



**cream.**  
OF THE CROP

# **CREAM Assessment Capability Statement**

**Selection + Assessment  
... BE INSPIRED**

## Contents

---

<b>1.0</b>	<b>Who is CREAM of the Crop</b>	<b>2</b>
1.1	About Us	2
1.2	Where we are	3
1.3	Selection + Assessment	3
1.4	Thinkers + Doers	3
1.5	Our Services	4

---

<b>2.0</b>	<b>CREAM Assessment Division</b>	<b>9</b>
2.1	Introduction	9
2.2	What we do	10
2.3	Our Approach	11
2.4	Services Provided	12
2.5	Benefits	17

---

<b>3.0</b>	<b>CREAM Executive + Permanent Selection</b>	<b>19</b>
3.1	How we work with you	19
3.2	Executive coaching – The CREAM difference	20

---

## 1.0 Who is CREAM of the Crop?

CREAM of the Crop is an HR and Recruitment Consultancy aiming to deliver both clients and candidates the very best of the best. We pride ourselves on being the CREAM of the Crop in everything that we do...

### 1.1 About Us

CREAM of the Crop was established in 2003. For many employers, the current labour market is proving difficult, due to the shortage of skilled staff. It is likely that this situation will continue to worsen. As a result of the reduced availability of suitable candidates, it is tempting to take on staff just because they happen to apply, rather than because they have the abilities and personality for the job!

With over 47 years experience in all forms of recruitment, CREAM of the Crop understands the dilemmas facing employers and can assist by screening candidates thoroughly before they commence, thus minimising the cost of staff turnover further down the track.

CREAM of the Crop is expert in:

- Candidate Sourcing, referral and profiling
- Job Matching
- Temporary Staff
- Permanent Placement
- Personality and ability assessment, including Emotional Intelligence and Motivational Questionnaires
- Executive Recruitment and Director / Partner assessment
- Internal staff assessment for development and succession planning purposes

Simply stated, CREAM of the Crop helps you get the best from talented people. We understand that when great people come together in the right environment, energy flows and great performance flows. Success is revealed in motivation, in above and beyond effort, and in financial results.

At CREAM of the Crop, we help our clients attract, select, engage, develop and retain the CREAM of the crop in their field. Put simply, we guarantee the best of the best!

## 1.2 Where we are

**CREAM of the Crop operates throughout Australia.**

We combine the aims of our business with local market and recruitment knowledge and delivery. Through the scale of our operations, we provide the efficiency of delivery and concurrency of approach, methods and systems, as the application of expertise amongst industries. Furthermore, we are able to combine this with our locally-based team servicing clients with specific expertise in both the HR and recruitment industries.

## 1.3 Selection + Assessment

CREAM of the Crop focuses on Selection + Assessment as the critical factors that influence the overall success of the business. We select only the very best – in fact, the CREAM of the Crop. If we wouldn't have them working in our business, you can be assured that we wouldn't send them to you. We also pride ourselves on the extensive range of assessments that we have available. Furthermore, you can ensure that the person is ready and able to do the job!

## 1.4 Thinkers + Doers

Our people are smart and down to earth problem solvers. We pride ourselves on being smart thinkers. We work hard at breaking down a problem into parts, to get the solution our clients and candidates are seeking.

**We are committed to a clever culture.** Our approach is non-adversarial and our service is both personal and professional.

Our groups combined experience of more than 47 years has enabled us to apply our original thinking and solutions to a broad range of industries.

## 1.5 Our Services

CREAM of the Crop provides a wide range of services and are definitely not limited to what they can do. With experience in all industries, we can provide you and your company with HR and recruitment advice in the areas of:

- Medical Admin
- Recruitment
- Temporary Staff
- Executive Placement
- Psychometric Assessment
- Project Design + Management
- HR Services + Solutions
- Performance Appraisal
- Career Counselling
- Competency Frameworks
- Succession Planning
- Management Systems

Furthermore, our selection process is detailed and extensive. Our aim is to make sure that you have the right person.

