ACER Psychological Assessment Services

Organisational Assessments 2016–2017

ACER

MESSAGE FROM THE CEO

ACER's mission is to create and promote research-based knowledge, products and services that can be used to improve learning across the lifespan, and this includes learning and professional growth in the workplace. ACER supports decision-makers responsible for human resource management and organisational development in their collection, analysis, interpretation and use of reliable data, in order to make good decisions about the recruitment, retention and professional development of employees, managers and leaders, based on the best possible evidence.

ACER is committed to working with human resource managers and organisational development decision-makers to cultivate employee engagement and growth, make career and post-career decisions, and develop leadership capability.

Professor Geoff Masters AO, Chief Executive Officer

MESSAGE FROM THE DIRECTOR, PROFESSIONAL RESOURCES

For nearly 80 years, ACER has worked with organisations to provide a stronger evidence base for their recruitment and selection activities and to support career development and exploration. ACER has been at the forefront of the use and adoption of assessment tools in Australian human resources practice over many decades, publishing many of the earliest Australian ability, aptitude and personality instruments, and providing general and specialised training services to many thousands of psychologists and HR professionals.

As well as operating large-scale assessment services, such as recruitment programs for emergency services and other large public sector employers, ACER has been a partner and supplier of choice for many private companies and human resources consultancies. More recently, ACER has extended its work into other areas of organisational development, review and continuous improvement, including systematic and whole-of-organisation approaches to measuring workplace capability and improving organisational performance.

Key to ACER's approach is understanding and addressing the needs of our clients. We look forward to working with you to provide targeted services that support your needs and address your challenges.

Ralph Saubern,
Director, Professional Resources

INTRODUCING ACER ORGANISATIONAL ASSESSMENTS

The Australian Council for Educational Research (ACER) is one of the world's leading educational research centres. Our goal is to promote learning through providing reliable support and expertise to professional practitioners.
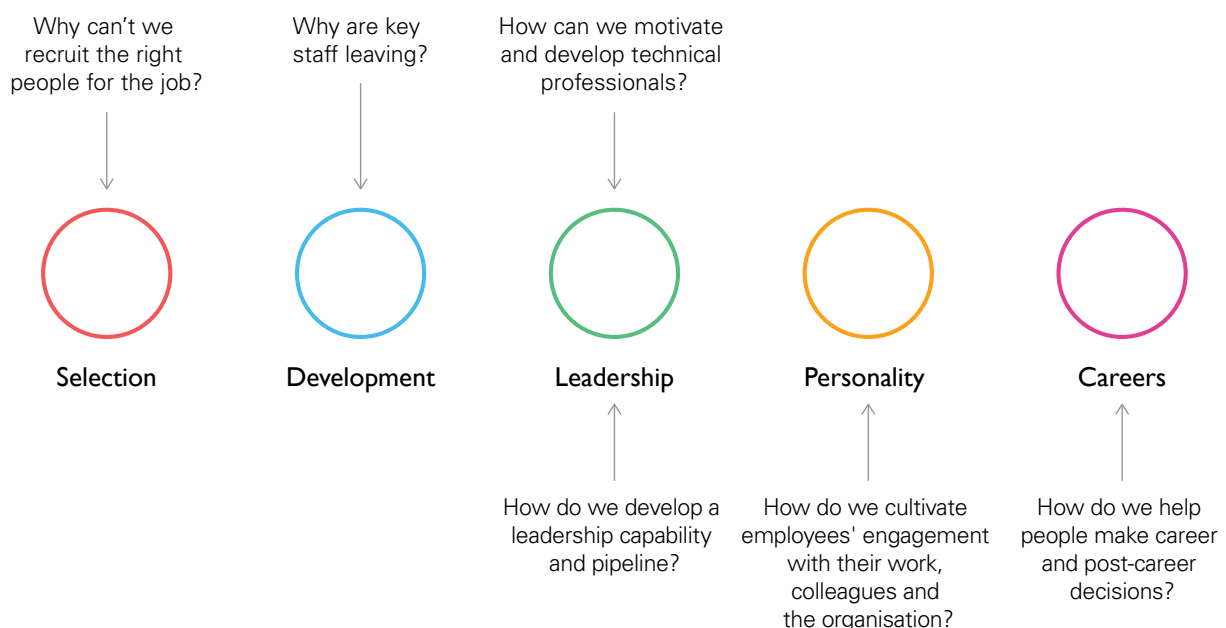
The Australian Council for Educational Research (ACER) was established in 1930 and has a strong history of developing human resources and aptitude assessments, which dates back to the Second World War when ACER was engaged to conduct psychological testing for personnel selection to the armed services and government departments. ACER grew rapidly in the post-war decades and became an independent, not-for-profit organisation.

Today, ACER continues to deliver clients the best available solutions to recurring questions along the employment journey. We offer evidence-based research and a wide range of assessment instruments to ensure that clients can make informed, effective and inspired decisions about the recruitment, retention and professional development of staff.

ACER brings a multidimensional approach to human resource management and organisational development. We work closely with clients to tailor assessment, training and consulting services and provide:

› selection solutions, through informed and accurate recruitment of staff
› development solutions, including employee engagement and retention
› leadership solutions, such as identifying and fostering talent
› personality solutions, to maximise individual and team achievement
› careers solutions, from effective management to succession planning.

▼ ACER provides solutions to key questions across the employment journey

Why can't we recruit the right people for the job?

Why are key staff leaving?

How can we motivate and develop technical professionals?

Selection **Development** **Leadership** **Personality** **Careers**

How do we develop a leadership capability and pipeline?

How do we cultivate employees' engagement with their work, colleagues and the organisation?

How do we help people make career and post-career decisions?

AN INTEGRATED APPROACH

ACER integrates assessment, training and consulting elements to fit the unique requirements of your business and clients.

Our excellence in research and exclusive distribution rights to resources such as the Majors Personality Type Inventory™ enable our consultants to use the best available tools for our clients.

We can assist you to benchmark your current high achievers, and identify critical performance indicators, personalities and abilities required for success. Candidates for new roles, promotions or leadership tracks can then be assessed against these factors as part of your selection programs.

ACER offers training in the use of our resources, along with in-depth support, formative feedback on assessment results and ongoing consulting services. This integrated approach allows us to help psychologists and human resource professionals assess, manage and develop resources across their business unit or organisation for:

› leadership development
› improving selection outcomes
› professional learning and development
› employee engagement
› career planning
› team building and talent management.

Professional learning

Professional learning occurs on a daily basis, formally and informally throughout a person's life. Drawing on our research expertise, assessment capabilities and extensive publications and resources, ACER provides evidence-based professional learning services and consultancy support for psychologists, human resource professionals and others who want to provide high-quality learning experiences and improve outcomes for learners in the workforce.

Why do we recommend assessment?

