eligo®

Practical example

# No-risk
# **potential analysis**

Example in the context of structured HR development for the upper grade of the civil service

# No-risk
# potential analysis

It is important to identify the current potential of employees to ensure their structured development based on the company's needs. With this in mind, ELIGO developed a no-risk approach to potential analysis in the form of an online assessment providing a snapshot of the present employment situation. Employees receive insights into their individual skills and get targeted and confidential feedback on their strengths and areas for development.

## Initial situation

In this specific case, there was no structured, needs-led employee development process in place. While the public sector employees were subject to general performance assessments, there was no defined, career-relevant competency model or structured identification of their potential or development needs.

Moreover, on account of the highly hierarchical working environment, employees had strong misgivings about methods for identifying skills, as these had only previously been used in the context of performance assessments.

## Solution

Following joint development of a requirements profile, ELIGO created a tailored online assessment that gives upper-grade civil servants a no-risk way to identify their own skills. Participation is voluntary and anonymous.

Based on their individual results from the potential analysis, employees can decide for themselves whether to discuss the results further with an HR consultant. This discussion is then the starting point for the employee's structured development. However, employees are also free to decide not to share the results or take further steps.

## Development and implementation

There are essentially three options when it comes to measuring employee potential:

› Behavioural analysis
› Results assessment
› Skills measurement

As identifying skills and, therefore, potential provides the best indication of future professional success (Schmidt, Oh & Shaffer, 2016), a process that provides a snapshot of the present employment situation in the form of a structured measurement of career-relevant competencies is the method of choice.

The skills relevant to the target group were identified in a joint workshop and assigned to the requirements profile. A target profile was also defined, setting out the desirable levels of such skills in the online assessment. Every employee can therefore get an overview of their own skill levels and their fit for the target profile.
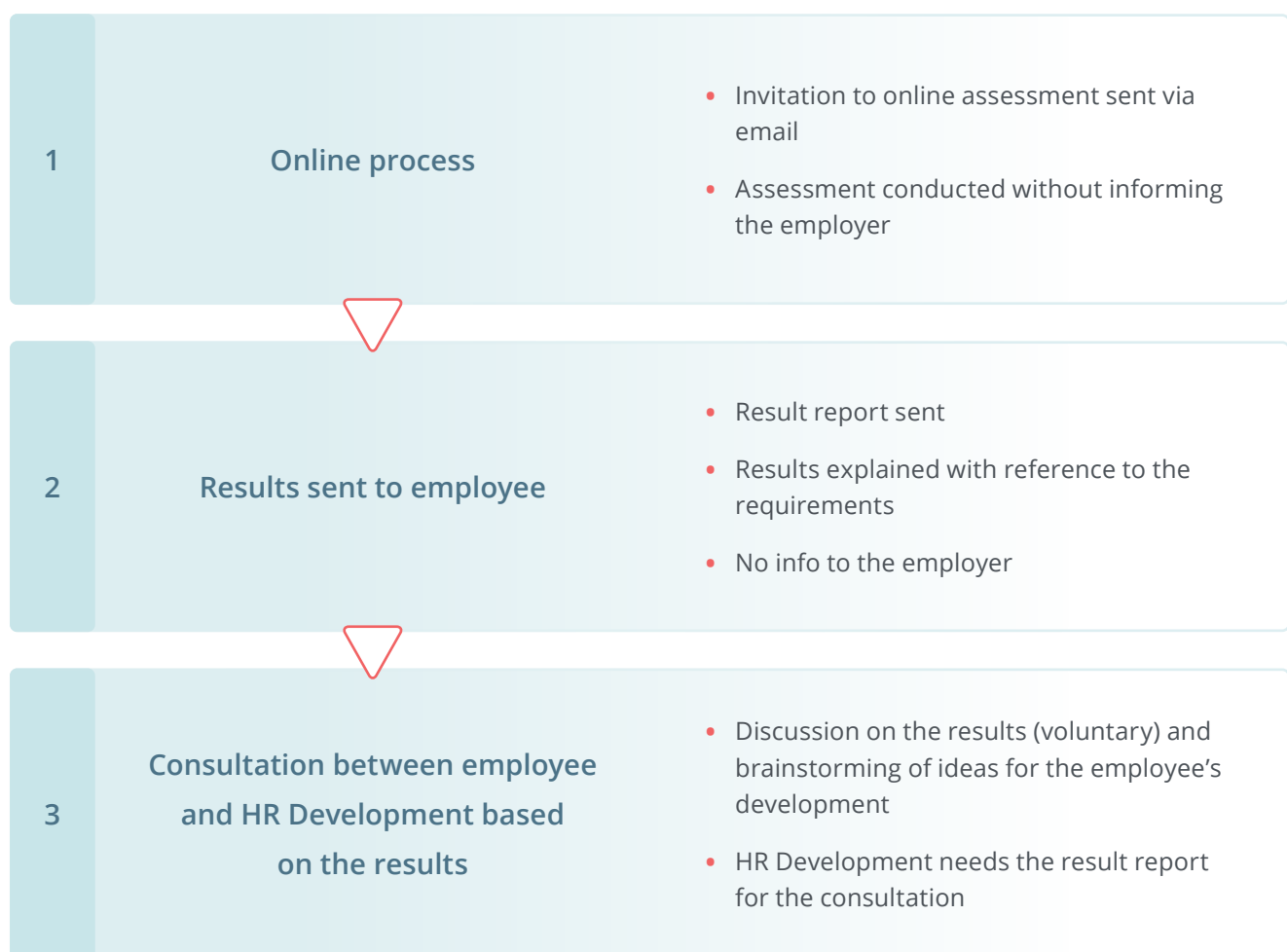
Next, measures were taken to present the potential analysis to employees as an attractive offering and to remove their fear of "losing face" and negative consequences. For example, specific feedback considering the characteristics and requirements of the public sector was developed. In particular, the advisory na-

ture of the assessment as a snapshot of the present employment situation was emphasised. Apart from information on the level of their skills, employees also get guidance and tips on offerings that they can use if they wish to actively develop themselves further in a particular area.

To ensure the anonymity and confidentiality of the online assessment, both in terms of its implementation and the handling of results, employees are emailed password-protected access details for their online assessment. Accordingly, the assessment is conducted anonymously and participants can also have the results sent to their private or business email address. The employer receives no information on who has undertaken the online assessment or their results. Only if an employee opts for an HR consultation to brainstorm ideas for their further professional development does the HR department receive the results showing the snapshot of the present employment situation. Further advice can then be provided and planning undertaken on this basis.

## No-risk potential analysis approach

| 1 | **Online process** | • Invitation to online assessment sent via email<br>• Assessment conducted without informing the employer |
|---|---|---|
| 2 | **Results sent to employee** | • Result report sent<br>• Results explained with reference to the requirements<br>• No info to the employer |
| 3 | **Consultation between employee and HR Development based on the results** | • Discussion on the results (voluntary) and brainstorming of ideas for the employee's development<br>• HR Development needs the result report for the consultation |

## Result and conclusion

To establish a targeted HR development process, a career-relevant competency model is needed along with structured identification of potential and areas for development.

Moreover, in certain contexts it is crucial for the success of such analysis that the assessment offers employees tangible added value and that both confidentiality and anonymity are assured. When this is the case, these kinds of offers tend to achieve a high level of acceptance among participants, both in implementation and the subsequent development of needs-led HR development measures.

If these conditions are in place, analysis of the present employment situation offers employees and employers alike a basis for active and targeted HR development, which effectively boosts employee loyalty and satisfaction.

**Here** you can find more information about our online assessments.