### ***Taking the job order brief; job analysis***

CREAM of the Crop will work with our clients to undertake job analysis and establish a job description for the positions required. This will take the form of a consultancy service (included in our pricing), and will involve discussing the role, associated tasks and required competencies with relevant staff. CREAM of the Crop will work with any client to establish a relevant competency profile and ensure the psychometric tools to be used in assessment will measure these competencies.

### ***Sourcing candidates; advertising***

At CREAM of the Crop, we pride ourselves on the range of highly-skilled and experienced candidates on our database. We have an ongoing candidate resourcing process whereby the best candidates in South Australia are identified for registration and placement. A thorough analysis of the relevant competencies of this group will occur prior to determining whether an advertising campaign will be required.

Given the current tightness of the labour market, it is probable that advertising will be required, as quality candidates do not remain on recruitment company databases for long periods. CREAM of the Crop will liaise with our professional advertising company to write, prepare and lodge an agreed display advert. The creativity incorporated at this stage will be very important in order to ensure our client is promoted in the very best light and to ensure appropriate quality and numbers of applicants apply.

#### ***Receiving applications and candidate care***

CREAM of the Crop takes pride in promoting the highest level of candidate care at each stage of the recruitment process.

For general recruitment activity, CREAM of the Crop uses a structured online application form (accessed via our website). For senior and executive roles we prefer to receive resumes either via email, fax or post as this provides a much personalised service.

CREAM of the Crop will keep a record of all resumes received, so that all applications can be acknowledged. Documentation acknowledging a person's application may include:

- Unsuccessful letter to unsuitable candidates
- Invitations to partake in the next stage of the recruitment process

#### ***Creation of candidate database***

Candidate details will be recorded in CREAM of the Crop's sophisticated database system 'Campaign Manager'. Relevant successful candidate details can be provided electronically to our clients. This may assist our clients to establish personnel records at a later point.

#### ***Telephone interviewing***

After reviewing the resumes, CREAM of the Crop will contact suitable applicants and conduct a telephone interview against the competencies identified in the initial consulting process of this recruitment project.

### ***Assessment Centre***

Following from the telephone screening, suitable candidates will undergo psychometric testing using internationally regarded SHL assessment tools.

Assessment Centres will be designed to optimise candidate performance in a standardised, objective setting thus maximising the reliability of scores. It is vitally important that all aspects of test administration are standardised including:

- Test room conditions
- Timing systems
- Scoring
- Instructions
- Content
- Interpretation

All CREAM of the Crop staff are accredited to run assessment centres. In fact, Director Simon Jones provides accredited Test Administration training in South Australia to other recruitment companies and psychological consultants.

A comprehensive range of potential assessment instruments have been outlined in this document. Further job analysis will determine the specific tools to be chosen for each occupation.

### ***Behavioural Interviewing***

Behavioural Interviewing focuses on past behaviours as a means of predicting future job performance. Having an objective scoring system enhances the interviewer's impartial assessment of the candidate's capabilities.

Unlike informal interview techniques, behavioural interview responses can be scored and compared objectively, improving the overall validity and reliability of the interview as a predictor of future job performance.

Following the results of the psychometric assessment, CREAM of the Crop will shortlist candidates and conduct a detailed face-to-face behavioural interview which will ask candidates to describe and discuss situations in which they demonstrated the competencies required for roles within our client's position. This interview is objectively scored.

***Reference Checking***

CREAM of the Crop will conduct 2 reference checks for each candidate and, using a structured form based on the competencies of the position, validate the information gathered about the candidate at various stages of the selection process.

***Security/Police Checking***

Should security or other checks be required, CREAM of the Crop can arrange this. However, it is not included as standard procedure in our recruitment process and so additional costs would be incurred.

***Functional Capacity Evaluation***

Should medical assessment be required, CREAM of the Crop can arrange this using highly qualified and experienced professionals. However, it is not included as standard procedure in our recruitment process and so additional costs would be incurred.

