



LESSON 3

HOW MANY CANDIDATES MADE IT TO THE "INTERVIEW" PILE?

Introduction: Beyond the Interview

A resume can tell you what a candidate has done in the past, and an interview can tell you how well they can talk about it. But neither of these can definitively tell you what a candidate can actually do. This is where performance assessments come in. A performance assessment is a practical, hands-on exercise that allows you to see a candidate in action and evaluate their real-world skills in a job-relevant scenario. In the modern hiring landscape, performance assessments are an essential tool for making accurate and evidence-based hiring decisions.

The Power of Performance-Based Assessments

- **They Predict Future Success:** Performance assessments are one of the most accurate predictors of on-the-job performance, far more so than resumes, interviews, or reference checks.
- **They Reduce Bias:** By focusing on a candidate's actual skills, performance assessments can help to reduce the impact of unconscious bias in the hiring process.
- **They Improve the Candidate Experience:** Candidates, especially from the younger generations, appreciate the opportunity to show what they can do, rather than just talk about it.
- **They Provide a Realistic Job Preview:** A performance assessment gives the candidate a realistic taste of what the job is really like, which can help to reduce turnover down the line.

Industry-Specific Performance Assessments

Effective assessments are not one-size-fits-all. They must be tailored to the specific demands of the industry and the role.

Hotel Industry: The Overbooking Crisis

- **Scenario:** "It's 8 PM on a Friday night, and your hotel is completely sold out. A family with two young children arrives with a confirmed reservation, but the system shows no available rooms. Walk me through, step-by-step, how you would handle this situation."
- **What This Tests:** Problem-solving under pressure, customer service skills, resourcefulness, and professional composure.

Restaurant Industry: The Busy Saturday Night Simulation

- **Scenario:** "You are managing a section of six tables. Table 1 is ready to order, Table 2 needs their check, Table 3 has a food allergy question, Table 4 is complaining about the wait time, Table 5 needs drink refills, and Table 6 has just been seated. Show me your game plan."
- **What This Tests:** Multitasking, time management, prioritization, and customer service skills in a high-pressure environment.

Corporate Office: The Email Management Challenge

- **Exercise:** "Here is an inbox with 15 emails. Please prioritize them and draft a response to the top three most urgent messages."
- **What This Tests:** Organizational skills, prioritization, written communication skills, and professional judgment.

Designing and Scoring Effective Assessments

Design Principles:

- **Job-Relevant:** The assessment must be based on the actual daily tasks and challenges of the job.
- **Fair and Inclusive:** The assessment must be the same for all candidates and should not be biased toward any particular background.
- **Predictive:** The assessment should test the skills and behaviors that are most critical for success in the role.

Design Principles:

Use a simple 1-4 scale to score the assessment objectively.

Score	Description
4 - Excellent	Exceeds expectations, offers creative solutions, maintains professional composure.
3- Good	Meets expectations, has a solid approach, provides appropriate responses.

Score	Description
2 - Needs Development	Below expectations, has a basic understanding but makes some concerning choices.
1 - Unacceptable	Far below expectations, shows poor judgment, not suitable for the role.

Modern Assessment Technologies

- **Virtual Reality (VR):** VR is being used to create incredibly realistic simulations for a variety of roles, from handling difficult guest situations in a hotel to experiencing a busy dinner rush in a restaurant.
- **Gamified Platforms:** Companies like Pymetrics and Cognify are using neuroscience-based games to assess a candidate's cognitive and emotional traits.
- **Mobile Assessments:** With the rise of mobile recruiting, many assessments are now designed to be completed on a smartphone.

ACTIVITY: DESIGN A PERFORMANCE ASSESSMENT

Time needed: 30 minutes

What You'll Do

Create a hands-on test that shows if candidates can actually do the job. Build a scoring system that's fair for everyone.

Why This Matters

Resumes tell you what they SAY they can do.

Assessments show you what they CAN actually do.

Example: A candidate says "excellent customer service skills" on their resume. Your assessment reveals they freeze when handling complaints.

Companies using assessments see 24% better hiring decisions.

