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The Global Assessment Barometer 2016

A snapshot of global trends
in the use of psychometric assessment



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Foreword

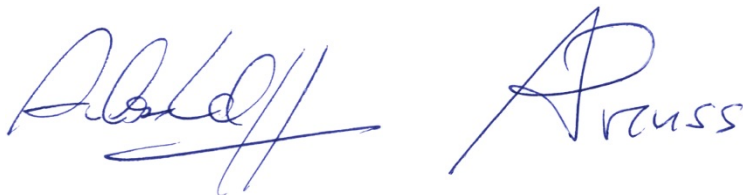
The aim of the Global Assessment Barometer is to monitor worldwide trends in assessment. This report looks at the deployment of psychometric assessment and its impact on recruitment and retention rates in different countries. This is the only survey of its kind.

This is our third Assessment Barometer report. We first undertook this survey in 2010 and we repeated it again in 2012, when we saw significant signs of recovery from the economic turmoil of the previous years. Now, as we look at the data collected at the end of 2015, we see that some markets are recovering well, whilst in others recovery has slowed considerably.

In this global report we draw together the responses from 2,776 participants from 14 different countries. We hope you agree that this year's study of the changing use of psychometrics worldwide has revealed some interesting findings.

A deeper look at country specifics will be published as country-specific chapters. In these we will compare local data with historic and international responses. If you're interested in receiving country updates as they are published, please register here: www.assessmentbarometer.com

On behalf of everyone at *cut-e*, we'd like to thank all of the HR, recruitment and talent practitioners around the world who participated in this study. For each completed questionnaire we received, we donated €2 to UNICEF. A total of €5,552 was donated to this worthy cause in February 2016. If you have any comments or questions about this year's Global Assessment Barometer, please get in touch with us.

The image shows two handwritten signatures in blue ink. The signature on the left is 'Andreas Lohff' and the signature on the right is 'A. Preuss'.

Andreas Lohff and Dr Achim Preuss
Founders and Managing Directors of the *cut-e* Group

The Global Assessment Barometer 2016

A snapshot of global trends in the use of psychometric assessment

Executive summary

- **Online assessment is growing.** It has grown 18 per cent over the last two years. 52% of participants are using online assessment, predominantly in the hiring process but also for development purposes. Developing and intermediate markets are growing to close the gap on mature markets.
- But the nature of assessment is changing worldwide. Employers are still looking to make better, less risky selection decisions. But increasingly they want to **predict which candidates will be strong performers.**
- **The use of psychometric assessment is increasing** across the entire employee lifecycle, particularly for the recruitment of managers, white-collar workers, graduates and apprentices.
- **Development centres, assessment centres, integrity and value questionnaires and Situational Judgement Questionnaires (SJQs) are the fastest growing tools;** competency-based interviews are in decline.
- **Pre-application testing is also a growing trend,** as more employers use Realistic Job Previews (RJPs) and Situational Judgement Questionnaires (SJQs) to attract applicants.
- **Employers are keen to assess for ethical working** (loyalty, honesty, integrity, commitment), leadership, creativity, cultural fit, emotional health/ability to cope with stress and long-term potential.
- **Mobile assessment has become part of the talent agenda.** One in five respondents highlighted the importance of mobile capability in assessment. With the growth of mobile assessment, employers are now adopting a 'packaged approach', where they'll use several diagnostic instruments instead of a single tool.
- **Creating a diverse workforce has become an important issue** in mature markets (UK/US/Germany/Sweden). Employers want to show they are making objective, unbiased selection decisions.
- **Talent analytics are being used in nearly half of organisations.** Employers want to ask more sophisticated questions and get real-time answers from their pre-hire data and their employee performance data. But what role does HR really play at the moment? Half the respondents who use talent analytics do not know their budget.
- **Cost is an obstacle to the increased use of assessment,** so are a lack of management support and a perception that interviews meet client needs. Those who don't use assessment find it difficult to understand the value it adds to the business.
- **Validity and reliability evidence** are the most important factors when choosing a supplier. A stable and state-of-the-art IT system is also important as big data analysis requires more, faster and secure data, integrated into existing information systems to be analysed in different ways.

Trends and priorities for HR

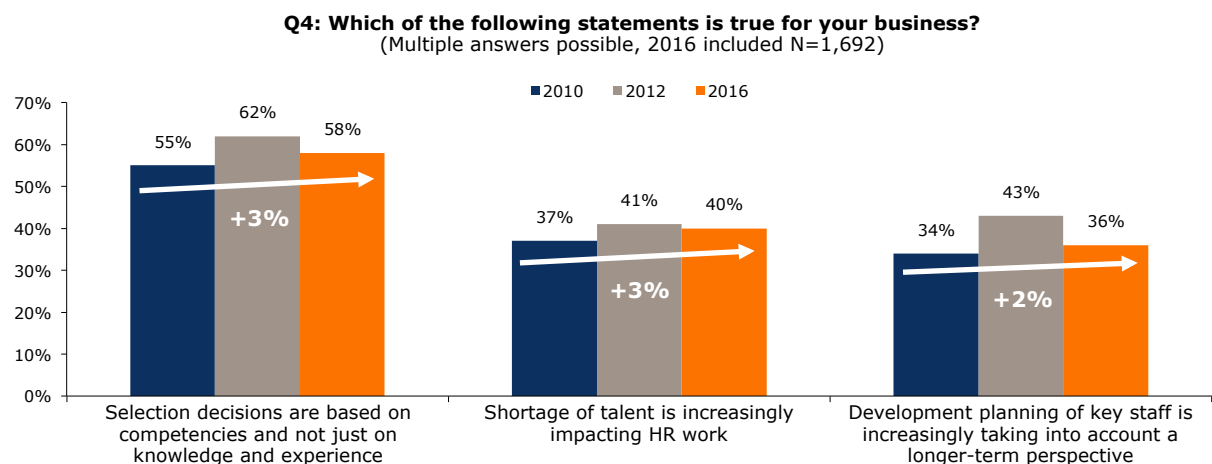
Top trends

- Competencies remain stable at the core of HR practice, and are used regardless of organisational size. Knowledge and experience still significantly inform selection decisions.
- Expectations of the benefits of assessment have grown but users still want to make better, less risky decisions and predict performance.
- The shortage of talent is a concern for more companies than in previous years. It is of less of an issue for those in mature markets and they are seeking to create a more diverse organisation and are sourcing talent in new ways.
- Organisations as a whole are taking a longer-term view of development planning for key staff to retain talent, and have become less concerned about demographic changes.
- Medium-sized organisations are less likely to seek new ways to source talent or look to new geographies.

Achim Preuss comments:

Competencies and psychometric assessment are firmly embedded in many HR and talent processes. Employers are increasingly looking to assessment data to answer questions such as: who is likely to be the best performer, who will fit best with our culture, who has the potential to be a leader in the future, and who will add most value to the business in the long term? We are seeing an increase in the use of talent analytics and this is further adding to the contribution that psychometrics can make.

Our Barometer Survey asked the respondents to indicate which of a number of given statements are true for their specific organisation.



Selection decisions are based on competencies and the best indicator of current practice – and this remains as it has done since the first Barometer Survey in 2010.

Businesses continue to look to make better, less risky decisions and predict performance

Retaining key talent through development planning is more commonplace within organisations – increasing over the five years.

The shortage of talent remains a key challenge for businesses – with an overall upward trend since 2010.

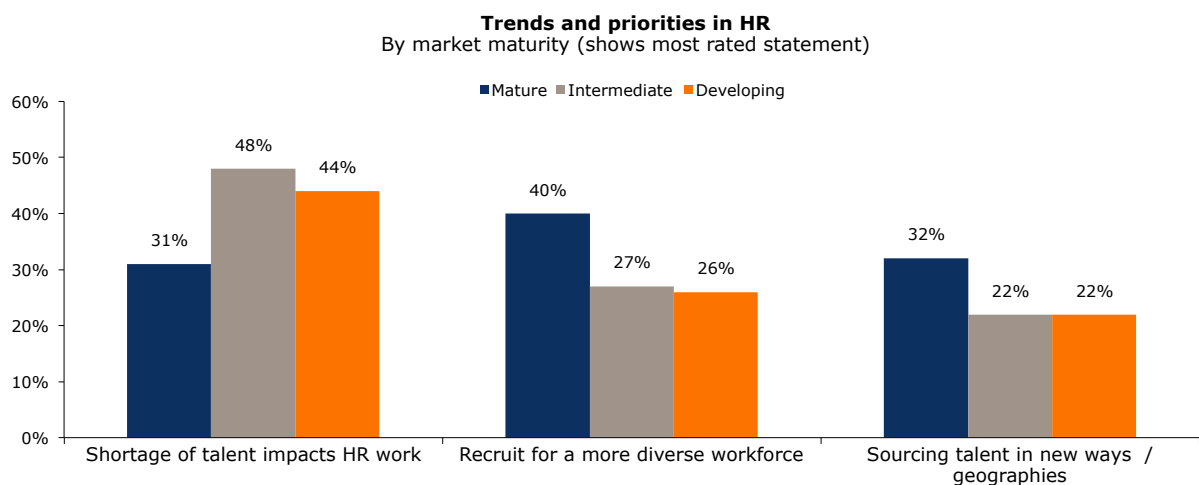
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Trends and priorities for HR

As part of the analysis, we look at the data based on the 'maturity of the market'. This is a rating given to each country market by *cut-e* experts for the purposes of this report and considers both how embedded standardised assessment is within HR and general business use and also how advanced the perception of the HR role or profession is within organisations. It is the intermediate and developing markets, rather than the mature markets, which see this shortage of talent as an issue that is increasingly impacting HR activity.

Creating a diverse workforce is an issue among more mature markets

The mature market organisations are looking to expand the diversity of their workforce and are interested in sourcing talent in new ways, more so than those in the intermediate and development markets.