***Written Reports***

CREAM of the Crop will provide any clients with a detailed written report on each short-listed candidate to assist them to make the final selection decision. This report will include a selection matrix, which will provide a summary of psychometric assessments conducted; providing information relevant to areas the candidate has performed well or poorly, in, as well as the information gathered from the personality assessment. This information will be very useful for making selection decisions, particularly for borderline cases and in providing pertinent feedback to candidates.

**Unbundled Services**

<b>Service</b>	<b>Description</b>
Mail Box Service	Receive responses on behalf of client and ensure confidentiality and forward daily without action.
Advertising	Prepare and place press advertisements on behalf of client
Ad Response and Pre Screening	Receive applications to advertising and screen CV's against criteria and shortlist suitable candidates
Telephone Screening	Prepare and conduct a pre-interview telephone screening against criteria. Shortlist suitable candidates
Interview and Assessment Design	Prepare in line with client the competencies to match criteria. Design appropriate recruitment methodology. (i.e. telephone screening, behavioural interview, assessments and reference checking)
Behavioural Interviewing	Conduct Behavioural Interviews for potential candidates and provide summary
Group Activity / Exercise	Prepare and conduct a group exercise of 1 hour duration to help assess group behaviours such as; communication, group interaction, leadership, problem solving.
Reference Checking	Comprehensive checking in line with a specific position
Psychometric Testing	Conduct appropriate assessments: provide interpreted report to client. (Please ask as there are various assessments we utilise. i.e. Skill Check Identity, SHL etc)
Skills Assessments	Cream of the Crop can offer a wide variety of assessments. These include Software Application skills, Clerical and Specialist skills, Aptitude testing, Behaviour Profiling, Cognitive, Call Centre and tailored assessments. (in house)
Candidate Feedback	Provide verbal feedback in relation to the service /process received by the candidate on behalf of our client.
CV Writing and compilation	Individual CV writing or updating. Group training on CV writing.
Career Guidance	This is recommended for anybody who is unsure of their future career direction
Interviewing Skills	Guidance provided in behavioural interview skills — undertaking an interview

## 2.0 CREAM Assessment Division

CREAM of the Crop's Assessment Division was set up with the aim to provide efficient assessment services to enable you as an employer to get the right person for the job. Through assessment, CREAM of the Crop can ensure that not only will the applicant be able to fulfil the duties of the role, but also be ready to undertake the more demanding tasks.

By identifying strengths and weaknesses of an employee early on, it also provides room for professional growth in the future.

### 2.1 Introduction

Modern business HR thinking places great emphasis on determining specific behavioural characteristics as part of the job analysis process. Ability and personality tests can now be used with great precision to improve your chance of securing the right person for the job.

We offer a wide range of sophisticated psychometric and ability assessments to suit your industry and occupational selection needs.

CREAM of the Crop is the South Australian Channel Partner for SHL (formerly known as Saville & Holdsworth). SHL is the world leader in designing and implementing leading edge psychological solutions to help organisations address their strategic people challenges.

Through the application of intelligent selection and development solutions, SHL provides organisations with competitive advantage through the more effective use of their human capital. By minimising the risk associated with selection and succession planning decisions and maximising the investment in their people through executive development and performance management, real competitive advantage can be achieved through SHL tools and approaches.

Operating across 40 countries and in 30 languages, SHL psychometric assessment and development tools are utilised by thousands of client organisations of all sizes, in all sectors and economies. The SHL client base includes 19 of the Fortune 25 most admired companies, 64 of the FTSE Global 100 and 7 of the Top 10 BRW Australian companies.

As the world's largest, most respected and defensible provider of business relevant psychometric assessment tools, our client organisations can rely on SHL tools to deliver real value. SHL business relevant assessment tools are industry standards. Occupational Personality Questionnaire (OPQ32), SHL's market leading personality questionnaire, has been in continuous use for over 19 years. With 250 psychology professionals including many leading industry figures, SHL has delivered benefits to over 5,500 organisations across all industry sectors and for government departments.

## 2.2 What we do

Assessing candidates as part of the recruitment process is a proven objective and fair way to improve your recruitment decisions, as well as enhance staff development practices.

