



# IBM FCIC - IBM Human Capital Management

## Case Study

### U.S. Army, Air Force Exchange Service



IBM (via its Kenexa HCM unit) has provided innovative recruitment systems and pre-employment assessments and screening instruments to more than 3,000 Exchange locations around the world for more than 6 years. We currently provide a SaaS based recruitment solution and various assessments including sales, food service and retail assessments that are helping the Exchange screen and hire the very best candidates for its positions supporting AAFES military installations around the globe.

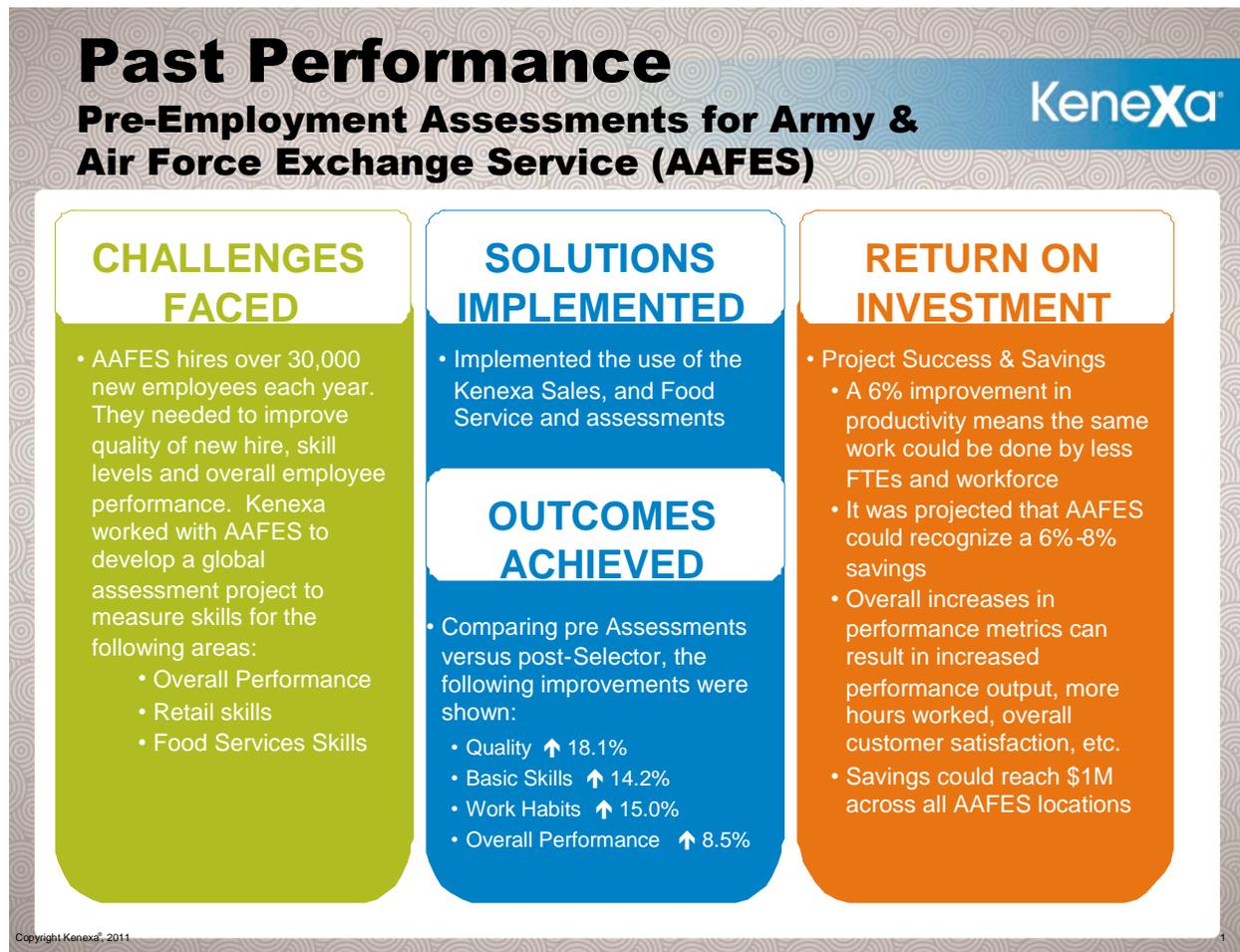


Figure 1 - AAFES HCM Project Snapshot



## Case Study

### International Defense and Aerospace Corporation

#### Software Technology Assessment – Improve Performance

IBM's Kenexa Selector™ Assessment was chosen by a large international defense firm to help it improve its hiring process and better match the right candidate with the right skills and competencies to the right job. IBM conducted focus groups, customized the instrument for the specific defense software positions and began a pilot program. The online behavioral assessment helped the firm by providing insight on skills ability, personality, experience, critical thinking and problem-solving abilities. This enabled the firm to develop an accurate performance prediction model for candidates who applied for key software positions. It was developed using a rigorous research process to ensure job readiness while minimizing the exposure to legal challenges. The IBM Kenexa Selector has been shown to significantly improve individual performance by selecting the high-potential candidates most suited to the daily requirements of the job.