International differences: Selection decisions are based on competencies

95% in Czech Republic
versus **27%** in China

International differences: Long-term view of development planning

63% in China
versus **15%** in Czech Republic

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Trends and priorities for HR

International differences: Talent shortage is increasingly impacting HR work

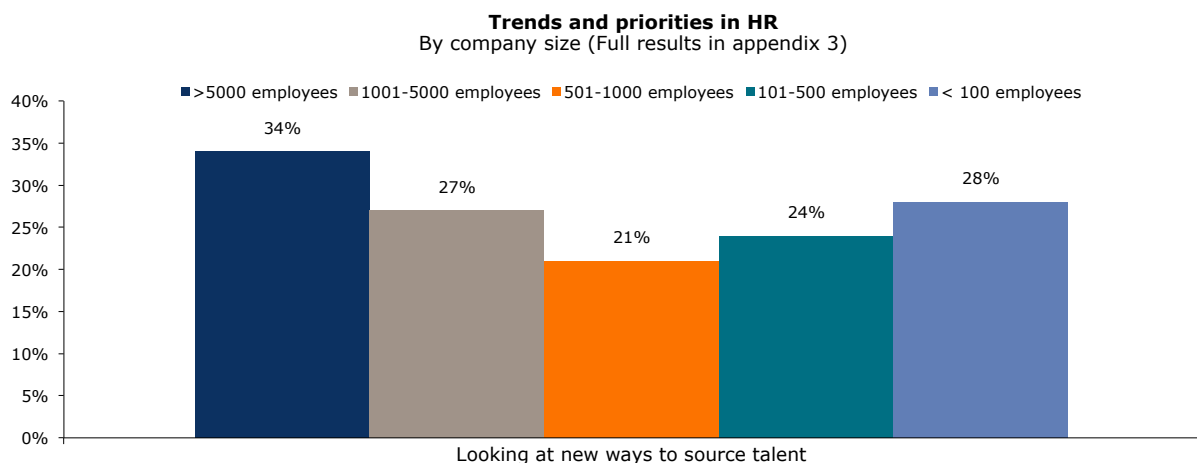
61% in Czech Republic
versus **24%** in Norway

Agreement between countries

Internationally, demographic changes impact HR departments was rated lowest of the 7 statements with the difference between countries being just 11 percentage points: 31% in Ireland versus 15% in China.

Medium-sized companies are more complacent about looking at new ways to source talent

Larger and smaller organisations seek new ways or geographies to source talent, much more than the medium-sized companies with 501–1000 employees.



Andreas Lohff reflects:

Many of our small clients are very specific about their branding, values and the type of people they want to employ. Yet they are competing with big organisations for talent. This awareness makes them open to trying different things. The beauty of using psychometrics is that it can tell you whether someone has the potential to do the job – from whatever university or background they are. Medium-sized companies sometimes have not woken up to the more modern channels or perhaps don't quite feel the pressure yet.

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Expected benefits from psychometric assessment

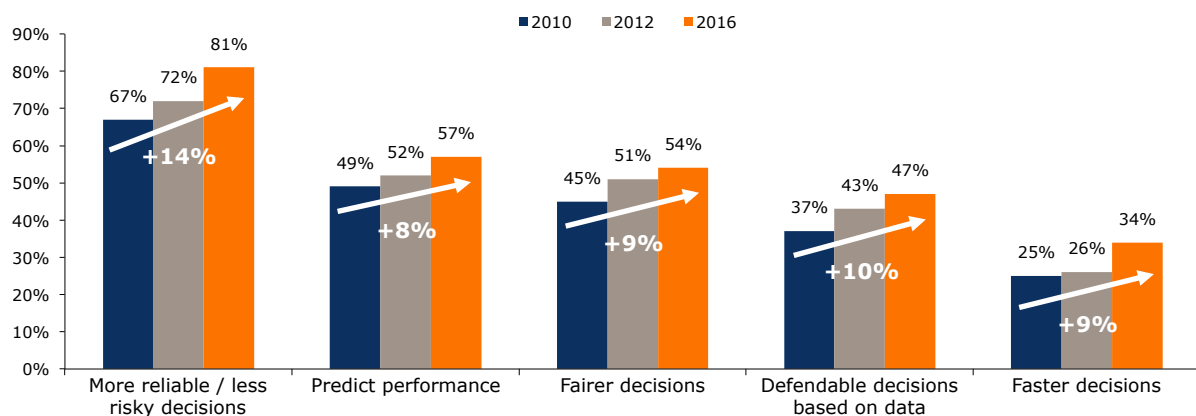
Expected benefits from psychometric assessment

Companies that use psychometric assessment expect to make more reliable and less risky decisions – and this trend upwards has been consistent since 2010.

And there is the growth in the expectation that future performance can be predicted and that decisions will be made faster – and those decisions will be more defensible.

The greatest expectations amongst the HR community remain: Psychometrics enables more reliable and faster HR decisions – and predicts performance.

Q5: What benefits do you expect from the use of psychometric assessment?
(Multiple answers possible, 2016 included N=1,732)



Those in mature markets expect the ability to predict performance more so than those in the less mature markets.

International differences:
Expectation that psychometric assessment enables fairer decision-making

93% in Czech Republic
versus **37%** in Hungary

International differences:
Expectation that psychometric assessment provides defendable decisions

72% in France
versus **24%** in Hungary

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Expected benefits from psychometric assessment

International differences:
Expectation that psychometric assessment predicts performance

70% in Sweden
versus **30%** in Germany

Expectation that psychometric assessment is reliable: 9 in 10 participants in Norway, Sweden and Portugal agree with this statement.

Agreement between countries

Internationally, psychometric assessment interfaces easily with current HR systems was rated lowest of the 8 statements with the difference between countries being just 11 percentage points. 23% in China versus 12% in Sweden

Andreas Lohff comments:

*Companies increasingly expect an easy and professional interface to existing systems. We believe that a slick and sensible integration will become even more business-critical as companies get more demanding **Talent Analytics** in place, ask more sophisticated questions and want real-time answers pulling together e.g. pre-hire application data and post-hire performance data.*

Current use of psychometric assessment

Top trends

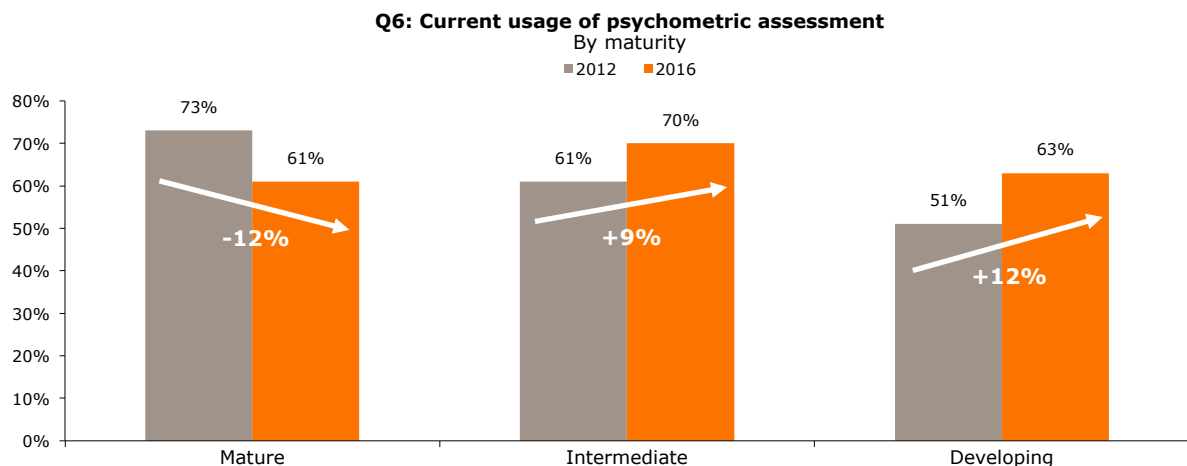
- Despite economic changes in the last six years, the proportion of organisations using psychometric assessment remains stable and embedded – and yet, assessment of every level of employee and at every stage of the employee lifecycle is on the up.
- There is a closing of the gap between the more and less mature markets with usage increasing significantly in the developing and intermediate markets.
- There is a shift away from personality assessment (across all markets based on maturity) and towards group and individual assessments which have seen significant growth. Perhaps an assessment of personality is included within these activities.
- Situational Judgement Questionnaires, relatively new to the assessment scene, are more widely used in the developing markets.
- The decline of offline versions of assessment continues.

Andreas Lohff comments:

We are witnessing a shift towards a more packaged approach to assessment. Users recognise the value from drawing together different tools for an assessment centre or development centre when groups of people are assessed, or in an individual assessment, which combines different measures.

With regard to competency-based interviewing, we see in our day-to-day contact with clients that competencies are understood and embedded within organisations. Perhaps the lower percentage stating that they use 'competency-based interviewing' reflects a shift in understanding. Competency mapping from the organisational requirement has increased in our view and users have a better understanding of the competencies required in the role. We have also seen a recent strengthening of the trend towards Situational Judgement Questionnaires and Realistic Job Previews. This reflects a growing trend towards pre-application testing. And the trend towards mobile has accelerated the move away from one unique diagnostic tool to a range of diagnostic instruments bundled into a talent solution, at different phases of the recruitment process.

International usage of some form of psychometric assessment remains stable at 60%, but usage in developing and intermediate markets is growing rapidly.

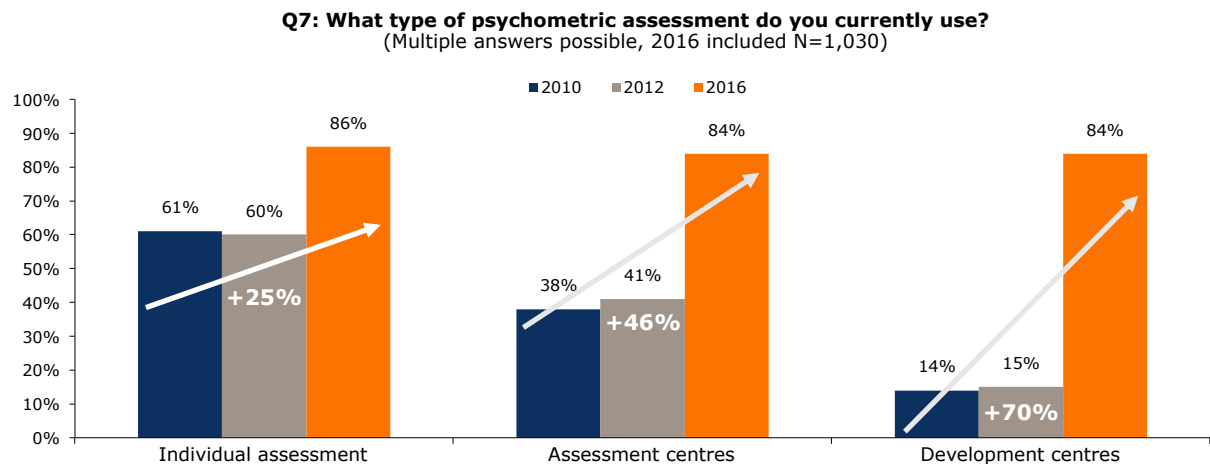


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Current use of psychometric assessment

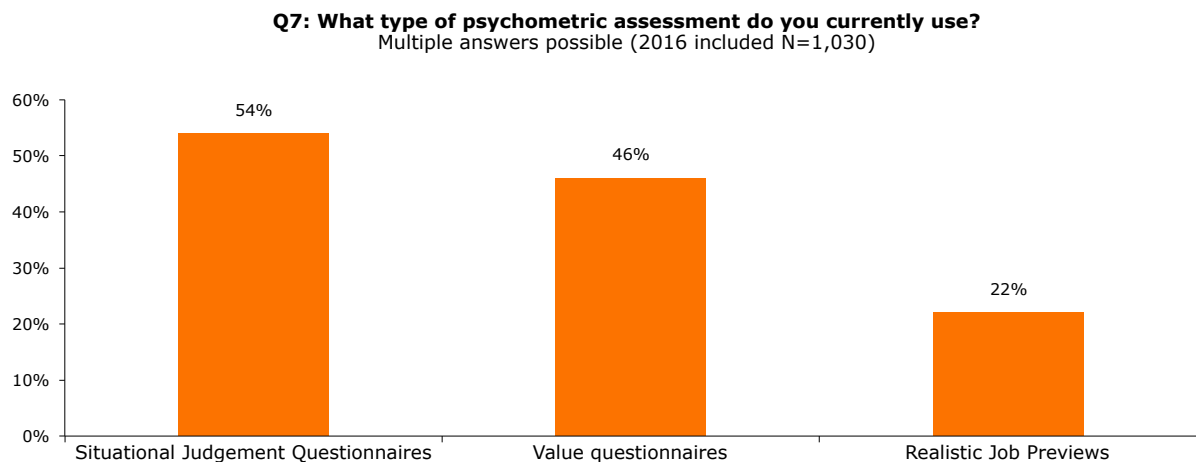
Combined assessment – not separate tests – is on the increase

There has been a significant growth in the use of Development Centres. 84% of respondents now use them (up from 15% in 2012). Assessment centres are also on the rise – up to 84%. Individual assessment, where a number of assessments are used together to better understand a candidate, is now used by 86% of respondents.