Perhaps you are looking to reduce turnover, or ensure that the numeracy and verbal comprehension standards of your incoming team leaders are adequate for your future company directions? Our advice will break down the technical difficulty often associated with psychometric assessment.

Cream of the Crop offers a wide range of sophisticated psychometric and ability assessments to suit your industry and occupational selection needs. These products are available for your use directly (subject to completion of accreditation training), or alternatively Cream of the Crop can provide assessments services for you.

The following is an overview of the assessments available:

- Ability Tests – administration, scoring and profiling
- Assessment and Development Centre Materials incorporating:
  - Group discussions
  - Written exercises
  - In tray exercises
  - Role play exercises
  - Integrated simulations
- Career assessment guides
- Computer Based Packages
- Corporate Cultural Questionnaire and Work Profiling system

- Personality and Motivation Instruments & Reporting
- Personality and Motivation and Interest Instruments – administration, scoring and profiling
- Interview Guides
- 360° Competency Tools – administration, scoring and profiling
- Development Audit

Ability and personality tests can now be used with great precision to greatly improve your chance of securing the right person for the job.

Personality assessment can be highly effective in creating the means to select high performance teams, or to inculcate a certain culture (eg customer service, or innovativeness) within the organisation.

## 2.3 Our Approach

Objective Integrity is at the heart of SHL, assessment is fair and transparent, both to individuals and to businesses. We work closely with clients to determine assessment needs,

Our cost effective long-term solutions will help your business identify its strengths and overcome its weaknesses. Whether you are looking to identify the strengths of a potential company leader within your organisation, or are looking to recruit high calibre new staff CREAM of the Crop can provide advice on the best range of assessment tools for the job.

Moreover, Cream of the Crop offers the flexibility for clients to use SHL products internally, or we can organize for Cream of the Crop staff to run candidate assessments for you.

## 2.4 Services Provided

### Intelligent solutions at the organisational and individual levels

From strategic organisational review to solutions at the individual level, SHL provides tools and consulting expertise across the continuum.



## Organisational Review

SHL provides competency based, business focused approaches for selecting and developing employees at all levels within the organisation. We have a proven track record of helping organisations realise their future business plans and growth through conducting effective:

- Job analysis
- Competency design and profiling
- Corporate culture audits
- Talent audits
- Leadership development

SHL can provide you with tools for analysing jobs and organisational culture, which provide comprehensive, standardised information on what a job entails and knowledge and understanding of the organisational context within which an individual will be expected to work.

## Selection

The success of any organisation depends on its ability to attract and recruit the right people for the job. For the past 25 years SHL has been providing organisations with the means to select the right people for the job through the use of our proven selection methodology, including tools such as:

**Internet based screening and assessment tools** are focused at the outset on identifying and assessing candidates against job competencies as early as possible. Psychometric tools specifically designed for the Internet by SHL can provide your organisation with a significant head start by streamlining and standardising the short-listing stage of the selection process.

**Ability tests** are designed to measure current ability and future potential for different types of specific work skills. SHL has developed over 60 ability tests to assess a comprehensive range of skills at different levels so that the most suitable tests can be used to assess the specific abilities relevant to the job.

**Personality and motivation questionnaires** provide objective assessments of a candidate's behavioural preferences, preferred working style and motivation drivers. The SHL Occupational Personality Questionnaires (OPQ) and Motivation Questionnaire were specifically developed, researched and validated within the business environment, leading to their position as the most widely used business psychometric tools in the world today.

**Simulation exercises** are among the most valid and highly valuable assessment tools, allowing performance against job competencies to be observed and assessed in a demonstrated and structured manner. SHL has developed a suite of simulation exercises, providing a comprehensive library of work-related exercises across management, graduate, customer service, sales and administrative roles.

**Interview guides** provide detailed and structured competency-based interview questions with guidelines on standardised interview processes and techniques. The guides can be used on their own or in conjunction with other relevant instruments.

SHL selection tools are designed to help organisations identify and select candidates with the capability and/or potential to perform against the job and organisational competencies. SHL selection tools increase the fairness of a selection process whilst ensuring efficiency and profitability. Through the use of these state-of-the-art tools, informed and accurate selection.