Instructions

Step 1: Choose Your Role (5 minutes)

Pick ONE role:

Hospitality:

- Front Desk Agent
- Restaurant Server
- Housekeeper
- Event Coordinator

Corporate:

- Customer Service Rep
- Administrative Assistant
- Sales Associate
- Social Media Coordinator

Step 2: Identify Key Skills to Test (5 minutes)

Download the worksheet.

What are the 3 most important skills for this role?

Example - Front Desk Agent:

- ① System navigation (booking software)
- ② Customer communication
- ③ Problem-solving under pressure

Your role:

Top 3 skills:

- ① _____
- ② _____
- ③ _____

Pick ONE skill to assess: (Circle it above)

Step 3: Design Your Assessment (10 minutes)

Create a realistic scenario or task:

Good assessments are:

- 5-10 minutes long
- Have clear success criteria
- Use real work tools/situations
- Same for all candidates

Example 1 - Front Desk Agent (Problem-solving):

Share 3-4 specifics about the role, team, or company.

Scenario: "A guest arrives for check-in. Their reservation shows tomorrow's date, not today. They're insisting they booked for tonight and have emails to prove it. We're fully booked. Handle this situation."

Your interest section:

What they'll do: Role-play the conversation (you play the guest)

Time limit: 5 minutes

Example 2 - Social Media Coordinator (Content creation):

Share 3-4 specifics about the role, team, or company.

Task: "Here's a photo of our new product launch. Write 3 social media captions: one for Instagram, one for LinkedIn, one for Twitter. Include relevant hashtags."

What they'll do: Write the captions on paper or computer

Time limit: 10 minutes

Now create YOUR assessment:

- **Skill being tested:**
- **Materials needed:** (Computer, paper, props, role-play partner?)
- **The scenario/task:** (Describe what the candidate will do)
- **Time limit:**

Step 4:

Create Your Scoring Rubric (10 minutes)

A rubric makes scoring fair and consistent.
List 4-5 things you'll evaluate. Give each a score of 1-5.

Example - Front Desk Problem-Solving Rubric:

Criteria	1-2 (Weak)	3 (Okay)	4-5 (Strong)	Score
Stayed calm & professional	Defensive, brude	Polite but tense	Warm, empathetic	/5
Listened to guest	Interrupted, didn't acknowledge	Listened but didn't summarize	Active listening, repeated concern	/5
Offered solution	No solution or unrealistic	One basic option	Multiple creative options	/5
Used available resources	Didn't think to check system/call manager	Checked one resource	Used all tools available	/5
Followed up	Left it unresolved	Said they'd follow up	Specific follow-up plan	/5
TOTAL				/25

Passing score: 18/25

Now create YOUR rubric:

Skill:

Criteria	1-2 (Weak)	3 (Okay)	4-5 (Strong)	Score
Criteria 1:				/5
Criteria 2:				/5
Criteria 3:				/5
Criteria 4:				/5
Criteria 5:				/5
TOTAL				/25

Passing score: _____/25



Self-Check

- ✓ Tests a skill actually needed for the job?
- ✓ Takes 5-10 minutes to complete?
- ✓ Uses realistic work scenario?
- ✓ Same assessment for all candidates?
- ✓ Rubric has 4-5 clear criteria?
- ✓ Each criteria is observable (not subjective)?
- ✓ You set a passing score?

Common Mistakes

- ✗ Assessment is too long (30+ minutes)
- ✓ Keep it focused - test ONE skill well
- ✗ No clear passing score
- ✓ Decide the minimum acceptable score
- ✗ Criteria like "has good vibe" (too vague)
- ✓ "Maintained eye contact and smiled" (observable)
- ✗ Testing skills not used in the job
- ✓ Only test what they'll actually do

Test Your Assessment

Answer these questions:

- ① **Could you complete this assessment yourself?** Yes / No
(If no, it's too hard - simplify it)
- ② **Would two different people score the same candidate similarly using your rubric?** Yes / No
(If no, make criteria more specific)
- ③ **Does this assessment predict job success?** Yes / No
(If no, rethink what skill you're testing)

Submit Your Work

- ① Role and top 3 skills identified
- ② Complete assessment scenario/task
- ③ Scoring rubric with 4-5 criteria
- ④ Passing score set
- ⑤ Self-check answers