Values are becoming more important, with 46% of respondents using value questionnaires

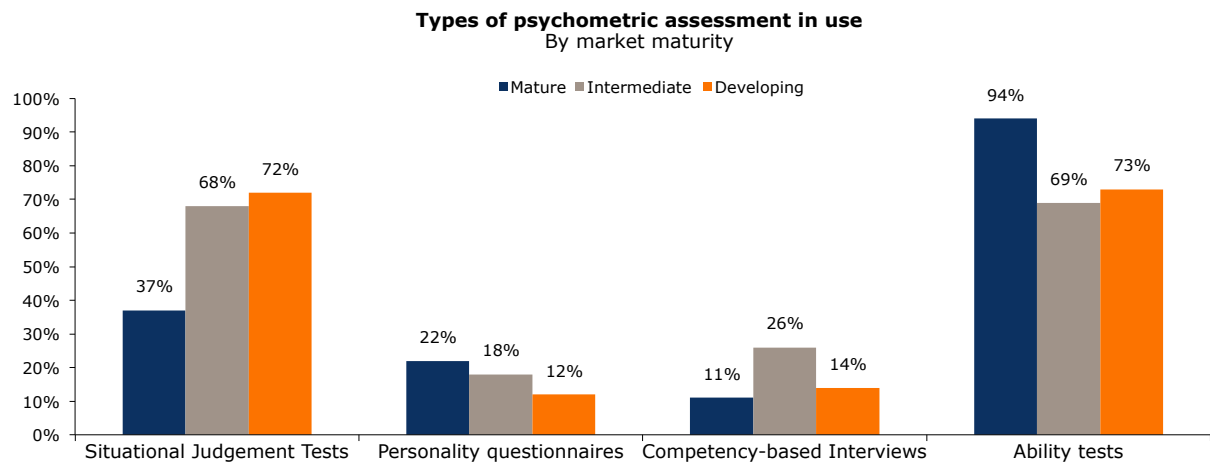
New to the survey for 2016 was the inclusion of Realistic Job Previews and Situational Judgement Questionnaires (22% and 54% usage respectively).



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Current use of psychometric assessment

Developing markets embrace a newer breed of test more so than mature markets



Situational Judgement Questionnaires are used more widely in developing markets than in mature markets (72% and 37% respectively) where there is no legacy of more traditional assessment questionnaires. Large organisations (over 5000 employees) use these tests (73%) more than smaller businesses, with less than 100 employees (36%).

International differences: Top users of development centres

Norway, Sweden, France

International differences: Top users of assessment centres

Sweden, Slovakia, Spain

International differences: Top users of personality questionnaires

China, UK, Ireland

Online assessment keeps growing: nearly all countries reflect this strong move to online

Since the first Barometer Survey in 2010, there has been an 18 per cent growth in the use of online assessment. 88% of respondents either use pure online assessment or a mix of online and offline assessment. There has been a strong move away from solely using offline versions of tools.

Norway remains the strongest user of online versions of psychometric assessment, with 82% of tools being carried out solely online.

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Current use of psychometric assessment

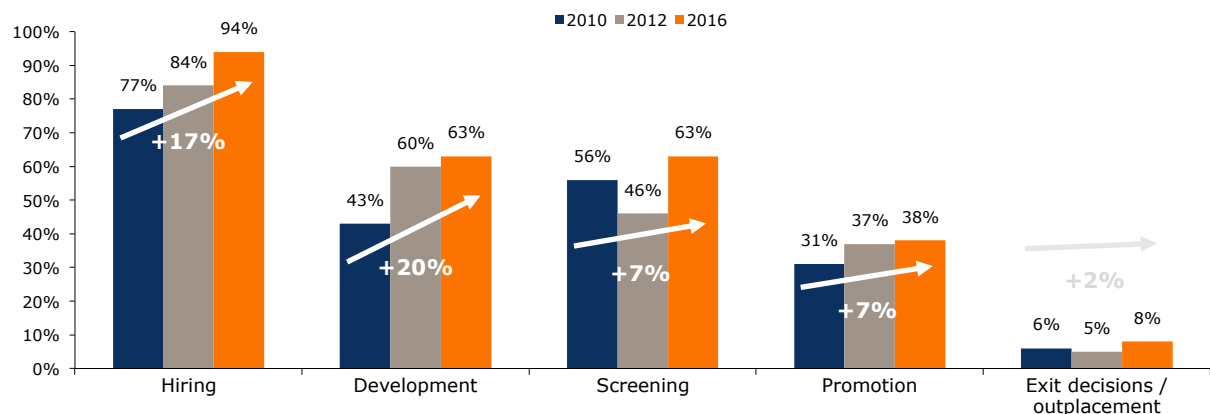
Psychometric assessment is increasing across the employee life cycle

Psychometric assessment is on the increase across all areas of the employee life cycle. Still most widely used in the hiring process, there has been a strong upward trend for using assessment in the initial screening of applicants. Now nearly three quarters of large 'corporates' (those with over 5000 employees) use assessment at this stage; a higher proportion than in any other organisational size – and a clear upward trend since 2010.

Reflecting current practices, this survey looked at using assessment to attract applicants and to then on-board employees. 18% of participants report that they use assessment to help attract candidates to their organisation and 13% use assessments during the on-boarding process.

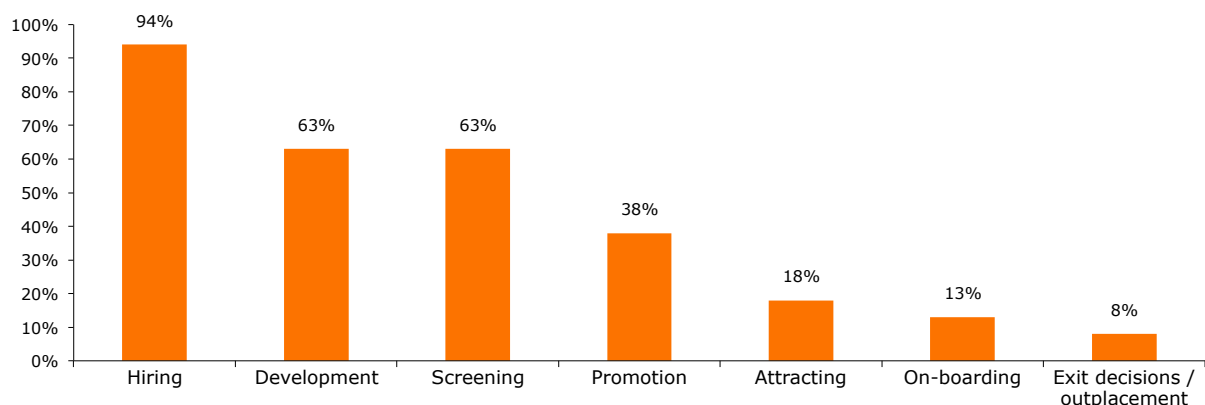
Q9: Where in the employees life cycle do you use psychometrics?

(Multiple answers possible, 2016 included N=991)



Q9: Where in the employees life cycle do you use psychometrics?

(Multiple answers possible, 2016 included N=991)



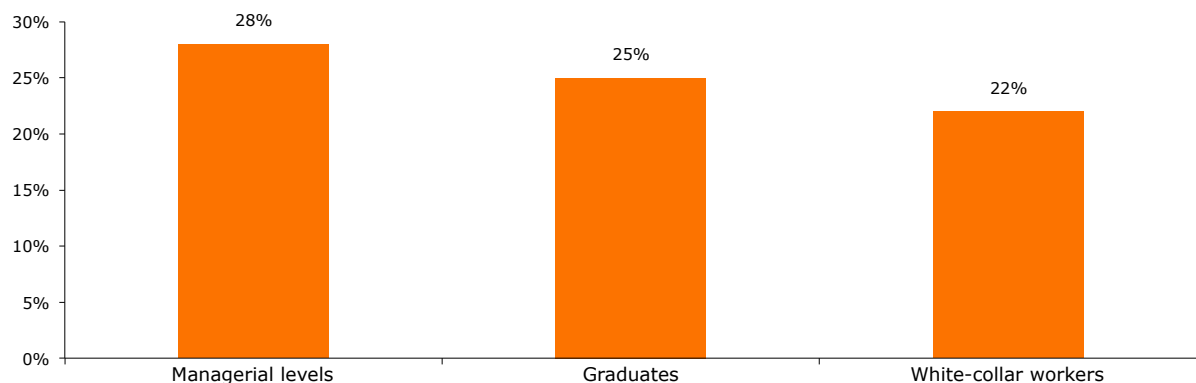
Assessment use on the up across all staff levels

Assessment use with all staff levels is getting stronger – and this has increased considerably since the initial Barometer Report of 2010.

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Current use of psychometric assessment

Greatest growth areas in psychometric assessment usage
for different levels from 2012 to 2016



There is a growth in the use of assessment to inform learning and development. The USA, South Africa and China are the biggest users of assessment for development.

International differences: Use of psychometric assessment with senior managers

More than **66%** reported by **every country**
More than **80%** usage in **10 of the 14 countries**

International differences: Use of psychometric assessment with white-collar workers

99% in **Sweden**
versus **44%** in the **Czech Republic**

International differences: Use of psychometric assessment with graduates

99% in **Ireland** and **Portugal**
versus **50%** in the **USA**

International differences: Use of psychometric assessment with apprentices

68% in **Germany** versus **0%** in the **Czech Republic**
but on the increase in **UK** with **53%**

The largest organisations remain the biggest users of graduate assessment and this trend remains on the increase from 70% to 79% since 2012. There has been a doubling of reported usage in medium-sized organisations (between 1001 and 5000 employees) with graduates, senior managers and junior managers.