Research has found that intelligence, aptitude, personality and work sample testing provide much better predictors of a candidate's likelihood of success than interviews, résumés or tallies of a candidate's years of job experience.[1] A highly influential meta-analysis of 85 years of research in selection procedures concluded that such assessments had higher validity and lower application costs than any other employment tool. The study, which included data from more than 30 000 employees recruited into 500 different occupations, showed that there was a 63 per cent increase in the likelihood of a good selection decision when appropriately chosen assessments were used in conjunction with a behavioural interview.[2] Given the cost of a poor selection decision—widely considered to be equivalent to six months' salary—allocating a modest budget to the purchase of organisational instruments is a sound return on investment.

ACER's leading work in psychometric measurement has produced trusted assessment tools across sectors. You can be confident that our assessments meet the highest standards of psychometric quality. Reliability and validity coefficients are sound, and norm groups are representative of the populations being considered.

Product training

Access to the assessments available through ACER is not automatic. Because of our reputation as a provider of quality, evidence-based measures, we exercise our ethical responsibility to ensure that only professionals appropriately qualified can use and interpret them.

ACER conducts training in the qualified use and interpretation of assessments. Whether you prefer to join one of our publicly available programs across Australia, or select a group from your company to participate in tailored in-house training, ACER can help.

Customised training

Often, our clients will decide to build upon skills within their organisation to provide future programs. ACER's training capabilities are important in helping them achieve that goal. Whether programs involve staff training for accreditation to meet one of our prescribed qualification levels or conducting a workshop on an aspect of corporate life, such as team building, our consultants are keen and able to assist.
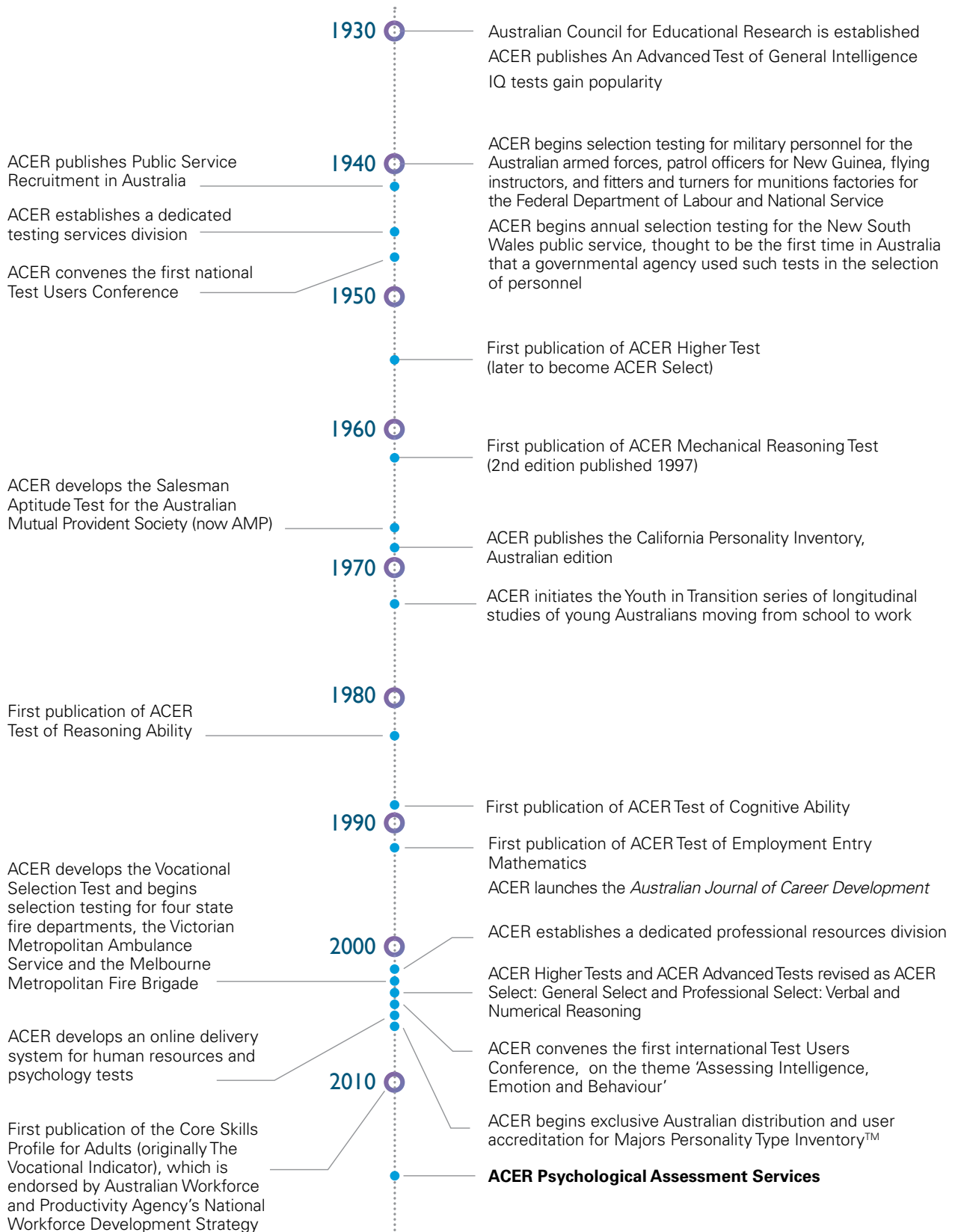
Assessment delivery options

Many ACER assessments are now available either through our online testing platform or in a paper-and-pencil format.

Consulting and coaching

ACER provides you with ready access to our experienced consultants. We have consultants in Sydney and Melbourne and frequently consult in other major centres. Combining professional experience with knowledge of the cutting-edge resources currently available, our staff deliver expert advice and consultation on your specific business needs and solutions.

1   Grundmann, S. T. (2014). Evaluating job applicants: A report to the President and the Congress of the United States. Washington, DC: US Merit Systems Protection Board.

2   Schmidt, F. & Hunter, J. (1998). The validity and utility of selection methods in personnel psychology: Practical and theoretical Implications of 85 years of research findings. *Psychological Bulletin, 124*(2), 262–274.