### **Development**

The value of objective assessment is not just realised at the initial recruitment and selection stage of the employee lifecycle but all through a person's working life. Identifying and measuring **performance** and **development** potential will influence an individual's career path and help them to realise their true potential. And when it's time to move on, objective assessment will help to pinpoint suitable candidates for **succession** and help to smooth the transition of people within organisations. SHL individual development tools include:

**360° feedback tools** allow a structured assessment of a person's performance based on the key skills and competencies required for the job. These tools provide a 360° perspective, as they can be completed by individuals themselves and those who work with them, for example their manager, team members and colleagues or customers.

**Personality and motivation questionnaires** can provide a valuable source of information around an individual's behavioural preferences and motivation drivers.

**Executive development centres** provide an opportunity for senior executives to participate in a range of development activities and simulation exercises, designed to probe detailed and specific areas of individual development opportunities.

**Personal development tools** are empowering tools that are designed to facilitate the conversion of development thoughts into action. They provide a self-help guide to enable individuals to take responsibility for their own development, often translating feedback obtained from 360° programs and development centres, into tangible action plans.

**Career guidance tools** can be used to identify an individual's broader career interests to assist job seeking and/or career change. Designed as a self-help guide, these tools to enable individual responsibility for one's own career path.

SHL provides objective assessment at each stage of the employee lifecycle and will work with you to deliver tangible results using our range of products and assessment services. Our products and assessment services will help to **define** your requirements, **measure** your people and **realise** the benefits to your organisation.

#### **Training and accreditation for better people decisions**

To access SHL psychometric assessment tools, SHL provides in-depth training for HR professionals, psychologists, senior executives and line managers to use some, or all, of the SHL products and processes. Renowned for their breadth and depth, SHL training courses provide tangible skills and principles that can be applied within an organisation – leading to demonstrable bottom-line results through the improvement of selection and development strategies. Many of our courses are offered as public programmes, however we are also pleased to deliver tailored in-house workshops. Please see below for further information about training.

#### **Training**

SHL requires clients to be appropriately accredited in order to use our tests and questionnaires. This ensures that clients have a sound understanding of the impact that psychometric instruments can have, and that our tools are being used appropriately.

There are a range of nationally-accredited training courses available. For any client wishing to oversee the assessment process internally, we require at least one staff member to be trained to "In-Depth" level:

### **Predicting Success – SHL In-depth**

This 5-day course provides training to clients on how to correctly select and use SHL assessment tools, thus enabling clients to manage their own assessment needs. Whether using paper and pencil testing, online administration or a combination of methods, this comprehensive course will enable you to select, administer and interpret the full range of SHL tests and questionnaires.

#### **KEY LEARNINGS:**

- How to select the most suitable tests and questionnaires to assess for a particular role
- How to administer and score a range assessments in a range of scenarios
- How to interpret and provide feedback on ability tests, motivation questionnaires and personality questionnaires
- How to integrate results from a variety of assessment methods to support decision-making

This course is suitable for HR Managers, line managers and professionals who require full access to the SHL product range. This type of training is suitable for organisations who wish to interpret reports and results themselves to allow self-sufficiency in the entire process. Once an organisation has an employee trained at this level, other staff can undertake a lower (and more cost-effective) level of training to administer assessments and have the fully trained user interpret the results.

### **Predicting Success – SHL Administer**

This 1-day course explains the range of SHL psychometric assessments and how to administer them either in a one-on-one or group situation. Through interactive sessions, delegates learn how to score assessment results and administer assessments in a fair, consistent way following best practice guidelines.

#### **KEY LEARNINGS:**

- How to administer and score the range of SHL ability tests, personality and motivation questionnaires via paper and pencil, computer, or online platforms
- How to effectively manage the questions and issues a candidate may present to the test.

This course is suitable for HR Managers, line managers and support staff who need to administer SHL assessments. Delegates must have a fully SHL trained colleague to interpret the results.

## OUTSOURCING THE TEST ADMINISTRATION

Cream of the Crop can provide a test administration service which will negate the need for your staff to be trained, or for you to hold stocks of relevant test materials.

