UnitingCare Health, a leading provider of private health care in Queensland, sought a psychometric assessment tool that would ensure they hire the right people to deliver high quality patient and customer care. After discovering issues with their previous assessment suppliers, UnitingCare Health engaged with Hay Group to use Talent Q for their selection process. The organisation found Talent Q to be a valid and reliable cost-effective tool that was user-friendly and provided a positive candidate experience. Managers found the candidate reports insightful, leading to reduced risk in incorrect hires. After using Talent Q for their recent graduate intake, UnitingCare Health will now use the tool for all their recruitment efforts.

High quality talent for high quality care

Launched in June 2000, UnitingCare Health was formed to bring together various hospitals owned and operated by the Uniting Church in Queensland, Australia. The organisation is one of the largest not-for-profit private hospital groups in Australia. The organisation employs over 4,500 staff and treats more than 100,000 patients each year.

To achieve its mission of being a provider of quality health care services in Queensland, UnitingCare Health needed to ensure it had the right talent with the right skills and capabilities to provide high quality service. Having utilised a range of psychometric assessment tools since 2010 for employee selection and development, the organisation had already seen some positive outcomes and could identify real benefits from using psychometric tools. However, there were a number of areas for improvement:

- Due to budget constraints, a number of different tools from different providers were used based on the level of the role. As such, candidates were receiving multiple emails from different providers to complete psychometric assessment for the one selection process.

- Most managers were required to pay for psychometric assessments from their own budget, so were less likely to use psychometric assessments for some roles due to the cost involved.

- There were multiple platform issues for the graduate recruitment tool which led to candidates having to complete their assessment twice. This resulted in a negative candidate experience and potentially invalid test results.
After re-designing their selection processes to include more valid and reliable assessment tools, UnitingCare Health sought an assessment solution that addressed the following criteria:

- Valid and reliable tools.
- Cost effective.
- A positive candidate experience.
- User-friendly testing platform, in terms of setup and IT functionality.
- Support and training for HR users (in particular non-psychologist roles).
- Technical support to assist with system issues or candidate queries.

Implementing a more efficient selection process

UnitingCare Health chose the Talent Q solution, provided by Hay Group, to deliver all their psychometric assessments across the organisation. The Talent Q psychometric tools boasted strong validity and reliability as well as a rigorous training methodology for practitioners. “This gave us confidence in the tools we were using and ensured practitioners were appropriately trained to debrief assessments with hiring managers”, says Elizabeth Davies, Senior Organisational Development Specialist at UnitingCare Health. “All the tests available through Talent Q were very cost effective and highly competitive within the market. Talent Q also provided the range of tests we required for various levels and role types. This allowed candidates to complete all their required assessment through Talent Q, thus resulting in a more seamless candidate experience.”

The variety of reports available from Talent Q Dimensions also provided the organisation with the flexibility to use their results at various stages of the employee lifecycle. The testing platform, Talent Q Assessment System (TQAS) was designed with the end user in mind, therefore providing UnitingCare Health with the user-friendly system they were seeking.

In August 2013, UnitingCare Health implemented Talent Q psychometric assessments with the recruitment of the 2014 Graduate Registered Nurse intake. The organisation used the Elements Logical Reasoning assessment to shortlist (over 600 candidates), followed by Dimensions as part of the assessment centre process (over 120 candidates). “Overall, candidates had a positive experience completing their assessments in TQAS, and we experienced very few candidate queries,” says Davies. The tool also provided good differentiation between candidates to assist with selection. “As a test administrator, the system was very user-friendly and easy to set up and allocate assessments to multiple candidates.”

In addition, a clinical nurse educator, responsible for supporting graduates in their first year, completed the Practitioner Training. Having a non-HR practitioner trained will enable candidate psychometric assessment results to be used more effectively during their graduate year. The nurse educator will have substantial contact with the graduates and therefore be able to understand performance issues more effectively and assist with their development on an ongoing basis, providing the organisation with increased value for money.
Greater insight leads to better hires

UnitingCare Health has found that Talent Q met all the criteria they were seeking from a selection tool. They have now commenced utilising the Talent Q psychometric assessments for all recruitment within the organisation.

HR practitioners found the Practitioner Training extremely beneficial to learn the concepts of Talent Q effectively so that they can deliver feedback to hiring managers. Administrators have found the system easy to use – it is clear Talent Q designed the system with the end user in mind. The range of tests and norm groups provided by Talent Q has meant all testing required for a single selection process is implemented through the Talent Q system, providing a seamless candidate experience.

Managers are responding positively to the information they receive about candidates, as well as the cost-effectiveness of the new solution. They see psychometric assessment as reducing the risk associated with incorrect hires, an opportunity to get greater insight into the candidate’s preferences and capability and an objective way to verify their ‘gut instincts’.

UnitingCare Health found Hay Group’s service to be exceptional throughout the initial consultation, pilot and implementation phases. “Hay Group consultants took the time to ask focused questions to really understand our business needs before proposing a solution. During the pilot stage, they went above and beyond to ensure our needs were met and that the graduate recruitment solution was implemented effectively within a very tight timeframe,” says Davies. Hay Group were willing to provide ongoing assistance and support as numerous internal employees became accredited and learnt to use the system. Adds Davies: “Overall, it’s been a very enjoyable experience partnering with the Hay Group team to deliver Talent Q within our organisation”.

About Hay Group and Talent Q

Hay Group and Talent Q work in partnership to help organisations across the world implement rigorous and cost-effective assessments. Our worldwide strategic alliance allows us to deliver flexible, high quality, client-focused talent management solutions, which provide unbeatable value for clients and a great experience for candidates.

Talent Q design and deliver online psychometric assessments, training and consultancy, to help organisations make better, more informed decisions about their people. With a passion for innovation and a practical approach to solving talent management challenges for clients, Talent Q has been first to market with a number of new initiatives and approaches in the assessment industry.

Hay Group, a global management consultancy with 85 offices across 47 countries, has been helping organisations to execute strategy through their people for over 70 years. We employ over 2,600 people across the world. Our clients are from the private, public and not-for-profit sectors, across every major industry. For more information please contact 1800 150 124 or email us at info_pacific@haygroup.com