ACER'S HISTORY OF ORGANISATIONAL PSYCHOLOGY

1930
- Australian Council for Educational Research is established
- ACER publishes An Advanced Test of General Intelligence
- IQ tests gain popularity

1940

ACER publishes Public Service Recruitment in Australia

ACER establishes a dedicated testing services division

ACER convenes the first national Test Users Conference

- ACER begins selection testing for military personnel for the Australian armed forces, patrol officers for New Guinea, flying instructors, and fitters and turners for munitions factories for the Federal Department of Labour and National Service
- ACER begins annual selection testing for the New South Wales public service, thought to be the first time in Australia that a governmental agency used such tests in the selection of personnel

1950

- First publication of ACER Higher Test (later to become ACER Select)

1960

ACER develops the Salesman Aptitude Test for the Australian Mutual Provident Society (now AMP)

- First publication of ACER Mechanical Reasoning Test (2nd edition published 1997)

- ACER publishes the California Personality Inventory, Australian edition

1970

- ACER initiates the Youth in Transition series of longitudinal studies of young Australians moving from school to work

1980

First publication of ACER Test of Reasoning Ability

1990

- First publication of ACER Test of Cognitive Ability

ACER develops the Vocational Selection Test and begins selection testing for four state fire departments, the Victorian Metropolitan Ambulance Service and the Melbourne Metropolitan Fire Brigade

- First publication of ACER Test of Employment Entry Mathematics
- ACER launches the *Australian Journal of Career Development*

2000

- ACER establishes a dedicated professional resources division
- ACER Higher Tests and ACER Advanced Tests revised as ACER Select: General Select and Professional Select: Verbal and Numerical Reasoning
- ACER convenes the first international Test Users Conference, on the theme 'Assessing Intelligence, Emotion and Behaviour'

ACER develops an online delivery system for human resources and psychology tests

2010

- ACER begins exclusive Australian distribution and user accreditation for Majors Personality Type Inventory™

First publication of the Core Skills Profile for Adults (originally The Vocational Indicator), which is endorsed by Australian Workforce and Productivity Agency's National Workforce Development Strategy

- **ACER Psychological Assessment Services**

IMPROVING SELECTION OUTCOMES

The recruitment and selection of the right people is one of the most important tasks of an organisation. The wrong choice can be very costly and difficult to rectify.

ACER is proud of its track record and reputation as the leading supplier of psychometric tests used in recruitment and selection. Our tests are used by some of Australia's largest organisations and major recruitment companies, along with smaller businesses and specialist recruitment agencies.

ACER recommends the use of research-based assessments to help identify the abilities and personality characteristics required for success in a range of occupations: from customer service and sales to technical and managerial roles. We can help you to better understand and benchmark the high performance attributes that employees require to succeed in specific roles within your organisation. We can streamline the recruitment process, shortlist high-quality candidates, and predict the likely success of individuals in a role.

Learn more
www.acer.edu.au/shop-SELECT
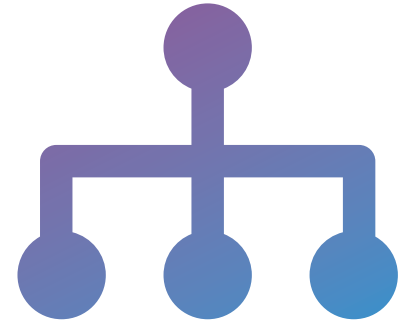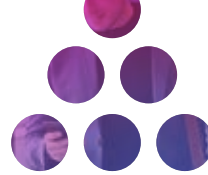
SELECTING BEST-FIT STAFF

Begin your talent management process by choosing the right people first time. Whether you're recruiting on a large scale or promoting employees internally, ACER can help.

Case study: Recruitment for a public sector department

Van, a recruitment officer for a public sector department, has been put in charge of the graduate selection program. There are 100 initial applicants and her aim is to reduce that number to approximately 25 for the next stage. Knowing that successful applicants will need to demonstrate a high level of general ability, she decides to screen all applicants with the ACER Test of Abstract Reasoning.

The department has access to a computer training lab with 25 computer terminals. Van arranges for all applicants to attend one of four testing sessions over two days. After the last testing session is completed, she generates a group report from ACER on the results of the 100 applicants. Using the spreadsheet, she notes that selecting a cut-off score of the 80th percentile would retain 27 candidates. This number is in line with the number of candidates that she was planning to select for the next stage, and confirms that all the selected candidates demonstrated a high level of general ability.

Spotlight on Selection
ACER Select

The leading solution in verbal and numerical reasoning assessment, providing maximum flexibility for a range of recruitment scenarios.

The tests may be used in the selection of staff where training is involved, and for positions where there is a moderate to high level of demand on reasoning ability, including managerial or leadership positions.

ACER General Select	technical clerical administrative customer service sales
ACER Professional Select	graduates managers professionals
Can be used with the ACER Test of Abstract Reasoning	

Case study: Promoting floor staff to store manager

A trucking company is looking to promote one of the warehouse floor staff members to the position of store manager. In addition to general organisational skills, the new store manager must be able to work with basic mathematical concepts in areas such as stock control. Five of the warehouse staff apply for the position, and the general manager, Priya, decides to interview them all.

Three of the five applicants are from a non-English speaking background. A high level of English language proficiency is not required, although an assessment of the candidates' general ability would be useful. In consultation with ACER, Priya decides to administer two tests of general ability: ACER Numerical Select for assessing numerical reasoning skills, and the 'language-free' ACER Test of Abstract Reasoning for assessing general ability.

Of the five applicants, two have low scores on both tests. Two score well on both tests, showing above-average ability in both numerical and abstract reasoning. The remaining candidate achieves an average score for numerical reasoning and a very high score for abstract reasoning.

The ACER consultant discusses the results with Priya, and shows that while this last candidate scored significantly lower than the other two on numerical reasoning, the abstract reasoning score indicates a very high level of general ability. This is indicative of the applicant's capacity to learn new things quickly and engage in strategic thinking.

Concluding that specific skills in analysing data can be taught, Priya decides to promote the applicant with the high abstract reasoning score, and to provide this new store manager with training in data analysis using the company's inventory tracking software.

ACER APPLIED READING TEST: SECOND EDITION

This test is designed for the selection of apprentices, trainees, technical, trade and administration personnel who need to read and understand written work-related instructions. It is also suitable to test the literacy levels of people from non-English speaking backgrounds.

It tests candidates' ability to understand:

✔ general workplace health and safety

✔ industrial safety

✔ machine operation and maintenance.
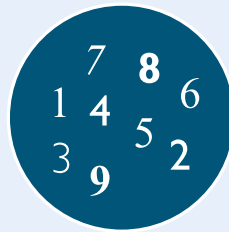
ACER TEST OF EMPLOYMENT ENTRY MATHEMATICS

This test is designed for the selection of apprentices, trainees, technical, trade and administration personnel who need a facility with basic mathematics to perform the duties of their position.

It tests candidates for:

✔ basic numeracy, including knowledge of division, percentages, rounding off and fractions

✔ understanding of geometry

✔ visual and spatial problem-solving.

Learn more
www.acer.edu.au/shop-ART2

Case study: Catering for streamlined selection

A skilled workforce delivers profits, while poor recruitment decisions can be costly—and for Restaurant and Catering Australia, which represents 35 000 businesses nationwide, this is an issue that requires an industry-wide solution.

A $7 million Skills Pathways project, launched by Restaurant and Catering Australia and Business Group Australia and co-funded by the Australian government's Accelerated Australian Apprenticeships program, aims to improve apprenticeship completion rates in the hospitality industry by allowing apprentices to be benchmarked on competency rather than time. The project is designed to increase the quality of applicants, match the right applicants to the right training courses and employment, introduce competency-based apprenticeship completions and ease the industry's skills shortage.