#### Performance Predicting, Job-related, Balanced Assessment

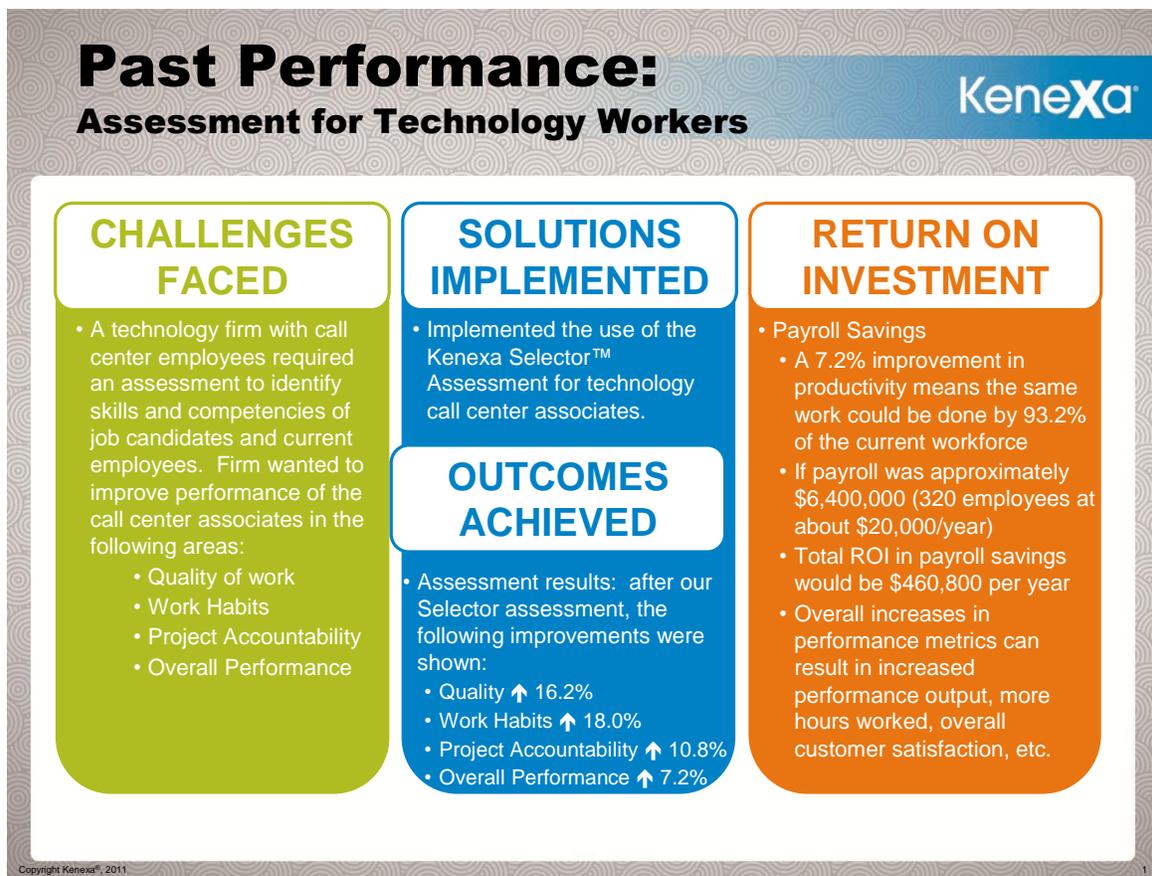


Figure 2 - Software Technology Assessment Snapshot



IBM/Kenexa's job fit assessments are designed to align people with jobs openings, and organizational cultures to increase employee engagement with the company—improving performance and creating more value for the organization.

### **Behavioral Assessments Used to Predict Success**

The client also used a behavioral assessment from IBM to help measure: personality, cognitive abilities and situational judgment. Our behavioral assessments are designed to predict performance by asking in depth and targeted questions that elicit responses that reveal a candidate's personality traits, biographical history and problem solving ability as well as the candidate's natural talent and knowledge in a certain discipline, work style preferences and acquired experience.. This data is then used to create a candidate profile of strengths and developmental needs.

### **Competency and Skills Assessments**

IBM provides a range of competency-based and skills assessments, simulations and leadership assessments as part of a broader set of workforce science tools. Our assessments are used for all kinds of roles and industries and are available in multiple languages. Assessing applicants' skills is a proven and effective way to sift through large talent pools and determine if the basic skills for the job role are met.

