

Custom Validation Studies

Validation studies for key positions help you put the right person in the right job with the right skills to be successful.

A validation study is an analysis of a large and statistically reliable sample of people currently in a position to determine the success factors for the position and measure the difference between top, average and low performers.

The sample is analyzed to measure vital success factors, including personal traits and skills, to determine which factors predict success. Avaunt always includes top, average and low performers to identify the desired success factors for high performance and to uncover the negative factors that detract from success. We always correlate the data against specific performance goals developed in our proprietary job analysis tool. The bottom line: we feel that you must first understand exactly what "performance" is for the job and then determine what traits (behaviors), skills and other factors are needed to produce the level of performance sought. We can then build that data into a profile and measure individuals against the criteria and produce a score indicating likelihood of success.

Benefits of Custom Validation

The validation process also provides several other significant benefits:

Helps organizations meet legislative and legal guidelines for fair employment practices, validation provides statistical proof that a selection technique is actually related to job performance and shows that you have analyzed the job and understand what it takes to be successful in that role.

The statistical techniques used in a validation can demonstrate the absence of disparate impact based on age, gender and race.

The validation process establishes an empirical database to monitor productivity gains and allow modification of future selection criteria as business needs change.

Screen out False Indicators

We often find that organizations measure candidates on certain factors believed to be correlated to success. Paradoxically, validation studies frequently prove these factors are inaccurate. Avaunt methodology enables you to uncover other unexpected yet important success factors.

For example: one client has a large sales force in the contractor supply industry. We discovered that the top performers exhibited a high degree of enjoyment for the 'teaching' task, which we define as "the enjoyment of instructing, training, or educating others." The client was not aware of this, and they only achieved success in hiring to that trait on a hit or miss basis. Once they began seeking that trait in their sales staff, they saw improved results.

Determining the Number of Critical Success Factors

Our validation studies typically produce at least 20 (usually more) critical success factors for each and every position including both the behaviors you want and the ones you want to avoid.

Only Avaunt offers a broad enough spectrum of available factors to customize a specific profile for each and every job. While many others claim to do this, they actually rely on the same 4-10 traits for every position without regard to whether it is a sales, customer service, or management job...and we all know those jobs are quite different. Therefore different jobs require very different sets of success criteria and only the Avaunt method combined with the Harrison Assessment can produce such a high level of accuracy.

Job-Specific Customized Profiles-

Customized profiles give you the ability to assess the candidate's likelihood of success with a quantifiable number on a 0-100 scale. For example, Avaunt can quickly provide you with an 83 score for a prospective salesperson. This tells you the person is in the Low to Mid "B" range compared to top performers. AND you can see exactly how the candidate scores on each trait relative to what is desired. Compare this to other methods that give only a Not Recommend/Possible/Recommend rating.

Once the validation analysis is complete, Avaunt creates a specific profile for success for that position. We use that profile to measure new candidates against the required success factors for an accurate assessment of the likelihood of success.

Each assessment will compare the candidate's profile to the validated success factors for that specific job. It will point out strengths, limitations and needs for further development once hired.

Avaunt Custom Validation Models

Avaunt offers three validation models for clients depending on their size, number of people in the position and budget needs:

Customized Template: in this model we use one of our 50 standard job templates, created from our world wide research. We modify it to fit your position using dialogue and discussion among the key knowledge holders for that position. This is fast, effective and financially feasible for even very small organizations

Small Sample Group Validation: in this model we test a small sample group, usually up to about 25 people, and use the data to further refine one of the generic templates. Avaunt also consults with knowledge holders to further refine the template. However, here we are able to test against actual top/average and low performers to develop empirical data and build that into the profile.

Research Template-Large Sample Group: This model allows us to test a large sample group, usually at least 100 but often 200-300 members within the same position in the same company. This method provides the highest degree of accuracy and requires the most work. We first develop performance criteria for the position and their appropriate metrics, then assign performance ratings to incumbents and select the sample group for a relatively equal number of top, average and low performers. We then test them on the Harrison Assessment and run correlations studies against our 150+ traits to determine which ones have the highest degree or relevance the position. Finally, we determine the appropriate scoring range for each trait and form the position template. You now have a profile that is based on actual performance data in stead of "normative" data.

The above three methods are general models and we frequently combine or make variations to them based on the client's specific needs.

Competency Development

Competency templates help to promote a shared vision of core values to create a high-performance culture.

Organizations spend precious time and resources to identify core values that are expected from all associates. For instance; "Integrity" is a common example of a desired competency that all staff are expected to exercise in dealings with customers and each other. But individual understanding of "Integrity" may vary widely. Organizations need a way to communicate and create shared agreement and understanding around core values.

Building a Behavioral Competency template (like building a specific job template) helps you apply the core value to the individual's psychology. This becomes invaluable for development purposes as you can measure individuals against the Competency, point out areas of improvement and facilitate discussion about what the organization expects in behavior. Competency templates reduce the subjective element introduced by having one person judge another's "Integrity." Your staff is better aligned to support your core values and represent your company well in all business dealings.

Competency templates can also be used to create staff development programs on specific values that may not apply to every position. For example: you might want to define and measure for "Good Listener" or "Effective Communicator" as a part of your evaluations for managers. We can help you qualify these into a defined model which can then be used in the selection and development process.