As a key part of this project, ACER has consulted closely with BGA to offer a tailored personality instrument to assist with selection.

A customised solution

Developing the tool has been a dynamic process. ACER and BGA trialled the Work Personality Index® with a range of hospitality industry jobseekers, and invited feedback from industry employers and mentors around the country. These stakeholders rated the qualities they saw as most important for candidates for the four Skills Pathways to be developed: Certificates III and IV in Commercial Cookery, Certificate III in Hospitality and formal training in supervision. This allowed assessment of relevant qualities to be weighted accordingly, and personality profiles to be benchmarked to match candidates against suitability criteria. The result is a customised version of the Work Personality Index that reflects the unique and specific requirements of the hospitality industry.

This assessment is important because it simplifies, streamlines and standardises selection processes for training organisations and employers, according to BGA Managing Director Steve Balzary.

'Employers don't want to take just anyone on,' Balzary explains. 'The staff we employ represent an investment—and a key way to ensure the soundness of that investment is through a rigorous selection process.

'Developing a customised screening tool for apprenticeship pathways, and for the industry in general, has been an essential part of this project. It allows employers to shortlist young people who have the right aptitude and are tuned in to the industry. It also gives large employers an overview of the capacity of an overall cohort of new employees. The employers that we've trialled it with think that it's a very useful tool,' he says.

ACER MECHANICAL REASONING TEST

This test is designed for the selection of apprentices, trainees, technical and trade personnel and others involved in work of a mechanical nature.

It tests candidates for:

✔ knowledge of physics and mechanics problem-solving

✔ the ability to visualise the movement of objects through space

✔ an understanding of cause-and-effect relationships between mechanical components.

Streamlined and standardised

BGA expects the tool will also be popular with job seekers. The Skills Pathways initiative is supported by the Discover Hospitality website, which includes a recruitment platform where job seekers and school leavers can store their electronic résumé and supporting material in a Skills Passport. This allows employers and training organisations to track an employee's training and achievements via the website. An integrated link on the website encourages job applicants to access the administration of the Work Personality Index instrument. The applicant's test results can then be added to their Skills Passport, which in turn can be made available to prospective employers.

For job applicants, this means that, rather than sitting a different test for every employment application, there is a streamlined process: just one report, which will become the industry standard.

For employers and training organisations, the test result is one standardised measure that can be used to compare applicants, in conjunction with their work experience, referee reports, academic results and other qualifications.

While the test will be mandatory for entry to apprenticeship pathways, any hospitality job seeker may elect to complete the test.

'We recognise the value of this tool, and so we will be charging individuals for it,' Balzary explains.

'People undertaking a government program will be reimbursed for the cost of the test. We expect other job seekers will be prepared to cover the cost themselves in order to strengthen their applications and indicate that they are serious about pursuing a career in the industry,' he says.

ACER TEST OF ABSTRACT REASONING

This test measures candidates' general abilities and critical thinking skills.

✔ Suitable for candidates with language difficulties or from non-English-speaking backgrounds.

✔ Suitable for most education levels and occupational groups.

✔ Can be used with ACER Select.

Learn more
www.acer.edu.au/shop-TAR

IMPROVING ORGANISATIONAL DEVELOPMENT

One of the most pressing human resources issues for many organisations today is managing employee engagement and retention. Our consulting services can assist you to benchmark your current high achievers, identifying the critical performance indicators, personality and abilities required for success. Candidates for new roles, promotions or leadership tracks can then be assessed against these factors as part of your selection program. This ensures individuals match your precise mix of requirements, minimising costly recruitment mistakes, while supporting the continuing professional growth of current staff.

As well as assisting you to ensure you have the right people in place, we can provide your employees the opportunity to build upon their strengths and evaluate future opportunities that will increase their success. ACER offers a range of solutions to enable employees become aware of their skills, preferences and values and to identify possible areas for development. We help employees improve their effectiveness, form strong teams, and, ultimately, improve organisational engagement and retention.

EMPLOYEE ENGAGEMENT SURVEY – ENGAGED METRICS

Employee engagement has the obvious benefit of increased productivity for your workplace — but it also provides an advantage to your business through satisfaction and retention of staff and clients.

These are massive benefits when a manager takes a proactive approach by asking for input from all employees. It makes them feel happier, healthier and more valued. This improves efficiency and sparks innovation. It also means that employees are more likely to stay with your organisation.

The benefits also extend to suppliers, clients and customers. Put yourself in the shoes of a customer who has been helped by an engaged employee. The employee seemed to 'go the extra mile' for you. They listened to you. They used their creativity to suggest a better solution than you had even considered. Imagine what you think of the company after that interaction. Imagine how much more likely it is that you will give a positive review, return as a customer and refer friends and family.

An employee engagement assessment tool such as EngagedMetrics™ allows you to:

› design and deploy a custom employee-engagement survey aligned to your organisational vision, strategies and goals

› select employees and allocate staff based on specific core competencies that are most pertinent to your organisation, team or project

› gain a deep insight into the overall health of your organisation, as well as measure specific topics that drive employee satisfaction, productivity and retention

› see how your organisation stacks up against other companies.

Learn more
www.acer.edu.au/shop-ENGAGEDMETRICS

 EngagedMetrics™

Engaged Metrics™ is a powerful employee-engagement survey platform that provides deep insight into the staff engagement and satisfaction levels within your organisation. Use it to examine the challenges and issues driving employee engagement. Design a project based on your company's vision, organisational goals and strategic objectives.

Feature highlights include:

› cost-effective solutions
› core competencies catalogue
› customised employee surveys
› benchmarking reports.

EMPLOYEE ENGAGEMENT – EMOTIONAL INTELLIGENCE

Can the leaders in your organisation articulate when and why employees feel happy, satisfied and fulfilled in their work? If you don't know what the source of that is, how can you ensure you have more of it?

Conversely, do the leaders in your organisation understand the sources of employees' stress? If not, how can the organisation minimise it?

People will naturally have differences of opinion, as there should be in a healthy organisational team. Problems arise when people believe that logic alone can solve all problems—but this ignores that differences of opinion are more often emotional than theoretical.

Types of intelligence

Traditionally, discussion about intelligence has focused on how 'smart' a person is, demonstrated by their ability to solve problems relating to numbers, words, shapes, objects and so on. Intelligence quotient (IQ) tests have such a focus.

Emotional intelligence, however, relates to a person's capacity to perceive, understand and manage their own emotions and those of others, including groups.

Awareness of emotional intelligence can have many advantages for the workplace, from selection to development to retention of staff. Research from the Massachusetts Institute of Technology shows that people who score well on emotional intelligence tests are more effective as managers and team players than those who score well on cognitive intelligence tests.

We often assume that if a candidate has impressive academic qualifications, they will be an effective manager and have the capacity to deal with people. And so, many organisations hire smart people—and yet these people sometimes fail. There are many cases where finding the right person to be part of a team or to be a leader is complicated.

