SimplyMustard

Client Case Study

A Virtual Assessment Centre

Among the many changes in business, the consideration of information technology (IT) software systems from a return-on-investment (ROI) perspective is fairly dramatic.

Profit-generating business units regard software as a critical part of their infrastructure and competitive advantage.

In fact, companies that do not leverage information technology as a key part of their business strategy to cut costs and increase productivity may ultimately cease to exist.

Business today are focused on

- Costs saving
- increasing profitability,
- and improving productivity

The introduction of IT software systems to facilitate process improvements can produce demonstrable ROI.

Cost savings defined

The key to increasing productivity is reducing the amount of time it takes a person in a company to do some "thing" as compared to achieving the same results using the software system, in this case eAssessment. Process improvement contributes to corporate cost savings when better-articulated, well-documented, more accessible, and more standard best practices lead to a reduction in the amount of time required for a user to accomplish a goal or complete an activity.

Stages of IT process improvement

The first stage in quantifying IT process ROI is to agree that implementing an improved process (either in-house or off-the-shelf) and making that process available to the entire organisation is something that should be done for all the reasons previously stated.

The second stage, which is the basis of this paper, is to identify and quantify enough measurable process improvement opportunities so as to demonstrate the relative benefit of instituting and Implementing that process, in this case eAssessment , an automation of assessment process.

This paper divides the second stage mentioned above into three steps:

- Step 1: Identify opportunities where process improvement can be effectively measured and quantified.
- Step 2: Devise coherent, plausible formulas for calculating a cost savings for each process improvement opportunity.

Step 1: Identify process improvement opportunities

One challenge with identifying opportunities for process improvement is to define the right scope for the current effort. You do not need to define the entire process first and then start measuring to determine cost savings; that is not a realistic requirement and is rarely an option. What most organisations do is baseline their existing process, then make improvements incrementally over time and measure as they go.
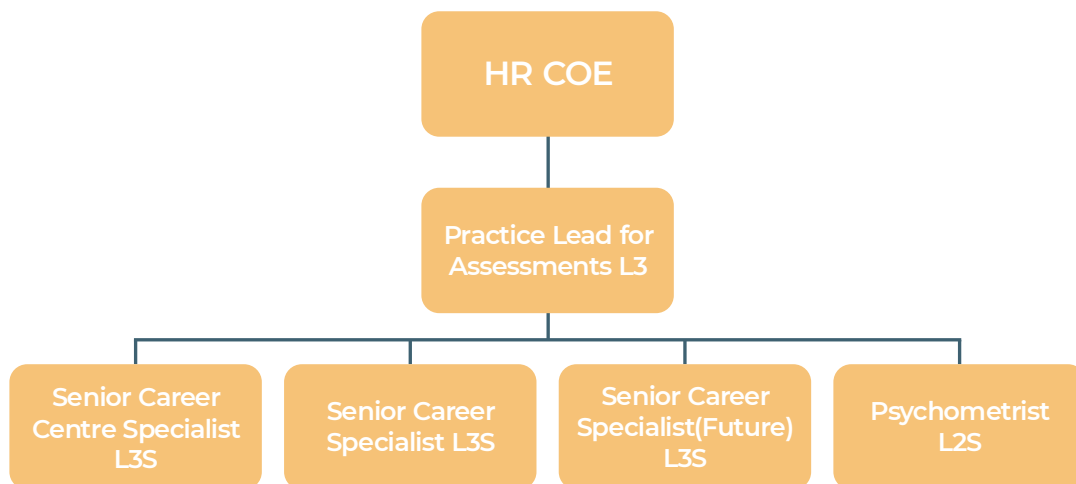
In this document we will focus on the obvious cost savings using cost items know to the business.

Client Case Study:

Centralised assessment center servicing different business unit, using email and calls to manage the assessment service requests from business. A manual end to end process servicing the need of the business.

Resources servicing the business and managing assessment service providers consist of:

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                          │   HR COE    │
                          └──────┬──────┘
                          ┌──────┴──────────┐
                          │ Practice Lead for│
                          │ Assessments L3  │
                          └──────┬──────────┘
        ┌──────────────┬─────────┴────────┬──────────────┐
┌───────────────┐ ┌──────────────┐ ┌──────────────┐ ┌──────────────┐
│ Senior Career │ │Senior Career │ │Senior Career │ │ Psychometrist│
│Centre Specialist│ │Specialist L3S│ │Specialist(Future)│ │    L2S     │
│     L3S       │ │              │ │    L3S       │ │              │
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Suggestion long term headcount is 3 Senior Career Centre Specialists. The 1x Psychometrist could be used as a growth role.

Service provided manually:

- Booking candidate assessments
- Sending assessment links to candidates
- Overseeing assessment
- Writing report
- Feedback to candidates
- Managing assessment providers
- Service the business
- Manage manual invoice process, which impact the client, Finance and service providers.
- Responsible for assessment and data compliance

Total amount of candidate reports per 12-month period, 3550 candidates.

Client challenges and risks

- Client assessment model inadequately integrated with competency model to fully support end-to-end Talent management
- Reporting consists of individual reports from assessment service providers integrated into a single view by assessment centre resources
- Manual monitoring of compliance and standardisation
- Difficulty in managing consistent assessments data utilisation in the business
- Turn around time to service the business not effective
- No standard process and/ or standard service delivery
- Assessments currently follows a highly manual and administrative intensive process

Impact of implementation eAssessment:

Cost saving on assessment instruments 39%

- QBIT analysed the clients use of assessment instruments and consulted with client to standardise instruments per level of accountability and job families, linked to a standard client competence model.
- The redesign of the assessment model resulted in a cost saving of the above-mentioned amount over a 12 month period, assessing 3550 candidates.

Administration cost saving

Business paid administration fee of R1500 per candidate for assessment administration and report writing.

Saving of R935 (62%) per candidate resulted in a total saving of R3 319 250 (62%), for the business assessing 3550 candidates per year.

Other common cost saving opportunities

Some other cost savings opportunities can be:

- Increased product quality due to use of standard assessment model application across a business
- More effective governance, portfolio management, time tracking, cost management, and resource allocation
- More upfront involvement of key stakeholders who can provide earlier feedback
- Improved scheduling and forecasting as part of capacity and demand management
- Improved service support and service delivery to end-users
- Better vendor management
- Faster on-boarding of new personnel
- Fewer process disputes between COE as service provider, business and third-party vendors
- Fewer misunderstandings between different teams, sites, cultures, and languages
- Reduced need for methodology and skills training for in-house staff