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Current use of psychometric assessment

Cost still a perceived barrier to using psychometric assessment

88% of users report that they already use assessment widely but that cost is a key inhibitor to further use, as is the lack of suitable tests for their needs. Non-users of assessment state lack of management support and cost as key factors but they also believe that interviews meet their recruiting needs.

International differences: Psychometric assessment not used more widely because already being used as much as possible

43% in Norway versus **9%** in China

International differences: Psychometric assessment not used more widely due to a lack of suitable tests

38% in China versus **9%** in Norway

International differences: Psychometric assessment not used more widely due to cost

49% in Hungary and Spain versus **23%** in Norway

Andreas Lohff comments:

Norway is a very mature market in terms of using online psychometric assessment. Internet and mobile assessment is accepted, practitioners are highly expert and are using assessments in differentiated ways to answer business-related issues. In China the use of psychometric assessment is relatively new. HR professionals are using it to establish who is able to do a job or not. Chinese respondents clearly see that there is room to increase usage and to reap the benefits of better decisions and increased ROI through a wider use of psychometric assessment.

Requirements for psychometric suppliers and tools

Top trends

- Validity and reliability evidence of a tool is now the most important factor when choosing assessment suppliers.
- Value for money is seen as the most important factor in the developing markets.
- Users in larger organisations look for strong customer support and a stable IT system whereas smaller organisations are looking for in-company validation studies to understand how the tool works in action.
- Mobile assessment is growing in importance.

Clients want more proof of professionalism when choosing a supplier.

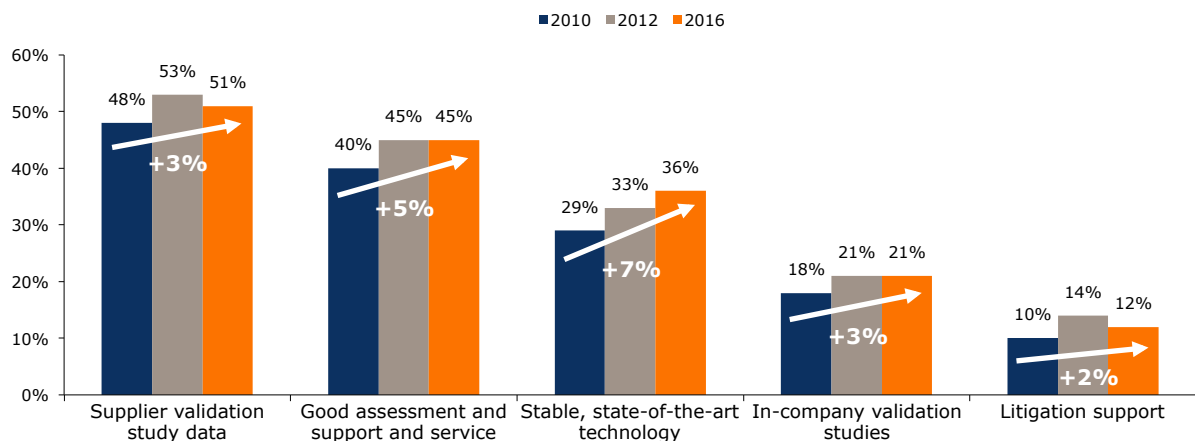
Organisations are looking for validity – evidence that a tool does what it says it will do – and ‘value for money’ when deciding which supplier to work with.

The key factors influencing supplier choice are:

- Validation work of the supplier;
- Demonstration of value;
- The ability to manage the assessment process internally; and
- Good technical, assessment and customer service.

Aspects with the biggest increase to previous years:

Q12: What do you consider most important when choosing a supplier of psychometric assessment?



Achim Preuss comments:

Stable, state-of-the-art technology is becoming more important. Companies need to be able to rely on the fact that a supplier can support the volumes of data needed for large scale and international projects – and that data protection and security is guaranteed. The move to mobile assessment challenges many providers. They need to ensure that the assessment instruments can be taken on smartphones and tablets without compromising the user experience and fairness. In addition, with the increasing trend towards talent analytics, companies are demanding more than ever a slick integration with existing recruitment or information systems to provide data to be analysed in any way required. This requires technical and legal data-related expertise, combined with psychometric and business knowledge.

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Requirements for psychometric suppliers and tools

International differences: Supplier needs to provide value for money

68% in the **Czech Republic**

versus **16%** in **France**

Corporates with more than 5000 employees want to see

- Strong assessment and technical **support**
- Stable and **state-of-the-art IT**
- **Accreditation** from third parties

International differences: Tools need to provide a clear business benefit

82% in **USA** versus **54%** in **China**

The biggest difference affecting the choice of supplier was value for money: this was more important to companies in the developing markets than those in other markets. Mature markets regard in-company validation studies as having less importance on the choice of supplier (15%) than the other markets and this may be because they have the capability and knowledge to carry out such studies themselves. Mature markets place more emphasis on the supplier-published validation studies than other markets.

Users in organisations with fewer than 100 employees are more concerned with accessing in-company validation studies carried out by other users.

Mobile assessment is important

The fact that tools can be accessed and used on smartphones is important to more than 20% of respondents – not only when choosing a tool but also when choosing a supplier. The larger the company, the more important mobile assessment becomes.

International differences: The countries that place the most importance on mobile compatibility when choosing either a tool or a provider are:

Ireland, South Africa, Germany, UK, Spain, Sweden

The requirement for a solid scientific basis

Tools that have a solid scientific basis with validity and reliability evidence, provide clear business results and are quick to score and interpret are the ones most likely to be deployed for assessment – and this has not changed over the past six years. And all of these features are growing in importance.

Mature markets want to see scientific proof

Mature markets value evidence of validity and reliability. Mature markets rate this 24 percentage points higher than developing markets. Norm groups are also more important for companies in mature markets, 21 percentage points more than other markets.

Achim Preuss comments:

Selection rates in mature markets tend to be higher as there are fewer applicants per job opening. This makes companies in mature markets understand the importance of valid and reliable tools.

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Requirements for psychometric suppliers and tools

Over 75% of all respondents from Germany, Ireland, Norway, Portugal, Spain, Sweden, UK, China, France and the USA rate reliability and validity as important features in a tool – and indeed this is each country's highest rating. The Czech Republic and Slovakia rate factors concerning speed and implementation more highly.

The demand for mobile assessment is particularly strong in large organisations.

The trend continues: companies want diagnostic instruments based on solid science that have clear business value and are quick to interpret.

Users want to see norm groups and wide language availability

Employers of all sizes recognise the importance of relevant norm groups. There is also a demand for different language versions of assessment tools as well as for tools with a high quality in the 'look and feel'.

What else should be assessed?

We asked respondents if they wanted to assess a skill, behaviour, or competency but lacked the tools to do this.

In the 2012 report, we found that 10% of respondents could not access tools for specific skills, or competency areas that they wanted.

In this Barometer Survey, this figure has increased to 23%: nearly a quarter of respondents are looking for assessments that are either not available or the respondents don't know that they're available.

The biggest new factor people indicated has to do with processes rather than specific tests. People are very interested in talent management, screening & recruitment, retention & succession.

Achim Preuss comments:

This interest and move towards talent processes is very much in line with the rising interest in talent analytics and the desire to get more out of assessments. Companies are linking their selection data with on the job performance data and their predictive data with future business challenges. Talent analytics, using validity studies to establish the best predictors of success and then checking and recalibrating to get better decision. We at cut-e are passionate about psychometrics and the actionable insights it can produce for clients.

Talent analytics

Top trends

- Talent analytics or 'Big Data' is in place in nearly half of organisations and yet more than half do not know the budget allocated.
- Applicant Tracking Systems (ATS) are used by around 1 in 8 participants and of these, 28% integrate their assessment with their ATS.
- A quarter of those with a data-mining project have an ATS.

For this survey we decided to include questions specifically concerning 'Big Data', an area that has grown in importance and debate in the past few years.

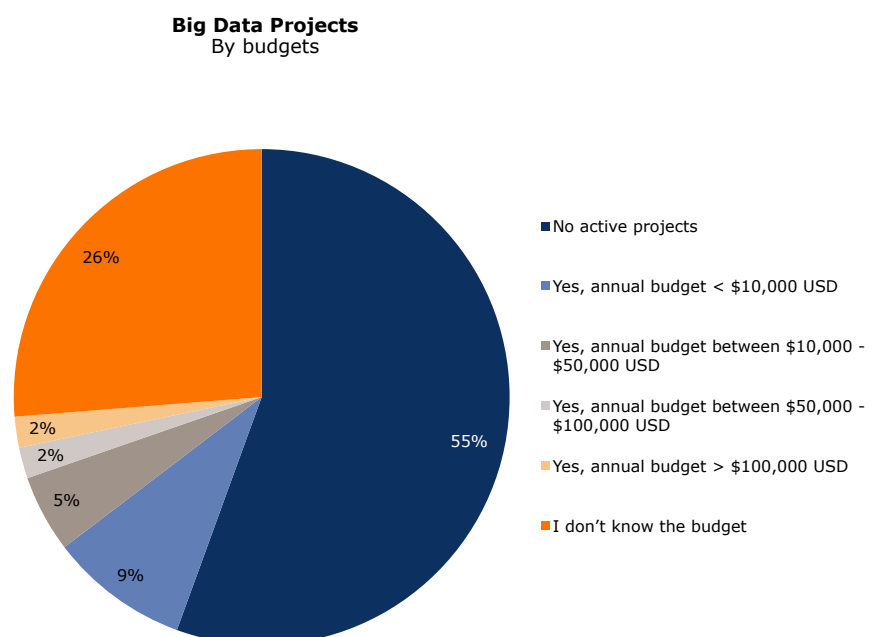
'Big Data' is analysed by nearly half of organisations

45% indicated that a Big Data project is in place in their organisation.

More than half of the participants indicated that, whilst they were aware that a Big Data project was in place, did not know the level of investment. It may be that these projects are not the remit of the HR department and thus the respondents were unaware of the budget. On the whole, the larger the organisation the greater the take-up of data mining projects.

The largest corporates (more than 5000 employees) have the highest percentage of Big Data projects with 65% of these organisations indicating such investment.

As well as being the ones more likely to invest in Big Data projects, large corporates (over 5000 employees) invest *more* in Big Data projects with 8% of this group spending more than \$100,000. But nearly half of the large companies don't know the budget for their projects. It could be that the smaller the company, the more the control of – or responsibility for – data mining lies with HR.



Use of ATS – Getting the most from an integrated data flow

23% of respondents who have a Big Data project are supported by an Applicant Tracking System. **The most common deployments are in Sweden, France, Ireland and Slovakia** in which around a third of the respondents use an ATS.