Learn more
www.acer.edu.au/shop-EQI2

EMOTIONAL QUOTIENT INVENTORY 2.0®

Respondents self-report on their life and workplace performance.

› Assess employees' social and emotional strengths and weaknesses
› Develop areas that need improvement
› Leverage employee skills to their full potential

Measuring and improving emotional intelligence

In organisations, the process of understanding emotions might begin with measuring the emotional intelligence of the existing leadership staff. Leaders could also ask applicants for new positions to sit emotional intelligence tests, such as those offered by ACER.

Managers and other leaders are well-trained, capable, smart people. But even they do not always perceive themselves in the same way other people do. For this reason, conducting a 360-degree feedback process with staff can be a worthwhile alternative or complement to individual reporting. The 360-degree process gives each participant feedback from supervisors and colleagues. This allows an employee to better understand how others views them, and highlights strengths and areas for improvement of which they may not have been previously aware.

The most effective people are those who have a fuller understanding of who they are. Leaders, too, find that understanding how people work means they can get the best out of their staff, increasing productivity, engagement and loyalty.

Multi-rater report on employees' workplace performance.

✔ Remove impediments to employee success
✔ Gain multiple perspectives on manager and leader performance
✔ Develop effective communication between teams and across the organisation

Learn more
https://shop.acer.edu.au/sigma-radius-360-feedback

COPING SCALE FOR ADULTS SECOND EDITION (CSA-2)

Helps employees understand their own coping behaviour in different circumstances.

✔ Manage workplace stress
✔ Facilitate self-reflection
✔ Learn new problem-solving strategies
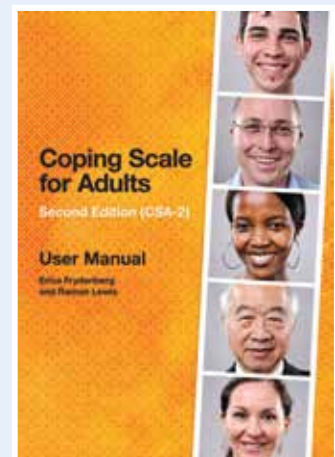
CAPABILITY ANALYSIS TOOLS

Do you want to want to improve your business by developing strategic and workforce development plans that are based on data about staff capability and organisational capacity?

JMA Analytics' tools for the analysis of workforce capability provide a systematic, whole-of-organisation approach to measuring and growing your staff capability and organisational potential.

This range of capability analysis tools covers every member of staff of knowledge-based and service-oriented organisations, from all levels of the business's structure.

Capability analysis tools can assist your organisation to:

› increase staff productivity, flexibility, skills and qualifications

› enhance effectiveness, based on international research

› refresh existing management and improve ongoing talent development

› generate business growth and capacity for innovation and entrepreneurship.

Typically, the use of the tools involves:

› a staff awareness strategy and a launch workshop

› an online survey that generates immediate reports for individual respondents

› the provision of group reports and a debrief for the organisation

› advice and direction about ongoing workforce development

› ongoing reflection and discussion in the organisation about workforce development.

VETCAT® CURCAT® LEADCAT® ADMINCAT® MANAGECAT® COMPLETIONCAT® GROWCAT®

CAPABILITY ANALYSIS TOOLS

✔ ADMINCAT® – for identifying and increasing the skills of people who work in administration

✔ MANAGECAT® – for identifying managers' existing skills and improving management performance

✔ LEADCAT® – for identifying leaders' current strengths and enhancing leadership effectiveness

✔ GROWCAT® – for driving business acumen, business development, innovation and entrepreneurship.

✔ VETCAT® – for improving the skills of vocational education and training practitioners

✔ CURCAT® – for increasing the industry currency of vocational education and training practitioners

✔ COMPLETIONCAT® – for improving student retention and course completions in vocational and higher education
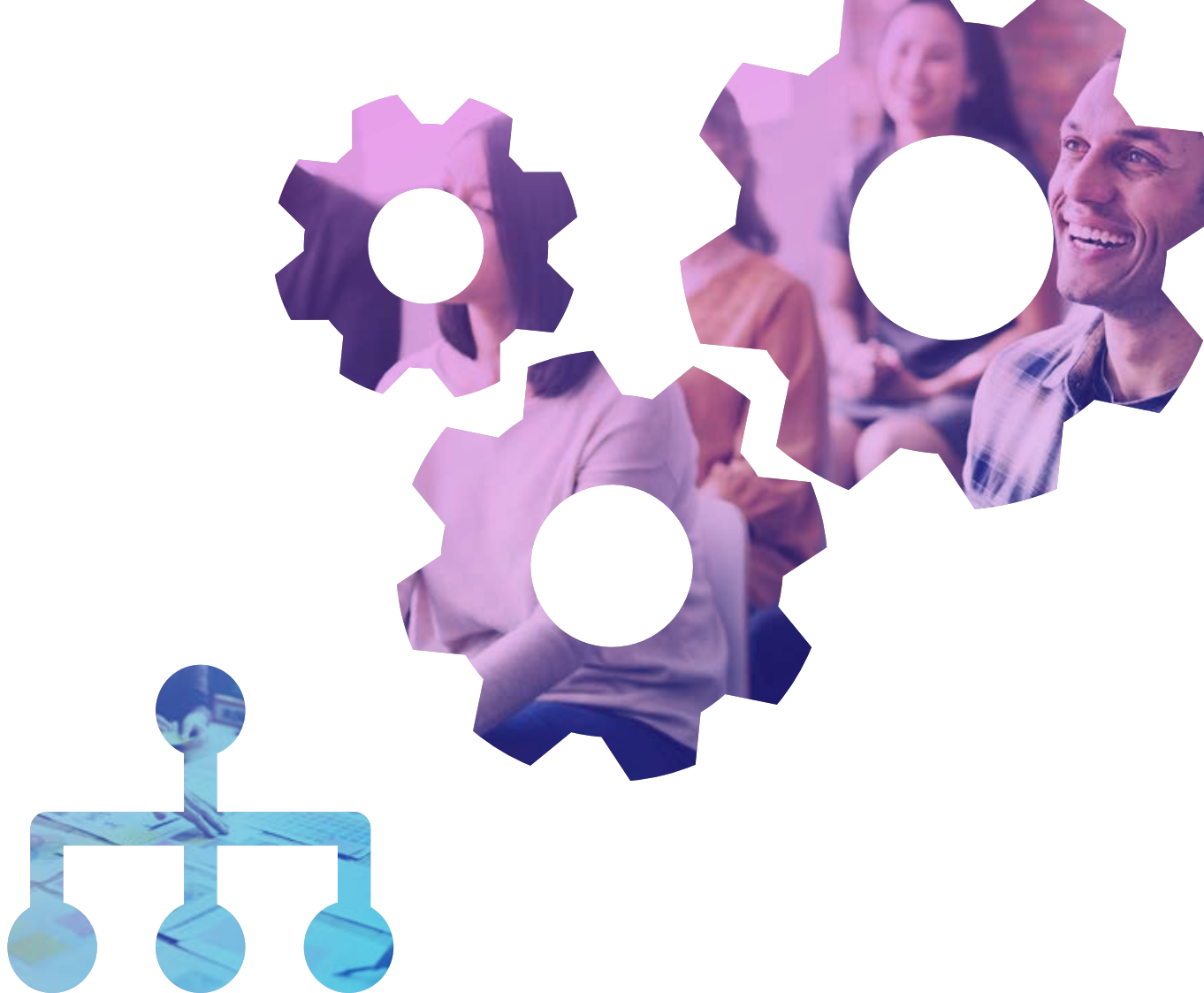
Learn more
https://cat.acer.edu.au/

