed for use with graduates, professionals, managers and directors. The tests were used as research has shown that ability tests are powerful predictors of future workplace performance. In order to compare your performance to those of a similar background, your scores were compared to a mixed group of 10,511 professionals and managers in the UK. The nature of this comparative data should be considered when reading through the comments made in this report.

Verbal Analysis Aptitude Assessment

The Professional Verbal Analysis assessment covers the ability to understand verbal information and to draw appropriate conclusions from it. The test was selected as a vital part of the Legal Advisor role is the ability to understand and interpret written information. The test has been found to be reliable, consistently obtaining similar results from candidates, and valid, predicting workplace performance.

Your Scores

Overall, you have performed better than 88% of the comparison group, which is an above average score. This indicates that you are likely to find working with verbal

information easier than many professionals and managers. When responding to the questions within the test, you worked at a faster pace than average.

Numerical Analysis Aptitude Assessment

The Professional Numerical Analysis assessment covers the ability to understand numerical information and to draw appropriate conclusions from it. The test was selected as a vital part of the Legal Advisor role is the ability to understand and interpret numerical information. The test has been found to be reliable, consistently obtaining similar results from candidates, and valid, predicting workplace performance.

Your Scores

Overall, you have performed better than 8% of the comparison group on the Numerical Analysis aptitude assessment, which is a below average score. This indicates that you are likely to find working with numerical information more difficult than many professionals and managers. When responding to the questions within the test, you worked at a much slower pace than average.

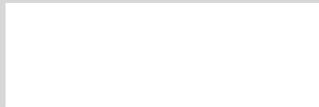
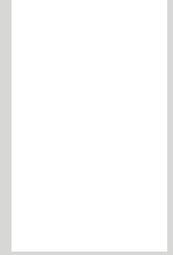
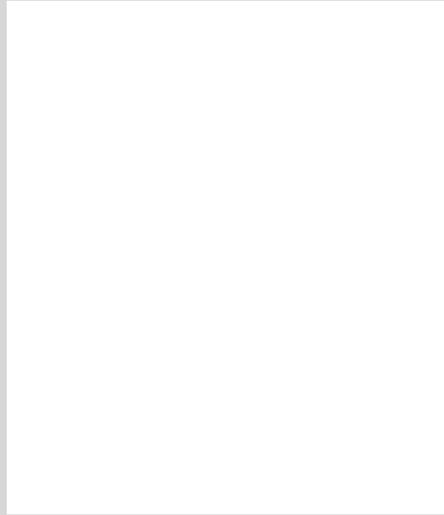
If you would like to develop your numerical analysis abilities, the following tips may be useful:

- When you read newspapers and reports pay attention to numerical information.
- Complete calculations both with and without a calculator.
- Look for differences such as percentage changes in numerical trends.
- Check calculations done by others.
- Take on responsibilities which involve working with numbers.

Summary

Your performance was above average on the Verbal Analysis Aptitude assessment and your performance on the Numerical Analysis Aptitude assessment was below average, indicating you may find working with numerical information more difficult than many people.

If you have any queries, please contact one of our team on extension 9035.



About Saville Assessment, a Willis Towers Watson Company

Our mission is to transform assessment around the world. We enable organisations to identify potential, accelerate performance, and achieve outstanding results. Our portfolio of leading-edge assessments are designed based on extensive research into successful workplace performance and the critical relationship between motive, talent and workplace culture. With representatives in over 80 countries we are transforming how organisations Hire, Build and Lead talent globally. Learn more at www.savilleassessment.com