Of those who have an ATS, 28% integrate their assessments with the system. 14% of respondents said they do not feel the need for an ATS.

International differences: Countries with the most active Big Data project

China with **65%**
and the **Czech Republic** with **61%**
And, last but not least, **USA** with **56%**

International differences: Countries with the lowest budgets for Big Data projects

China and **Slovakia**
with **16%** report a budget of less than \$50,000

International differences: Respondents who have a project but don't know the budget

39% in the **Czech Republic** versus **18%** in **UK**

International differences: Countries with the biggest budgets for Big Data projects (over \$100,000)

USA with **9%** followed by
UK and **Portugal** with **5%**

International differences: Countries with the lowest number of Big Data projects

Sweden with **24%** and
France, Germany and **Norway** with **36%**

Conclusion

This report follows a worldwide survey of HR, recruitment and talent practitioners. In essence, it provides a global snapshot of the key issues and trends in psychometric assessment, offering insights into its role and value.

Our Global Assessment Barometer study reveals the continued growth of online assessment worldwide. 52% of organisations now use online assessment, predominantly in the hiring process but also for development purposes. However, this year's study shows that the objectives for assessment have changed.

Assessment used to be seen as an expensive way to help organisations manage the risk of making a bad hire. Tests would be used near the end of the recruitment process. Now, shorter, more customised, brand-relevant tests are used earlier in the process to help identify, attract and select the right people. Employers still want to make better, less risky selection decisions – but increasingly they also want to predict which candidates in their applicant pool will 'fit' their organisation and be strong performers. The 'right fit' will be different for every organisation but it usually involves a match with both the culture of the organisation and the role - and the aptitude to perform well in the role.

Development centres, assessment centres, integrity and value questionnaires and Situational Judgement Questionnaires (SJQs) are now the fastest growing assessment tools.

This year's study reveals the growth of two new aspects: pre-application assessment and testing via mobile devices. Both of these give candidates greater control in the application process. Pre-application assessment is about educating potential applicants on the role and the organisation, before they apply. This has significant benefits both for employers and for job seekers, as it helps organisations find the right people and it stops browsers from applying for jobs that aren't suitable for them. Mobile assessment, via smartphones and tablets, offers a new way to engage with candidates and it allows them to complete their assessments whenever they want.

There has also been a trend towards using assessments to achieve greater diversity, as employers strive to make faster and more objective selection decisions.

Interestingly, we've also seen an increase in the use of talent analytics this year. This shows that employers are becoming savvier in the way they utilise assessment data. Accessible and interpretable analytics can provide fresh insights which can inform all aspects of an organisation's talent strategy in the future. Simply put, it has now become much easier to measure and evaluate the impact of psychometrics on the business outcomes.

We hope that this report will give you a greater understanding of how and why HR practitioners, hiring managers and L&D teams throughout the world are using assessments to make better informed decisions on selection, development, succession planning and staff retention.

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Statistics and methodology and participant statistics

Statistics and methodology and participant statistics

Between June and December 2015, HR, Recruitment, Talent management and Business managers across industries, countries and differing organisational size were invited to complete an online questionnaire about their use of psychometric assessment.

The survey was hosted by *cut-e* and respondents were invited to complete and submit the survey via online marketing and promotion, direct invitation, the *cut-e* newsletters and through *cut-e* partner network.

In total, 2,776 professionals participated in this survey. Each question has been evaluated based on the number of completed answers. Where multiple answers were possible to a question, the number of valid responses (where at least one answer was given) to that question was taken as N.

Where responses have been evaluated according to company size, the valid responses to Question 3 (*"How many employees does your company have?"*) were taken as N.

Where responses were evaluated according to country, the valid responses to Question 2 (*"In which country are you based?"*) were taken as N (grouped according to country grouping as shown below).

For the evaluation of Questions 7–10 the numbers are corrected for valid responses; i.e. only respondents who said that they are currently using psychometric instruments are included and at least one alternative of multiple answer options must have been chosen.

Participant statistics by role

Of the respondents, 48% are HR professionals or recruiters, although many of the business / line managers and 'other' professionals may also have HR-related elements to their role.

Q1 What is your role?	2010 %	2012 %	2016 %
Human resources professional	42	50	36
Business / line manager	15	15	14
Recruiter	14	15	12
Other	29	20	38

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Statistics and methodology and participant statistics

Participant statistics by country and maturity level

We have chosen not to evaluate the results by individual country where the response rates were too small to be evaluated in this way. They therefore are not included in the country or market maturity analyses.

The 'Market Maturity' rating is based on expert knowledge and input by the producers of this report. This rating is determined by the extent to which psychometric assessment is used and accepted by organisations and how the HR profession is viewed within the market.

Q2 In which country are you based? (2016 included N=2,362)	%	Maturity level
Czech Republic	3.4	Developing
France	2.7	Intermediate
Germany	8.5	Intermediate
Ireland	3.2	Mature
Norway	11.6	Mature
Portugal	5.5	Developing
Spain	1.8	Developing
Sweden	10.4	Mature
UK	8.7	Mature
USA	4.6	Mature
Slovakia	4	Developing
China	8.8	Developing
South Africa	2.9	Intermediate
Other / and smaller countries not evaluated	23.9	N/A

Participant statistics by company size

Q3 How many employees does your company have? (2016 included N=2,173)	2016 %
More than 5000 employees	16.7
Between 1001 and 5000 employees	11.5
Between 501 and 1000 employees	9.9
Between 101 and 500 employees	20.9
Fewer than 100 employees	36.0

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APPENDIX 1: Trend Data

APPENDICES

Appendix 1: Trend Data

Appendix 2: full answers by country

Appendix 3: full answers by company size

Appendix 4: full answers by company size AND users / non-users

APPENDIX 1: Trend Data

Question asked: (Q4) Which of the following statements is true for your business? Multiple answers possible 2016 included N=1,692	2010 %	2012 %	2016 %	Change from 2010 to 2016
Selection decisions are based on competencies and not just on knowledge and experience	55	62	58	↑ +3
Shortage of talent is increasingly impacting HR work	37	41	40	↑ +3
Development planning of key staff is increasingly taking into account a longer-term perspective	34	43	36	↑ +2
We are keen to have a more diverse workforce and recruit accordingly	38	34	32	↓ -6
We are sourcing talent in new ways and from new geographies	27	30	27	-
Typical career paths within our organisation are increasingly changing due to flatter hierarchies	26	30	26	-
Demographic changes (e.g. aging workforce) are an increasing challenge to the business	29	27	24	↓ -5

Question asked: (Q5) What benefits do you expect from the use of psychometric assessment? Multiple answers possible 2016 included N=1,732	2010 %	2012 %	2016 %	Change from 2010 to 2016
More reliable / less risky decisions	67	72	81	↑
Predict performance	49	52	57	↑
Fairer decisions	45	51	54	↑
Save time	45	45	47	↑
Defendable decisions based on data	37	43	47	↑
Save money	33	34	36	↑
Faster decisions	25	26	34	↑
Easy interface to existing HR systems	15	18	17	↑
Other, please state:	3	3	4	↑

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APPENDIX 1: Trend Data

Question asked: (Q7) What type of psychometric assessment do you currently use? Multiple answers possible 2016 included N=1,030	2010 %	2012 %	2016 %	Change from 2010 to 2016
Individual assessment	61	60	86	↑ +25
Assessment centres	38	41	84	↑ +46
Development centres	14	15	84	↑ +70
Ability tests	54	62	77	↑ +23
Situational Judgement tests	-	-	54	-
Value questionnaires	15	15	46	↑ +31
360 degree feedback	29	30	40	↑ +11
Personality questionnaires	62	70	24	↓ -38
Motivation questionnaires	27	27	23	↓ -4
Realistic Job Previews	-	-	22	-
Competency-based interviews	61	68	19	↓ -42
Interest inventories	8	11	19	↑ +11
Management audit	11	9	17	↑ +6
Other, please state:	3	3	5	↑ +2

Question asked: (Q8) Which versions of psychometric assessment do you use? 2016 included N= 1013	2010 %	2012 %	2016 %	Change from 2010 to 2016
Online versions (Internet-based)	41	44	52	↑ +11
Both offline and online versions	35	39	36	↑ +1
Offline versions (paper-and-pencil or computer-based)	24	17	12	↓ -12

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APPENDIX 1: Trend Data

Question asked: (Q9) Where in the employee life cycle do you use psychometrics? Multiple answers possible 2016 included N=991	2010 %	2012 %	2016 %	Change from 2010 to 2016
Hiring	77	84	94	↑ +17
Development	43	60	63	↑ +20
Screening	56	46	63	↑ +7
Promotion	31	37	38	↑ +7
Attracting	-	-	18	-
On-boarding	-	-	13	-
Exit decisions / outplacement	6	5	8	↑ +2

Question asked: (Q10) For which levels do you use psychometric assessment? Multiple answers possible 2016 included N=991	2010 %	2012 %	2016 %	Change from 2010 to 2016
White-collar workers	65	67	87	↑ +22
Senior management	58	60	86	↑ +28
Junior management	55	65	83	↑ +28
Graduates / trainees	45	53	70	↑ +25
Blue-collar workers	20	19	26	↑ +6
Apprentices	14	19	20	↑ +6
Other	6	5	9	↑ +3

The Global Assessment Barometer 2016

APPENDIX 1: Trend Data

Question asked: (Q12) What do you consider most important when choosing a supplier of psychometric assessment? Multiple answers possible 2016 included N=1,533	2010 %	2012 %	2016 %	Change from 2010 to 2016
Supplier validation study data	48	53	51	↑ +3
Provides value for money	55	54	48	↓ -7
Self-sufficiency: enabling you to manage the assessment tools yourself	50	49	45	↓ -5
Good assessment and technical support and customer service	40	45	45	↑ +5
Stable, state-of-the-art technology	29	33	36	↑ +7
Recommendation / word of mouth	38	37	35	↓ -3
Accreditation from third parties, e.g. test commission	34	35	33	↓ -1
Ensures diversity and test fairness	34	38	29	↓ -5
Tools can be accessed and used on mobile devices			22	-
In-company validation studies	18	21	21	↑ +3
Litigation support: provides defensible data for anti-discrimination	10	14	12	↑ +2
Outsourcing: provider can manage the assessment for you	12	12	10	↓ -2
Provides cheapest instruments	6	7	9	↑ +3
Other, please state:	3	3	5	↑ +2

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APPENDIX 1: Trend Data

Question asked: (Q13) What features do you consider most important when using psychometric assessment tools? Multiple answers possible 2016 included N=1,487	2010 %	2012 %	2016 %	Change from 2010 to 2016
The tool has validity and reliability evidence.	68	75	80	↑ +12
The tool provides clear business benefit (e.g. through better informed decisions, prediction of performance).	54	63	66	↑ +12
The tool has a scientific research basis and follows the latest trends in research.	50	53	60	↑ +10
The tool is quick to score and interpret.	53	57	57	↑ +4
The tool has online administration and report generation.	45	48	52	↑ +7
The tool is quick for the candidate to complete.	42	45	49	↑ +7
The tool is accepted within the organisation by employees and managers.	43	44	46	↑ +3
The tool provides a starting point for discussion as part of the development process.	40	43	46	↑ +6
Current and sizable norm groups are available.	30	30	32	↑ +2
The tool is available in many languages.	26	27	32	↑ +6
Instruments and results can be easily integrated into existing HR systems.	26	30	30	↑ +4
There is a high production quality in the 'look and feel' of the tool.	22	22	27	↑ +5
The tool can be accessed on mobile devices	-	-	21	-

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APPENDIX 2: full answers by country

APPENDIX 2: full answers by country

Question asked: (Q4) Which of the following statements are TRUE for your business?

