

Implementing Facet5 Audition

Facet5 Audition – how it works

Audition is an automated selection tool that uses proven psychometric methodology to filter a large volume of online applicants in real-time – using a custom-designed “template” representing the profile of an ideal candidate. Once deployed, it works like this:

- Candidates are driven to online client career site by existing means (For clients who use web-based hiring process). Alternatively, candidates are invited by email to complete an online Facet5 Audition survey.
- When candidates apply for job opportunities, they proceed through the normal introductory screens, gathering contact information, job experience information, etc.
- Candidates who pass a first go/no-go hurdle are then directed to a Facet5 Audition portal page that carries the client’s brand and reflects the client’s website look and feel. *The exact sequencing and number of hurdles will vary depending on the recruitment strategy in place.*
- Candidates are guided through a 10 to 15 minute online Facet5 Audition survey.
- When candidates complete the survey results are uploaded to the client’s account on the Facet5 server.
- When client’s recruiters log in to their Audition account, they will be presented with a screen that shows them the number of Audition surveys completed and rank-orders them from “closest fit” to “least fit” with the chosen template profile.
- Recruiters can select those candidates they are interested in interviewing and can download an Audition Report and Interview Guide for each selected candidate that identifies gaps and issues for interviewers to probe and recommends appropriate behavioural/situational style questions to help them do so in a consistent, objective manner.
- If the client organization has profiled more than one role, then recruiters can easily re-sequence the applicant data to show closeness of fit against an alternative role. *Applicants who may be a poor fit for one role may be a close fit for another.*

Benefits of Audition

- Automated First-level screening. Initial screening of resumes is accomplished automatically, using validated criteria, applied objectively and consistently over the entire applicant pool.
- Personality-driven skills. Advanced soft skills, such as “cross-selling”, conflict resolution, customer service, inter-personal skills, etc. are closely linked to personal temperament, motivation and personality, which Audition is ideally suited to assess.
- Easy to use. Audition is a web-based, turn-key solution that requires no client-side IT support (except where an Intranet portal may be desired) or maintenance. The survey requires just 10 to 15 minutes to complete and is easy for candidates to understand. Reports generated by Facet5 and Audition are easy-to-read and designed for HR professionals and line managers to use.
- Scalable. An Audition-based solution is easily scalable, so larger volumes of applications do not demand a direct increase in HR FTE for initial screening. Therefore, if a new recruitment campaign drives an increase in *applicant volume*, it does not demand an increase in FTE count for initial screening. Instead, FTE count is driven by hiring demand – traditionally more predictable.
- Objective Standard. Interviewers are provided with valid, objective and consistent questions to use when assessing long-term fit with group culture.
- Accurate results. The sophisticated design of the survey includes specific measures to make it very difficult for applicants to manipulate results and reduces the chance of inaccurate profiles.
- Time Sensitive. Audition tool is readily deployable within short project timeframes. Applicant profiles are received, scored and available to recruiters instantaneously upon survey completion.
- Multilingual. The Facet5 survey, at the heart of Audition, can be completed by candidates in 23 languages including English, French, Spanish, Russian, German Chinese (both Cantonese and Mandarin character sets.) Output is available in English and French. New input languages are added regularly.
- Low IT Impact. Audition is a web-based, externally hosted, turn-key tool that, once deployed, can be managed in-house. It requires no client-side IT infrastructure support beyond enabling the portal connection between client’s career web site and Facet5. Alternatively, it can also be deployed with no portal connection as a stand-alone, Customer-branded, system that makes no demands on Customer’s IT resources.
- Emotionality. Audition profiles assess *Emotionality* – an attribute not measured by other surveys such as MBTI or DISC-based tools. Emotionality data is very important in assessing individual fit within a culture and predicting behaviour in stressful situations.
- Developmental Opportunities. The Audition survey generates a full set of standardized Facet5 personality assessment data that can be used subsequently for employee engagement and development applications, team diagnostics and team building applications, etc. There may be an additional charge for the broader data set and full developmental application report.

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- Culture Shaping. For clients faced with managing the integration of new business units following mergers or acquisitions, differences in organizational culture can create significant challenges. The Facet5 data produced by Audition has been used successfully to help improve the ability to integrate and shape corporate cultures.
- Continuous Quality Improvement. Facet5 is on a three-month CQI cycle to ensure it remains competitive and that user-suggested improvements are rapidly deployed. Because the system is web-based, with no client-side software, product upgrades are accomplished seamlessly without requiring clients to purchase new software versions.

Competitive Differentiation – Audition

As an automated screening for selection tool, Audition competes with two classes of competitors:

- **Keyword Search Engines.** Keyword search engines automatically scan digital resumes and candidate applications looking for “key words” that are defined as being relevant to the positions being staffed. The advantages of this approach centre on the speed with which a large volume of applications can be culled down to a manageable size. Among the disadvantages with these tools are two major weaknesses: First, keywords are not a valid measure of competency – there is no dependable correlation between keywords and individual competency or personality trait. Second, keyword search engines are easily “gamed” by candidates who stack their resumes with keywords specifically to pass through this kind of screening. In fact, resume writing workshops and career counsellors actively teach applicants how to do this. As a result, although these search engines will reduce a large pool of applications to a smaller pool – there is no evidence to suggest that the smaller pool of applicants *screened in* is any better qualified for the position than the larger group *screened out*.
- **Other Psychometric Profile Tools.** When comparing psychometric assessment instruments there are two main criteria to consider:
 - **Validity.** Is the tool based on a broadly accepted psychological methodology and has it been rigorously tested to establish its validity? Many commonly used assessment tools have not. Facet5, the underlying assessment tool used in Audition, is based on the currently prevailing “Big Five” theory of personality and its reliability and validity studies have been published and accepted in the academic and psychological communities.
 - **MBTI-based competitors.** Personality assessment tools based on the Myers-Briggs Type Indicator methodology are generally considered to be inappropriate for selection applications.
 - **Normative vs. Ipsative.** Unlike Facet5, many personality assessment tools are *ipsative* tests – with respondents being forced to choose between two “mutually exclusive” answers. These tests are generally considered to be inappropriate for selection purposes. Facet5 is a normative test.
 - **Workplace Relevance.** The vast majority of personality assessment instruments were developed for clinical use by psychologists – and are not readily adapted for use by managers and HR professionals in workplace situations. Facet5 was developed, from the outset, to be used by managers and HR professionals in the workplace as a tool to address commonly occurring management, selection and career development issues.

Facet5 is one of the only personality assessment instruments that passes both of these tests. It is scientifically valid, with published validity results, and is designed expressly for workplace applications.

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Audition Return on Investment

ROI on an Audition deployment comes in two stages:

- Front-end ROI. By automatically screening applications against a valid, consistent, objective standard linked to organizational success factors, Audition can reduce the volume of applications to those that are most likely to succeed within the organization – this can reduce the number of HR FTE dedicated to initial applicant screening.
- Back-end ROI. By identifying those candidates most likely to succeed within the organizational culture, Audition improves the quality of hiring and reduces long-term attrition rates and associated expenses. Reduced attrition and superior employee fit/motivation also reduces training costs, benefits costs, etc.