Cream of the Crop charges an hourly rate of \$150 per hour (incl. GST) for time spent on test administration (TA). This is rounded up to the nearest half hour. In addition to the time, we also charge clients for the use of assessment materials and reporting.

## 2.5 Benefits

CREAM of the Crop knows that your business relies on its staff from day one, but often generalist recruitment techniques do not provide the depth required to make discerning and final judgments about candidates that have been short listed. Costly mistakes can occur through poor interviewing skills and subjective decision-making. With employee commencement and training costs estimated to cost 1.5 to 2 times their average salary, what business can afford to take risks?

### Key benefits of objective assessment:

- **Improves the efficiency** of a hiring process
  - Identifying the most unsuitable candidates early on in the hiring process means that less time and money is spent on them
  - Formally identifying and measuring the competencies required for a job, in order to get a closer fit, permits the hiring manager to be more efficient and productive
- Permits **more informed recruitment decisions** to be made by providing additional information about a candidate
  - It's proven to work better than the interview alone meaning less emphasis is placed on the skill of the interviewer (who may not be a recruitment specialist).
  - Provides objective information permitting objective and defensible decisions to be made
- Enables you to **look beyond just hard skills**
  - Enables an individual's potential to be gauged rather than just skills that have been acquired retrospectively
  - Provides information concerning the way in which someone goes about their daily job which can be just as important as hard skills

- Provides for **beyond the candidate selection**
  - Equips the line manager and HR with lots of information about the candidate in terms of their likely strengths and weaknesses. This means that when they become an employee they can be managed more effectively
  - Is seen by candidates as a fair and open way of recruiting people which can look good for the company, especially if the process is managed online

**Key benefits of SHL assessment tools:**

- SHL ability assessment tools are tried and tested in over 40 countries in more than 5,500 organisations.
- SHL assessments are available for all levels of work, from Directors and senior managers to semi-skilled workers.
- SHL assessments are designed purely for the world of work, targeted at business needs.
- SHL assessments are designed with the line manager in mind, providing practical, non-jargon orientated reports so that at-a-glance they can see where someone's strengths and weaknesses might lie.

### 3.0 CREAM Executive + Permanent Selection

At CREAM of the Crop we understand that recruiting new people can be an expensive and exhaustive business process, with costs escalating when it goes wrong. The expertise that consultants at CREAM of the Crop have developed over the last couple of years, means that you can entrust them with the entire recruitment process. You can have great confidence and be at ease that our sourcing techniques, assessment and selection methodology provide you with an in depth integrity that is sought in recruitment today. The stakes are particularly high at an executive level if you make the wrong hiring decisions. CREAM of the Crop aims to provide you with a due diligence process in the acquisition of key human resources.

#### 3.1 How we work with you

Before sourcing the right person for your needs, we work closely with you to understand your business drivers – both for now and in the future. We address critical issues and discuss current remuneration trends. With a particular emphasis on the behavioural competencies required to take your business forward, we not only have access to the best technical skills for the role but are also able to focus on demonstrated leadership behaviour.

Our company focuses on selection and assessment for the following sectors:

- Health
- Government
- Harvest
- Manufacturing
- Service
- Hospitality

### 3.2 Executive Coaching – The CREAM difference

At CREAM of the Crop, we believe that personal and professional coaching is a natural extension of the mentoring system used by large companies and societies. The growth of personal coaching reflects a shift away from 'analytical, quantitative business skills' but a move towards more personal, interpersonal and organisational skills. Furthermore, exceptional Executive Coaching combine leadership assessment, benchmarking and individual development coaching to support the individuals growth as a leader.

CREAM Executive Coaching is unique in that it entails the following key elements:

- Detailed assessment of current capabilities using a range of robust assessment tools including 360' review, development centre and leadership profiling.
- Provision of leadership profile compiled by CREAM of the Crop specialists which highlights existing areas of strengths and development needs.
- Tailored one on one executive coaching which may involve site visits, active learning assignments and learning challenges.