Multiple answers possible, 2016 included N=1,692

	Shortage of talent is increasingly impacting HR work	Selection decisions are based on competencies and not just knowledge and experience	Demographic changes are an increasing challenge to the business	We are sourcing talent in new ways and from new geographies	Development planning of key staff is increasingly taking into account a longer-term perspective	We are keen to have a more diverse workforce and recruit accordingly	Typical career paths within our organisation are increasingly changing due to flatter hierarchies
Czech Republic	61%	95%	28%	13%	15%	21%	7%
France	48%	59%	19%	21%	30%	38%	24%
Germany	50%	59%	31%	21%	32%	23%	23%
Hungary	38%	48%	21%	23%	43%	41%	27%
Ireland	42%	50%	31%	28%	39%	28%	23%
Norway	24%	57%	25%	22%	45%	30%	36%
Portugal	50%	40%	29%	22%	46%	24%	28%
Slovakia	45%	78%	21%	20%	26%	21%	30%
Spain	29%	59%	18%	41%	36%	25%	32%
Sweden	30%	38%	19%	48%	29%	54%	23%
UK	30%	50%	30%	27%	32%	47%	24%
USA	38%	47%	21%	33%	32%	36%	32%
China	55%	27%	15%	30%	63%	27%	22%
South Africa	31%	60%	29%	23%	35%	33%	27%
Min / max	37	68	16	35	48	33	29

Question asked: (Q5) What benefits do you expect from the use of psychometric assessment?

Multiple answers possible, 2016 included N=1,732

	Saving time	Saving money	Making more reliable and / or less risky decisions	Faster decision-making	Fairer decision-making	Having data to defend decisions	An easy interface with existing HR systems	Ability to predict performance	None of the above	Other
Czech Republic	44%	36%	75%	21%	93%	41%	13%	57%	0%	0%
France	57%	21%	83%	34%	44%	72%	16%	41%	10%	3%
Germany	55%	47%	73%	40%	57%	50%	20%	30%	5%	3%
Hungary	54%	42%	88%	53%	37%	24%	22%	53%	3%	4%
Ireland	45%	34%	72%	40%	49%	60%	16%	52%	5%	5%
Norway	40%	29%	100%	18%	55%	46%	14%	67%	4%	3%
Portugal	46%	29%	92%	46%	51%	42%	15%	56%	2%	1%
Slovakia	49%	31%	65%	31%	86%	47%	16%	51%	1%	1%
Spain	53%	40%	74%	53%	46%	34%	22%	53%	3%	3%
Sweden	46%	29%	98%	16%	58%	43%	12%	70%	3%	5%
UK	56%	33%	68%	42%	49%	46%	12%	61%	6%	7%
USA	33%	38%	75%	38%	48%	51%	21%	62%	8%	8%
China	42%	40%	79%	35%	40%	61%	23%	57%	1%	2%
South Africa	51%	35%	61%	47%	53%	45%	16%	61%	6%	6%
Min / max	24	26	39	37	56	48	11	40	10	8

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APPENDIX 2: full answers by country

Question asked: (Q7) What type of psychometric assessment do you currently use?

Multiple answers possible, 2016 included N=1,030

	Individual assessment	Competency-based interviews	Personality questionnaires	Interest inventories	Ability testing	Value questionnaires	Motivation questionnaires	Management audit	Assessment centres	Development centres	360 degree feedback	Situational Judgement Tests	Realistic Job Previews
Czech Republic	55%	12%	10%	19%	91%	86%	12%	5%	91%	100%	22%	60%	37%
France	68%	49%	25%	19%	100%	56%	25%	6%	62%	100%	25%	25%	27%
Germany	86%	20%	19%	10%	63%	43%	17%	26%	79%	78%	39%	82%	37%
Hungary	61%	9%	12%	18%	70%	58%	18%	24%	91%	70%	58%	73%	27%
Ireland	97%	13%	46%	13%	84%	34%	8%	0%	92%	76%	55%	67%	37%
Norway	75%	10%	7%	10%	100%	44%	32%	24%	86%	100%	40%	29%	27%
Portugal	100%	30%	6%	12%	65%	45%	18%	4%	87%	71%	51%	77%	37%
Slovakia	85%	6%	17%	4%	70%	40%	21%	2%	100%	91%	38%	85%	27%
Spain	100%	16%	11%	5%	81%	32%	27%	5%	100%	86%	49%	43%	37%
Sweden	98%	6%	12%	2%	100%	53%	12%	19%	100%	100%	24%	30%	27%
UK	97%	3%	57%	19%	66%	31%	22%	22%	75%	69%	44%	69%	37%
USA	100%	24%	48%	29%	48%	19%	29%	14%	91%	67%	48%	38%	27%
China	69%	69%	85%	99%	19%	37%	42%	25%	30%	19%	51%	37%	18%
South Africa	100%	16%	27%	11%	87%	33%	22%	11%	93%	100%	27%	27%	16%
Min / max	45	66	79	97	81	67	34	26	70	81	36	60	21

Question asked: (Q8) How do you carry out psychometric assessment?

Multiple answers possible, 2016 included N=1,013

Question asked: (Q8) How do you carry out psychometric assessment?	Using offline versions only* %	Using online versions only (Internet-based) %	Using both offline and online versions %
Czech Republic	11%	49%	40%
France	15%	56%	30%
Germany	22%	36%	42%
Hungary	15%	40%	45%
Ireland	9%	67%	24%
Norway	4%	82%	14%
Portugal	18%	36%	46%
Slovakia	19%	40%	41%
Spain	21%	24%	55%
Sweden	4%	75%	21%
UK	0%	68%	33%
USA	17%	37%	46%
China	18%	36%	47%
South Africa	4%	41%	56%
Min / max	22	58	42

* (paper-and-pencil or computer-based)

The Global Assessment Barometer 2016

APPENDIX 2: full answers by country

Question asked: (Q9) Where in the employee life cycle do you use psychometrics?

Multiple answers possible, 2016 included N=991

	Attracting applicants	Screening applicants in the early stages	Hiring or initial selection in recruitment	On-boarding	Promotion	Development	Outplacement	Other
Czech Republic	8%	39%	100%	8%	67%	59%	5%	5%
France	17%	39%	100%	11%	33%	61%	39%	0%
Germany	10%	76%	100%	3%	34%	62%	4%	3%
Hungary	3%	84%	71%	20%	37%	74%	7%	3%
Ireland	13%	83%	79%	8%	46%	63%	4%	4%
Norway	21%	74%	100%	13%	16%	51%	4%	5%
Portugal	22%	85%	79%	14%	30%	64%	6%	0%
Slovakia	29%	23%	85%	23%	58%	81%	2%	0%
Spain	57%	66%	57%	13%	31%	57%	4%	13%
Sweden	20%	64%	100%	6%	20%	55%	8%	5%
UK	20%	82%	88%	7%	36%	65%	0%	3%
USA	11%	67%	60%	21%	49%	74%	14%	4%
China	13%	47%	89%	29%	53%	60%	7%	3%
South Africa	10%	50%	100%	20%	40%	65%	10%	5%
Min / max	54	62	43	26	51	30	39	13

Question asked: (Q10) With which levels of people in your organisation do you use psychometric assessment?

Multiple answers possible, 2016 included N=991

	Blue-collar workers	White-collar workers	Apprentices	Graduates / trainees	Junior management	Senior management	Other
Czech Republic	6%	44%	0%	72%	100%	100%	12%
France	18%	82%	23%	58%	99%	94%	6%
Germany	19%	86%	68%	68%	68%	66%	4%
Hungary	26%	94%	16%	78%	91%	71%	3%
Ireland	38%	56%	23%	100%	61%	89%	9%
Norway	28%	96%	13%	56%	91%	83%	14%
Portugal	26%	68%	13%	100%	90%	66%	4%
Slovakia	13%	75%	4%	53%	99%	100%	20%
Spain	19%	88%	24%	78%	78%	83%	10%
Sweden	36%	100%	1%	53%	58%	79%	14%
UK	19%	56%	53%	96%	77%	80%	0%
USA	54%	88%	19%	50%	69%	88%	12%
China	21%	91%	3%	72%	95%	95%	3%
South Africa	42%	66%	38%	61%	70%	99%	5%
Min / max	48	56	68	50	42	34	20

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APPENDIX 2: full answers by country

Question asked: (Q11) Why do you not use psychometric assessment more widely?

Multiple answers possible, 2016 included N=1,546

	Lack of management support	Trade unions / works councils	Too expensive	Too complicated	No added value	Lack of suitable, meaningful tests & questionnaires	Fear of alienating applicants	Interviews are sufficient for our purposes	We use online testing as widely as possible	Other
Czech Republic	17%	5%	42%	15%	7%	13%	7%	8%	35%	12%
France	16%	6%	33%	14%	8%	29%	10%	14%	20%	12%
Germany	13%	11%	25%	9%	8%	15%	21%	9%	41%	8%
Hungary	23%	0%	49%	11%	8%	23%	8%	16%	11%	11%
Ireland	22%	10%	29%	14%	9%	19%	7%	26%	17%	7%
Norway	23%	2%	23%	7%	10%	9%	6%	21%	43%	15%
Portugal	15%	4%	40%	3%	4%	20%	4%	32%	28%	9%
Slovakia	14%	0%	38%	11%	7%	17%	9%	21%	30%	13%
Spain	15%	0%	49%	12%	9%	31%	9%	15%	12%	6%
Sweden	15%	1%	34%	5%	10%	20%	9%	24%	26%	16%
UK	11%	3%	30%	11%	16%	17%	23%	17%	24%	8%
USA	20%	5%	32%	9%	7%	25%	4%	19%	19%	20%
China	29%	4%	33%	18%	10%	38%	8%	8%	9%	3%
South Africa	15%	11%	39%	9%	2%	17%	13%	17%	30%	6%
Min / max	18	11	26	15	14	29	19	24	34	17

Question asked: (Q12) What do you consider of great importance when choosing a supplier of psychometric assessment?