### **Simulations**

IBM simulations offer unique online assessments that leverage the most advanced technologies to engage candidates in a virtual, simulated environment. These animated or video-based assessments include avatars that narrate and guide the candidate through the assessment experience. Simulations are validated to predict top performance of the most talented employees. Our simulations deliver accurate job previews and help ensure candidates thoroughly understand the demands of the role. The branding and working environments of the assessment tool are configured to the customer's specifications to provide a very realistic view of the customer's organizational culture and the requirements of its positions.

### **ROI and Results**

The defense firm realized an ROI of over 20% by using the IBM/Kenexa assessment tools to pre-screen candidates to help ensure the candidates had the right competencies and attributes to succeed in the position. It reduced its time to hire by over 25% and reduced the number of steps in its application process by 15%. The client also saved significant money and HR resources by focusing its limited resources on highly qualified candidates that already demonstrated high potential performance.

For more information, please see:

<http://www.ibm.com/social-business/us/en/build-a-smarter-workforce.html>

[www.ibm.com/federal](http://www.ibm.com/federal)



## IBM Human Capital Management

### Case Study

## UK Department for Business Innovation and Skills

### Brief description of the services performed

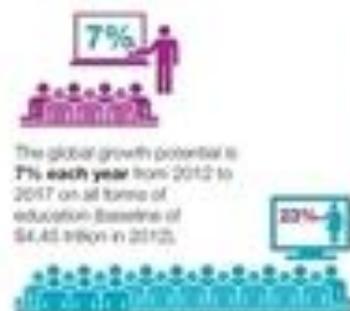
In 2012, IBM was awarded a contract for the design and delivery of three separate assessment/development processes for the UK Department for Business Innovation and Skills (BIS). The contract was for the following assessment and development processes:

- Assessment for promotion to the Senior Civil Service (SCS)
- Assessment for promotion to Grade 7. This was the first time the department was introducing an Assessment Gateway process for promotion to Grade 7
- Assessment for the readiness for promotion for 'high potential' Grades 6&7's (i.e. those with potential to progress to SCS within 1-3 years) through the use of development centers

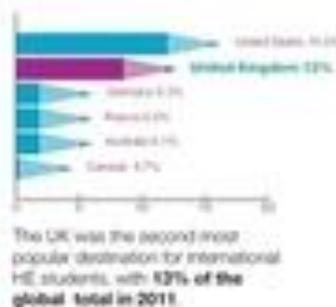
IBM designed the assessment process for the SCS and G7 to include a competency based application form, a line manager rating form, cognitive ability testing and the development of content to be used at the assessment centers. IBM was responsible for the provision of feedback to all applicants to help them in planning their subsequent learning and development activities.



## International Education



The global e-learning market is forecast to grow by an average of **23% each year** from 2012 to 2017. Baseline of \$21 billion in 2012.



In 2011, the UK had the largest share of English language students studying outside their home country with almost **50%** of students by volume and **30%** of the global market by value.





IBM delivered to BIS a process that was effective, open, fair and diversity-friendly, and met all the required characterizes: 1) positive survey feedback from all those involved (applicants, senior and line managers, departmental diversity groups, assessors); and 2) no upheld complaints or appeals as a result of avoidable problems with the design or implementation of the process.

The BIS also wanted to see an increased number of applicants under each competition process who are from groups that have previously been under-represented - specifically people from minority groups, ethnic groups, and people with disabilities.

## **Results**

IBM worked with the BIS HR Department, Directors and other senior managers to design a robust, diversity-friendly identification and assessment process that was tailored to each of the three different competition processes. The final product included:

- 1) Providing advice on the selection criteria for each competition, consistent with the Civil Service Competency framework for leadership and skills.
- 2) Design of the short-listing process. (with the exception of the G6/7 Development Centre Program, for which the Department put forward candidates for attendance at the centers)
- 3) Design of the main assessment process, including provision of all exercises, tests, written and online material required.
- 4) Prior testing/validation, including diversity-proofing, of all assessment processes prior to their launch and support to the BIS HR Department to market the programs to the entire organization.
- 6) Providing training and support for 30 departmental assessors identified by the Department's HR for each promotion competition.

## **Project Summary**

- SCS- 45 candidates to the assessment centre (10 promoted) - 3 BIS and 2 Kenexa assessors. 9 ACs with 5 Candidates a day.
- Grade 7- 75 candidates to the Assessment centre- 3 BIS and 2 Kenexa assessors: 15 ACs with 5 candidates a day.
- G6 & &- 54 participants to the development centre. 9DCs with 6 candidates a day. All Kenexa assessors.

For more information, please see:

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