SELECTION

DEVELOPMENT

LEADERSHIP

PERSONALITY

CAREERS

DEVELOPING LEADERSHIP

ACER's assessments provide accurate business-oriented information about an individual's personality, leadership risk factors and motivational drivers. Our assessments enable you to gain an insight into a leader's key strengths and development needs, which can be used in subsequent coaching programs.

Feedback from assessment helps active leaders to take a strategic approach to their skill development. Individual feedback can help individuals identify their preferences for dealing with stress and change, explore their personal leadership styles and develop effective working relationships.

ACER provides a range of world-leading 360-degree assessments, which allow you to provide feedback and development to professionals, leaders and managers at all levels of seniority. Feedback from these assessment results allows individuals to create a focused developmental plan to improve their leadership performance.

ACER has the expertise to provide leadership coaching to follow up on development planning, focusing on specific areas of development required for individual development and business success.

HIRE THE RIGHT EXECUTIVE— SAVE $50 000 PER YEAR

(PSYCHOMETRICS CANADA)

KICKING GOALS IN THE WORKPLACE

ACER's assessments inform recruitment and development decisions—even on the football field.

WORK PERSONALITY INDEX® LEADERSHIP

Manage organisational talent by measuring candidate job-fit, development needs, career transition options and leadership potential.

› Leverage employee strengths
› Support coaching, team building and employee retention
› Develop leadership and succession planning

The Work Personality Index® has been updated and improved!
• New Job Match System
• New report categories: Select, Job Match, Development, Leadership, Career

ACER has worked with a number of clubs in the Australian Football League to select, train and retain key players, coaches and other staff—and the focus is not just on athletic capability.

By using and tailoring tools such as the Work Personality Index® and the Emotional Quotient Inventory 2.0®, ACER has supported AFL clubs to assess the alignment of on-field and off-field personnel to the key values of specific clubs.

ACER assessments allow clubs to evaluate the leadership potential, teamwork capability, sportsmanship and emotional resilience of prospective players. As many team managers will attest, looking at a prospective player's junior on-field statistics alone will tell you little about their ability to make the transition to full-time professional footballer.

Self-report and multi-rater emotional intelligence and personality tests allow clubs to obtain evidence about how players, coaches and executive staff perceive themselves, and how they're perceived and rated by others. Additionally, assessment, training and consultation can ensure coaches and their support staff get a better understanding of the different ways that players learn and process information, manage pressure, cooperate in teams and so on.

COMPETITION FOR TALENT IS FIERCE

Learn more
www.acer.edu.au/shop-WPI

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Through years of testing, some clubs have a quantity of psychometric data to draw on, including data on premiership players and Brownlow medallists. These data can be used in their quest to recruit and develop the next premiership-winning team.

As with other high-profile employers, the challenge for elite-level sporting teams is that competition for talent is fierce. In the case of the AFL, recruitment negotiations may occur not just between clubs but also from other football codes. Some clubs take a creative approach to sourcing talent from other sports and other countries—but doing that successfully depends on objective evaluation not just of players' physical skills, but also their commitment, ambition, resilience, teamwork, leadership and rule-following capacities.

Making good human-resource decisions is all about using valid and reliable evidence. A little analysis goes a long way, and whether it shows at the end of financial year or on the last Saturday in September, that means a lot.

MAKING GOOD HUMAN RESOURCE DECISIONS IS ALL ABOUT USING VALID AND RELIABLE EVIDENCE.

EMOTIONAL QUOTIENT INVENTORY 2.0®: LEADERSHIP

Use this framework to examine a leader's Emotional Quotient Inventory results from an organisational perspective.

✔ Analyse organisational implications of an individual's results

✔ Compare individual results against those of top leaders

✔ Create coaching benchmarks

✔ Implement best practice strategies

LEADERSHIP DEVELOPMENT REPORT

Provides an insight into how a manager's personality affects their performance and how a manager's behaviour can be modified within their own natural limits.

✔ Improve managerial and executive performance

✔ Maximise leadership effectiveness

✔ Facilitate interpersonal and work-related success

✔ Support growth in leadership roles

SIGMA RADIUS 360 FEEDBACK

Gather leadership feedback from peers, subordinates, clients and managers.

Compare multiple objectives on an objective scale

Map individual achievements and professional networks

Align leadership behaviour with organisational values

UNDERSTANDING PERSONALITY

Research has demonstrated that an individual's personality is often a more accurate predictor of success than their intelligence. No matter how switched-on your employees are, their level of achievement is also governed by how well they communicate their ideas and interact with their colleagues. Those people who recognise and manage their own feelings and identify with the feelings of others are more likely to perform well in their jobs and progress their careers.

ACER has exclusive distribution rights to resources such as the Majors Personality Type Inventory™. These tools allow organisations to explore their employees' individual psychological type, preferred learning styles and team dynamics.
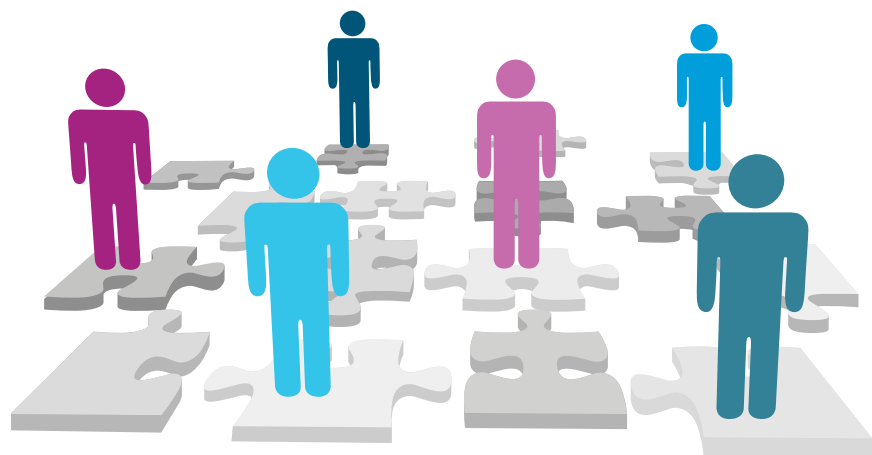
USING PERSONALITY TYPE IN TEAMS

Personality type codes help to simplify the complex way individuals see themselves, interact with each another, deal with conflict and approach problem-solving. Building on Carl Jung's psychological theory, but using the latest advancements in psychological research and diagnostics, ACER's assessments allow for the professional application of personality differences.