Multiple answers possible, 2016 included N=1,533

	Recommendation or word of mouth	Supplier validation study data	In-company validation studies of other users	Accreditation from third parties (e.g. test commission, professional body)	Committed to diversity and test fairness	Litigation support: provides defendable data	Provides value for money	Provides the cheapest instruments	Stable, state-of-the-art technology	Self-sufficiency: enabling you to manage the assessments yourself	Good assessment, technical and customer support	Tools can be accessed on mobile devices	Outsourcing is possible	Other
Czech Republic	32%	55%	20%	15%	47%	12%	68%	3%	38%	56%	42%	5%	8%	0%
France	30%	47%	42%	30%	35%	19%	16%	7%	37%	49%	40%	23%	19%	5%
Germany	32%	40%	25%	43%	21%	8%	50%	19%	48%	33%	33%	36%	7%	5%
Hungary	47%	41%	18%	19%	27%	6%	63%	9%	58%	53%	37%	11%	7%	3%
Ireland	50%	39%	26%	39%	33%	17%	46%	6%	26%	31%	44%	20%	20%	4%
Norway	38%	52%	6%	57%	31%	8%	24%	5%	34%	56%	54%	21%	7%	7%
Portugal	34%	55%	37%	33%	31%	4%	50%	10%	13%	39%	40%	36%	12%	5%
Slovakia	28%	54%	17%	32%	22%	12%	66%	2%	35%	44%	50%	23%	9%	6%
Spain	26%	46%	20%	35%	29%	6%	52%	20%	43%	40%	37%	23%	17%	6%
Sweden	35%	68%	10%	30%	30%	17%	36%	5%	29%	54%	54%	19%	7%	5%
UK	26%	47%	21%	30%	37%	14%	50%	2%	37%	45%	49%	30%	10%	3%
USA	28%	51%	28%	25%	28%	25%	52%	4%	39%	37%	37%	18%	18%	7%
China	33%	63%	34%	24%	17%	6%	58%	10%	38%	47%	44%	19%	8%	1%
South Africa	31%	34%	9%	42%	47%	16%	60%	7%	29%	27%	45%	31%	11%	11%
Min / max	24	34	36	42	30	21	52	18	45	29	21	31	13	11

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APPENDIX 2: full answers by country

Question asked: (Q13) What features do you consider most important when using psychometric assessment tools?

Multiple answers possible, 2016 included N=1,487

	Validity and reliability evidence	A scientific research basis and follows latest trends in research	Provides clear business benefit	Accepted within the organisation by employees and managers	Quick to score and interpret	Provides a starting point for development	Online administration and report generation	Quick for candidates to complete	Current and sizable norm groups available	Available in many languages	High production quality in the 'look and feel'	Easily integrated into existing HR systems	Other
Czech Republic	34%	55%	57%	32%	81%	60%	94%	72%	6%	15%	34%	34%	0%
France	76%	61%	61%	45%	68%	50%	43%	55%	25%	25%	30%	25%	3%
Germany	82%	62%	63%	55%	62%	44%	49%	50%	14%	41%	30%	24%	1%
Hungary	63%	59%	73%	38%	49%	45%	50%	69%	20%	32%	32%	27%	3%
Ireland	87%	60%	78%	55%	57%	39%	50%	53%	30%	18%	16%	25%	0%
Norway	90%	72%	55%	40%	50%	49%	55%	43%	23%	45%	36%	18%	4%
Portugal	93%	42%	81%	28%	55%	70%	54%	49%	17%	22%	30%	16%	4%
Slovakia	54%	43%	76%	61%	87%	52%	51%	63%	7%	21%	36%	19%	1%
Spain	83%	59%	71%	39%	71%	24%	47%	43%	16%	28%	55%	28%	4%
Sweden	90%	67%	62%	38%	48%	43%	55%	42%	21%	38%	29%	43%	1%
UK	83%	57%	64%	62%	60%	40%	45%	45%	26%	28%	30%	28%	0%
USA	100%	58%	82%	40%	59%	46%	48%	33%	25%	29%	31%	21%	8%
China	86%	50%	54%	63%	56%	52%	44%	45%	29%	32%	23%	36%	31%
South Africa	64%	62%	67%	59%	50%	34%	45%	48%	36%	36%	34%	31%	34%
Min / max	66	30	28	35	39	46	51	39	30	30	39	27	34

Question asked: (Q30) Are you using an applicant tracking system?

2016 included N=1,019

	No	Yes
Czech Republic	96%	4%
France	62%	38%
Germany	79%	21%
Hungary	82%	18%
Ireland	69%	31%
Norway	73%	27%
Portugal	76%	24%
Slovakia	64%	36%
Spain	84%	16%
Sweden	63%	37%
UK	75%	25%
USA	70%	30%
China	86%	14%
South Africa	78%	22%

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APPENDIX 2: full answers by country

Question asked: (Q29) Do your psychometric assessments integrate with your applicant tracking system?

2016 included N=766

	Yes	No	Don't need them
Czech Republic	10%	76%	14%
France	5%	91%	5%
Germany	44%	45%	11%
Hungary	11%	75%	14%
Ireland	11%	61%	29%
Norway	41%	45%	14%
Portugal	36%	46%	18%
Slovakia	12%	80%	8%
Spain	15%	85%	0%
Sweden	32%	64%	5%
UK	70%	13%	17%
USA	18%	51%	31%
China	34%	53%	14%
South Africa	31%	44%	25%

Question asked: (Q27) Is your organisation actively looking at talent analytics and Big Data? If so, what is the annual budget for this area?

2016 included N=1,692

	No active projects	Yes, annual budget < \$10,000 USD	Yes, annual budget between \$10,000 - \$50,000 USD	Yes, annual budget between \$50,000 - \$100,000 USD	Yes, annual budget > \$100,000 USD	I don't know the budget
Czech Republic	39%	13%	6%	2%	2%	39%
France	64%	8%	3%	0%	3%	23%
Germany	64%	4%	3%	1%	2%	26%
Hungary	63%	6%	1%	1%	0%	29%
Ireland	58%	10%	4%	2%	0%	27%
Norway	64%	5%	3%	2%	0%	26%
Portugal	50%	4%	4%	2%	5%	35%
Slovakia	51%	16%	1%	2%	0%	29%
Spain	58%	15%	0%	3%	3%	21%
Sweden	76%	1%	2%	0%	1%	21%
UK	47%	12%	12%	5%	5%	18%
USA	54%	6%	3%	4%	9%	24%
China	35%	16%	13%	4%	2%	30%
South Africa	57%	11%	6%	3%	3%	20%

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APPENDIX 2: full answers by country

Question asked: (Q14) Have you wanted to assess a skill, behaviour, competency etc. but have not had the tools to do so?

2016 included N=1,499

	No	Yes
Czech Republic	82%	18%
France	79%	21%
Germany	83%	17%
Hungary	83%	17%
Ireland	79%	21%
Norway	88%	12%
Portugal	87%	13%
Slovakia	82%	18%
Spain	60%	40%
Sweden	81%	19%
UK	85%	15%
USA	73%	27%
China	45%	55%
South Africa	74%	26%

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APPENDIX 3: full answers by company size

APPENDIX 3: full answers by company size

Question asked: (Q4) Which of the following statements are TRUE for your business? Multiple answers possible, 2016 included N=1,692	> 5000 employees	1001 – 5000 employees	501 – 1000 employees	101 – 500 employees	< 100 employees
Shortage of talent is increasingly impacting HR work.	36%	41%	42%	40%	40%
Selection decisions are based on competencies as opposed to only on knowledge and experience.	46%	48%	60%	58%	56%
Demographic changes (e.g. aging workforce) are an increasing challenge.	27%	29%	23%	23%	21%
Development planning of key staff is increasing.	38%	38%	40%	37%	33%
We are keen to have a more diverse workforce and recruit accordingly.	34%	33%	28%	32%	33%
Typical career paths within our organisation are changing due to flatter hierarchies.	24%	25%	26%	27%	29%
We are sourcing talent in new ways and from new geographies.	34%	27%	21%	24%	28%

Question asked: (Q5) What benefits do you expect from the use of psychometric assessment? Multiple answers possible, 2016 included N=1,732	> 5000 employees	1001 – 5000 employees	501 – 1000 employees	101 – 500 employees	< 100 employees
Save time	49%	47%	47%	46%	48%
Save money	37%	35%	30%	35%	37%
More reliable / less risky decision-making	72%	85%	79%	87%	80%
Faster decision-making	34%	31%	36%	32%	36%
Fairer decision-making	51%	58%	65%	53%	50%
Having data to defend decisions	48%	45%	52%	43%	47%
An easy interface to existing HR systems	25%	17%	16%	14%	15%
Ability to predict performance	57%	57%	52%	60%	57%
None of these	2%	3%	3%	4%	6%
Other	4%	2%	1%	5%	5%

Question asked: (Q6) Do you currently use any form of psychometric assessment in your organisation? 2016 included N=1,720	> 5000 employees	1001 – 5000 employees	501 – 1000 employees	101 – 500 employees	< 100 employees
Yes – i.e. users	71%	70%	56%	56%	53%
No – i.e. non-users	29%	30%	44%	44%	47%

The Global Assessment Barometer 2016

APPENDIX 3: full answers by company size

Question asked: (Q7.) What type of psychometric assessment do you currently use? Multiple answers possible, 2016 included N=1,030	> 5000 employees	1001 – 5000 employees	501 – 1000 employees	101 – 500 employees	< 100 employees
Individual assessment	79%	85%	92%	100%	82%
Assessment centres	81%	81%	99%	87%	81%
Development centres	71%	90%	82%	86%	87%
Competency-based interviews	17%	16%	10%	16%	28%
Ability tests	74%	80%	87%	72%	76%
Personality questionnaires	30%	25%	26%	18%	22%
Interest inventories	22%	18%	16%	22%	16%
Motivation questionnaires	20%	18%	16%	17%	34%
Value questionnaires	30%	43%	39%	50%	57%
Management audit	19%	15%	10%	12%	21%
Situational Judgement Tests	73%	59%	65%	51%	36%
Realistic Job Previews	27%	26%	16%	16%	21%
360 degree feedback	52%	41%	39%	45%	31%

Question asked: (Q8) How do you carry out psychometric assessment? Multiple answers possible, 2016 included N=1,013	> 5000 employees	1001 – 5000 employees	501 – 1000 employees	101 – 500 employees	< 100 employees
Online versions only (Internet-based)	48%	51%	56%	45%	58%
Both offline and online versions	42%	36%	28%	39%	32%
Offline versions only (paper-and-pencil or computer-based)	10%	13%	16%	17%	9%