MAJORS PERSONALITY TYPE INVENTORY™

An online personality assessment tool based on Jungian psychological type theory.

Covers four key dimensions:

› the source of our energy
› how we learn and take in information
› how we make decisions
› our preferred mental process for dealing with the world.

Describes preferences on four familiar type code dichotomies:

› I/E: introversion/extroversion
› N/S: intuition/sensing
› F/T: feeling/thinking
› P/J: perception/judgement.

Types and tendencies

The Majors Personality Type Inventory™ assesses four major dichotomies.

An individual's preferred world or attitude is indicated by the type codes I/E: either extroversion, the tendency to be energised by interaction with others; or introversion, the tendency to be energised by solitary activities.

An individual's perception, the way they process information, is indicated by the codes S/N: either sensing, preferring to use a concrete, experiential awareness; or intuiting, preferring to use an abstract, symbolic awareness.

The process of judgement, an individual's method of organising, evaluating and deciding, is divided into codes F/T: either thinking, the inclination to assess information and situations objectively based on criteria; or feeling, the inclination to assess information and situations subjectively based on personal worth or value.

Finally, an individual's orientation to the world is indicated by the codes J/P: either judging, the tendency to plan ahead and follow the plan; or perception, the tendency to keep options open and adapt.

Personality is made up of a combination of each temperament along a spectrum. No particular type is good or bad; rather, understanding employees' types can ensure a constructive mix of skills within teams, reveal employees' latent talents, and suggest more productive ways of collaborating.

## Workshopping type

Group personality testing and workshops within organisations allow all members of a team to receive and share feedback on their personality types. It is possible to look at the real strengths available within the team and, conversely, areas where development may be of value.

Exercises where participants are separated according to their function preferences can clearly demonstrate approaches to giving and receiving communication and to managing conflict.
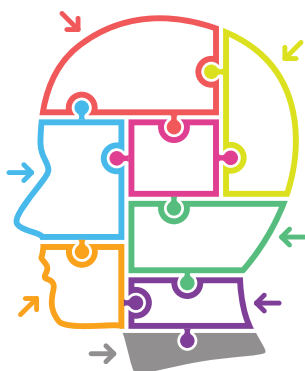
WORK PERSONALITY INDEX® SELECT

The Work Personality Index® has been updated and improved! The latest version of the Work Personality Index® assessment was released in May 2014, with updated items, norms and scales.

An expert research and development team has been hard at work collecting and analysing data from thousands of test takers around the world. The new Work Personality Index® has been standardised using a sample of more than 8000 people.

The reports have been rewritten to reflect the knowledge gained over the last decade with Work Personality Index® users. The design has a fresh, modern look and the graphic display of the scores is new.

What's new:

✔ Australian norms

✔ Six additional scales: Persuasion, Social Confidence, Planning, Multi-Tasking, Sales Potential, and Management and Leadership Potential.

✔ New reports for Selection, Development and Leadership

✔ Increased reliability and validity

✔ Updated measure of profile validity to identify candidates with an overly favourable response style

✔ New Job Match report that ranks personal traits by the importance to the organisation and produces a customised job fit score.

Now with Australian norms

The Work Personality Index® Select Report helps you to identify the best candidates. This report is designed to guide personnel selection and development decisions by providing a comprehensive, objective assessment of an individual's work behaviour.

Ø Psychometrics

WORK PERSONALITY® INDEX

Learn more
www.acer.edu.au/shop-WPI

REVEAL EMPLOYEES' LATEST TALENTS AND SUGGEST MORE PRODUCTIVE WAYS OF COLLABORATING.

ACER personality assessments and related resources are supported by responsive and knowledgeable experts and advanced online facilities, which means that psychologists, human resources practitioners and other leaders and managers can log in anytime and anywhere, administer to large groups with ease and become more adaptable to organisational needs.

NEO™ PERSONALITY INVENTORY 3

A detailed assessment of general personality in adolescents and adults.

The Five Factor Model of Personality

› Neuroticism
› Extroversion
› Openness
› Agreeableness
› Conscientiousness

Learn more
http://www.acer.edu.au/shop-NEO3

DO WHAT YOU DO BEST

A team made up of just one personality type is destined to struggle. Personality assessments can ensure you have the best person for each task.

Consider the approach many teams might take to maximise effectiveness:

1. Choose a group leader.
2. Establish a clear goal.
3. Set a schedule with clear deadlines.
4. Create open lines of communication.

Who would be best suited to accomplish each task? If you look at the natural skills of each of the personality types defined by the DISC Personality Assessment, it's easy to see that each of the items on the list above requires the expertise of a different personality style.

Number 1 on the list requires the leadership and vision of a Dominant personality. Number 2 can be mediated by an empathetic and team-oriented Steady personality. Number 3 is well within the skill set of an organised and analytical Conscientious personality. Number 4 can be facilitated by the open and engaging personality of an Influential personality.

To create the best possible team, it's not a good idea to choose only driven, dominant personality types. How, for example, would a team made of only D personalities agree on a leader? Overall, it's essential to choose a wide variety of personality types for the group, each uniquely skilled at different types of tasks. If you can accomplish that, the team will be stronger as a whole than the sum of its individual parts.

DISC PERSONALITY ASSESSMENT

Measure personality traits and outward behaviours to predict how individuals will relate to people, systems, conflict and environments. Provides leaders with the keys to increase staff productivity, satisfaction and retention, through a range of reports:

› DISC Personality Style Report
› DISC Sales Style Report
› D3 Report: DISC Personality Style, TEAM Thinking Style & Workplace Values assessment

TEAMS THINKING STYLE REPORT

Measure the internal, natural role that a person will play on a team, and what their most effective role will be:

› Theorist
› Executor
› Analyser
› Manager
› Strategist

Learn more
www.acer.edu.au/shop-DISC

MANAGING CAREER GROWTH

Effective career management and planning has always been a key area of interest to organisations, special agencies and the individuals concerned. Fluctuations in international and local economies make effective career planning, coaching and placement services much more necessary and vital.

ACER's range of products in career management and planning has always been comprehensive and includes a number of tools to help identify career interest areas and career values, along with a collection of special purpose assessments. Our ability and work skills tests are also often used in career planning and outplacement work to formulate individual career options.

ACER has specially designed reports to help during career transitions, providing insight into individuals' personality traits, the kinds of work they enjoy, and how they can manage career change. Feedback from these reports helps individuals to explore their work style and their approach to solving problems, managing change and dealing with stress. This assessment information and feedback can help people make major career decisions, including taking voluntary redundancy. Many of the tools provide exercises to help people understand their work strengths and develop a plan for changing careers and implementing a successful job search.