Question asked: (Q9) Where in the employee life cycle do you use psychometrics? 2016 included N= 991	> 5000 employees	1001 – 5000 employees	501 – 1000 employees	101 – 500 employees	< 100 employees
Attracting applicants	17%	15%	18%	18%	20%
Screening applicants in the early stages	74%	54%	58%	62%	62%
Hiring or initial selection in recruitment	89%	91%	100%	98%	94%
On-boarding	14%	13%	12%	11%	15%
Promotion	34%	53%	43%	39%	29%
Development	60%	70%	62%	65%	59%
Exit decisions / outplacement	9%	3%	3%	4%	14%

The Global Assessment Barometer 2016

APPENDIX 3: full answers by company size

Question asked: (Q10) For which levels do you use psychometric assessment? Multiple answers possible, 2016 included N=991	> 5000 employees	1001 – 5000 employees	501 – 1000 employees	101 – 500 employees	< 100 employees
Blue-collar workers	34%	28%	21%	24%	21%
White-collar workers	81%	86%	82%	88%	94%
Apprentices	31%	20%	14%	15%	18%
Graduates / trainees	79%	70%	74%	65%	63%
Junior management	76%	85%	93%	82%	85%
Senior management	74%	80%	87%	97%	92%

Question asked: (Q11) What are the main reasons you do not use psychometric assessment more widely? Multiple answers possible, 2016 included N=1,546	> 5000 employees	1001 – 5000 employees	501 – 1000 employees	101 – 500 employees	< 100 employees
Lack of management support	17%	21%	22%	24%	19%
Works council / trade union	6%	5%	6%	3%	4%
Too expensive	30%	31%	37%	37%	32%
Too complicated	11%	8%	11%	12%	11%
No added value	9%	9%	7%	9%	9%
Lack of suitable, meaningful tests and questionnaires	22%	23%	18%	20%	20%
Fear of alienating applicants	11%	9%	9%	8%	10%
Interviews are sufficient for our purposes	16%	14%	14%	19%	17%
We use online testing as widely as possible	26%	23%	23%	19%	28%

The Global Assessment Barometer 2016

APPENDIX 3: full answers by company size

Question asked: (Q12) What do you consider to be of great importance when choosing a supplier of psychometric assessment? Multiple answers possible, 2016 included N=1,533	> 5000 employees	1001 – 5000 employees	501 – 1000 employees	101 – 500 employees	< 100 employees
Recommendation or word of mouth	26%	32%	35%	39%	41%
Supplier validation study data	52%	52%	55%	48%	51%
In-company validation studies of other users	23%	21%	21%	25%	17%
Accreditation from third parties, e.g. a test commission, professional body	36%	30%	36%	30%	35%
Committed to diversity and test fairness	30%	28%	28%	27%	29%
Litigation support	14%	11%	9%	12%	11%
Provides value for money	45%	46%	49%	53%	47%
Provides the cheapest instruments	8%	7%	11%	7%	10%
Stable, state-of-the-art technology	37%	37%	37%	32%	36%
Self-sufficiency: enabling you to manage the assessments yourself	41%	48%	47%	47%	43%
Good technical, assessment and customer support / reputable company	44%	49%	45%	45%	44%
Tools can be accessed on mobile devices	24%	24%	16%	16%	22%
Outsourcing capability	14%	10%	9%	9%	8%

Question asked : (Q13) What features do you consider most important when using psychometric assessment tools? Multiple answers possible, 2016 included N=1,487	> 5000 employees	1001 – 5000 employees	501 – 1000 employees	101 – 500 employees	< 100 employees
Validity and reliability evidence	79%	76%	80%	82%	82%
Scientific research basis and follows latest trends in research	60%	61%	63%	55%	62%
Clear business benefit	63%	57%	72%	68%	70%
Accepted within the organisation by managers and employees	53%	51%	48%	43%	41%
The tool is quick to score and interpret	50%	64%	55%	61%	57%
Provides a starting point for discussion	41%	45%	47%	57%	43%
Online administration and report generation	45%	56%	56%	54%	50%
Quick for the candidate to complete	49%	50%	46%	47%	50%
Capable of being used on a mobile device	28%	19%	20%	2%	19%
Current and sizable norm groups available	34%	31%	29%	27%	37%
Available in many languages	39%	27%	30%	25%	34%
High production quality in 'look and feel'	23%	29%	22%	26%	31%
Easily integrated into existing HR systems	36%	34%	32%	31%	22%

The Global Assessment Barometer 2016

APPENDIX 3: full answers by company size

Question asked: (Q29) Do your psychometric assessments integrate with your applicant tracking system? 2016 included N=766	> 5000 employees	1001 – 5000 employees	501 – 1000 employees	101 – 500 employees	< 100 employees
Yes	36%	34%	24%	29%	27%
No	55%	55%	60%	52%	53%
Don't need them	14%	11%	16%	18%	19%

Question asked: (Q27) Is your organisation actively looking at talent analytics and Big Data? If so, what is the annual budget for this area? 2016 included N=1,456	> 5000 employees	1001 – 5000 employees	501 – 1000 employees	101 – 500 employees	< 100 employees
No active projects	35%	47%	48%	60%	70%
Yes, annual budget < \$10,000 USD	4%	7%	9%	12%	10%
Yes, annual budget between \$10,000 - \$50,000 USD	5%	7%	5%	5%	3%
Yes, annual budget between \$50,000 - \$100,000 USD	5%	3%	3%	1%	2%
Yes, annual budget > \$100,000 USD	8%	2%	1%	1%	1%
I don't know the budget	43%	34%	34%	21%	14%

Question asked: (Q14) Have you wanted to assess a skill, behaviour, competency etc. , but have not had the tools to do so? 2016 included N= 1,499	> 5000 employees	1001 – 5000 employees	501 – 1000 employees	101 – 500 employees	< 100 employees
Yes	78%	74%	76%	75%	81%
No	22%	26%	24%	25%	19%

The Global Assessment Barometer 2016

APPENDIX 4: full answers by company size AND users / non-users

APPENDIX 4: full answers by company size AND users / non-users

Main reasons for not using assessment more widely – by company size AND users / non-users

Question asked: (Q11) Why do you not use psychometric assessment more widely?

	Users	Lack of management support	Works council / trade union	Too expensive	Too complicated	No added value	Lack of suitable, meaningful tests and questionnaires	Fear of alienating applicants	Interviews are sufficient for our purposes	We use online testing as widely as possible
> 5000 employees	Users	56%	65%	76%	73%	76%	64%	66%	60%	84%
	Non-users	44%	35%	24%	27%	24%	36%	34%	40%	16%
Between 1001 and 5000 employees	Users	60%	80%	75%	73%	83%	63%	58%	56%	87%
	Non-users	40%	20%	25%	27%	17%	38%	42%	44%	13%
Between 501 and 1000 employees	Users	35%	22%	58%	56%	55%	45%	36%	45%	83%
	Non-users	65%	78%	42%	44%	45%	55%	64%	55%	17%
Between 100 and 500 employees	Users	33%	36%	52%	50%	53%	49%	40%	42%	88%
	Non-users	67%	64%	48%	50%	47%	51%	60%	58%	12%
< 100 employees	Users	32%	58%	54%	37%	34%	46%	52%	31%	91%
	Non-users	68%	42%	46%	63%	66%	54%	48%	69%	9%

Most important factors when choosing a supplier – company size AND users / non-users

Question asked: (Q12) What do you consider most important when choosing a supplier of psychometric assessment?

	Users	Recommendation / word of mouth	Supplier validation study data	In-company validation studies by other users	Accreditation from third parties, e.g. test commission	Ensures diversity and test fairness	Litigation support: provides defensible data for anti-discrimination	Provides value for money	Provides cheapest instruments	Stable, state-of-the-art technology	Self-sufficiency: I can manage the assessment tools myself	Good assessment and technical support and customer service	Tools can be accessed on mobile devices	Outsourcing: I can have my provider manage the assessment for me
> 5000 employees	Users	72%	76%	69%	80%	79%	72%	78%	68%	80%	78%	80%	78%	73%
	Non-users	28%	24%	31%	20%	21%	28%	22%	32%	20%	22%	20%	22%	28%
Between 1001 and 5000 employees	Users	75%	78%	72%	78%	71%	75%	77%	81%	74%	76%	72%	70%	83%
	Non-users	25%	22%	28%	22%	29%	25%	23%	19%	26%	24%	28%	30%	17%
Between 501 and 1000 employees	Users	46%	59%	47%	65%	64%	54%	69%	50%	67%	56%	58%	50%	46%
	Non-users	54%	41%	53%	35%	36%	46%	31%	50%	33%	44%	42%	50%	54%
Between 100 and 500 employees	Users	56%	61%	49%	60%	62%	59%	61%	73%	50%	54%	66%	53%	56%
	Non-users	43%	39%	51%	40%	38%	41%	39%	27%	50%	46%	34%	47%	44%
< 100 employees	Users	57%	68%	73%	70%	61%	59%	65%	68%	71%	64%	66%	66%	47%
	Non-users	43%	32%	27%	30%	39%	41%	35%	32%	29%	36%	34%	34%	53%

The Global Assessment Barometer 2016

APPENDIX 4: full answers by company size AND users / non-users

Most important features for tools – by users / non-users AND company size

Question asked: (Q13) What features do you consider most important when using psychometric assessment tools?

	Users	The tool has validity and reliability evidence	The tool has a scientific research basis and follows the latest trends in research	The tool provides clear business benefit (e.g. through better informed decisions, prediction of performance)	The tool is accepted within the organisation by employees and managers	The tool is quick to score and interpret	The tool provides a starting point for discussion as part of the development process	The tool has online administration and report generation	The tool is quick for the candidate to complete	The Tool can run on mobile devices	Current and sizable norm groups are available	The tool is available in many languages	There is a high production quality in the 'look and feel' of the tool	Instruments and results can be easily integrated into existing HR systems
> 5000 employees	Users	78%	75%	75%	69%	77%	79%	77%	77%	72%	80%	78%	78%	78%
	Non-users	22%	25%	25%	31%	23%	21%	23%	23%	28%	20%	22%	22%	28%
Between 1001 and 5000 employees	Users	74%	77%	79%	73%	76%	71%	83%	76%	77%	84%	79%	77%	72%
	Non-users	26%	23%	21%	27%	24%	29%	17%	24%	23%	16%	21%	23%	28%
Between 501 and 1000 employees	Users	63%	58%	61%	66%	63%	58%	64%	59%	46%	62%	74%	68%	51%
	Non-users	37%	42%	39%	34%	37%	42%	36%	41%	54%	38%	26%	32%	49%
Between 100 and 500 employees	Users	59%	64%	58%	53%	63%	59%	58%	61%	53%	66%	64%	65%	54%
	Non-users	41%	36%	42%	47%	37%	41%	42%	39%	47%	34%	36%	35%	46%
< 100 employees	Users	67%	67%	64%	63%	67%	64%	70%	67%	58%	72%	69%	79%	56%
	Non-users	33%	33%	36%	37%	33%	36%	30%	33%	42%	28%	31%	21%	44%