JUSTICE AND FLEXIBILITY

A career in Australia's prison system involves a certain commitment to regimen. Every hour of every day is scheduled and supervised. Routines and procedures are strictly controlled. So what does it take for prison officers to safely and securely manage prisoners, to competently fulfil their responsibilities and to move up the career ranks?

You might expect that officers would need to remain calm in stressful situations, be dependable and pay close attention to detail; you might also guess that officers would have to follow and interpret the rules as rigidly as the prisoners are expected to behave. Guess again.

Working with Department of Justice staff, ACER used the Work Personality Index® assessment to identify the personality characteristics of successful senior officers and supervisors. As you might expect, these people have high levels of dependability, stress tolerance, self control and leadership. But, surprisingly, even in the most regimented environments, flexibility is a necessary trait for success. Officers who are strict rule followers tend to fail in higher-level positions.
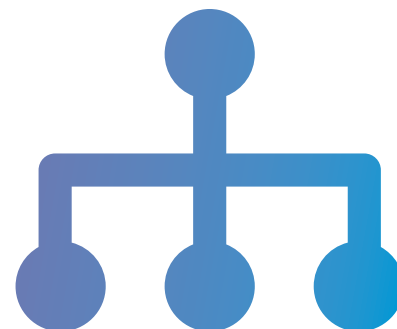
WORK PERSONALITY® INDEX

Psychometrics

WORK PERSONALITY INDEX® CAREER

Help individuals chart their career paths.

✔ Provides exercises to uncover work strengths

✔ Supports practical career journey planning

✔ Manages career change and transitions

Prison officers who are more flexible in how they interpret and apply the rules are more effective because they can better adapt to a range of different conditions and situations. Strict rule followers tend to create friction between staff and inmates because they see situations in black and white. A strict rule follower might, for example, punish a prisoner for being a couple of seconds late for a muster (prisoner line up and count), causing resentment from the inmate and undermining respect and authority. These small frictions can build up and lead to big problems such as violence against prison officers from inmates.

As well as helping to identify effective personality traits of prison officers and potential supervisors, the use of the Work Personality Index® assessment fits the corrections industry's values of justice and fairness. Officers accept promotion decisions based on the Work Personality Index® assessment because they know the decisions have been made fairly using an objective tool.

Learn more
http://www.acer.edu.au/shop-CIP

Ø Psychometrics

Career interest PROFILER

CAREER INTEREST PROFILER

Provides a full career-interest profile and analysis of the two top career interests of each individual.

✔ Explores new avenues for individuals in the process of career change

✔ Pinpoints jobs that match the individual's interests

✔ Supports employees in outplacement situations
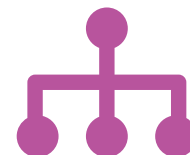
Can be used with the Career Values Scale

◀ Exploring the occupational interest areas of staff can assist in managing individual career growth and retention of key talent within an organisation.

INFORMING CAREER CHOICES

ACER's careers solutions, such as the Self-Directed Search®, can assist people to plan their employment choices throughout the career journey.

Case study: Self-Directed Search facilitates satisfaction and retention

Grant is a 41-year-old research supervisor who has worked in the same large diversified manufacturing corporation for 14 years. He majored in chemistry and gained his PhD in inorganic chemistry. He received top grades as an undergraduate and a graduate student.

At age 26, Grant took the Self-Directed Search® and received a Summary Code of IRA (Investigative, Realistic, Artistic). Grant was hired by his company out of university as a research chemist (an occupation classified as IRE: Investigative, Realistic, Enterprising). Grant received frequent salary increases and bonuses for the high quality of his work.

At ages 32 and 41, he retook the Self-Directed Search®; his Summary Code was IRE both times, indicating that his interests and aspirations have changed little over time.

Grant's Self-Directed Search® results show all the positive signs of predictability. He has a stable career and manifests the personality traits, values and aptitudes implied by the assessment data. Most importantly, Grant reports being very satisfied with his job.

Learn more
www.acer.edu.au/shop-SDC

SELF-DIRECTED SEARCH®:
Second Australian Edition

Explore career options by matching interests and abilities to occupations.

› Self-administered career-counselling tool

› Based on Professor John Holland's theory of careers

› Covers more than 1000 occupations

PAR

Case study: career change and continuing education

Linda is a 44-year-old nurse who has been working in the same role for the last 20 years. She is interested in a career change because she is dissatisfied with the long hours and wants a better work–life balance. She views her options as being restricted because she is divorced and bears primary responsibility for her two children, and she lacks the resources to return to school for any type of retraining.

Linda's Self-Directed Search® Summary Code was SAI (Social, Artistic, Investigative). Linda's results are interesting because: (a) she perceives herself as being in a job that has Realistic and Conventional elements, but these two letters do not appear anywhere in her Summary Code or aspirations; (b) no health-related occupation appears at all in her aspirations, despite her lengthy work history in this field; and (c), although she endorsed several Artistic occupations on the Self-Directed Search® occupations scale, a follow-up conversation revealed that this was mostly 'wishful thinking'.

Linda is a client who is likely to require individual case-managed counselling over an extended period of time. Counselling may include providing Linda with information about adult education that might help her to view returning to school as a more manageable task.

Case study: small and big business

Frank is a 54-year-old manager who was referred to a career centre by a job search support group. For the last 10 years, he ran his own business, which involved the resale of rental cars, but he recently sold the business because he was feeling stressed and burned out. He enjoyed the 'people' aspect of the business, but did not enjoy the pressures of running it. He has a bachelor's degree in business management and has completed additional training by attending sales and management seminars.

Frank's Self-Directed Search® Summary Code was EAS (Enterprising, Artistic, Social). After consulting with the counsellor, Frank confirmed his interest in the business field and his skills and interests in training and education. With the help of the counsellor, Frank brainstormed about how to combine his work history in the automotive industry, his people and persuasion skills, and his desire to have a stable income through some means other than running his own business.

The career advisor helped Frank update his résumé and highlighted the skills he had developed in running his own business. Using information from the internet and library resources, Frank began contacting dealerships and manufacturers. His efforts paid off with several interviews, and he eventually accepted a position as a training manager for a regional automobile dealership.

Career Values Scale

CAREER VALUES SCALE

Helps individuals achieve a meaningful and balanced career.

Focuses on:

✔ work values, preferences and needs

✔ sources of job satisfaction and dissatisfaction

✔ core beliefs and personal goals.

Can be used with the Career Interest Profiler

INDEX OF PRODUCTS

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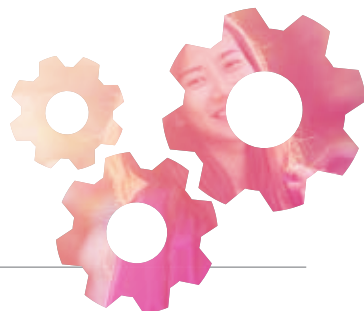Postal address: Private Bag 55, Camberwell, VIC 3124, Australia

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