

# How to Improve hiring accuracy through evidence-based assessments

The background of the slide features a hand holding a magnifying glass over a green hexagon containing a person silhouette. Other similar hexagons are visible in the background, suggesting a process of selection or assessment. The overall design is modern and professional, with a blue and green color palette.

Matthew Webb (MBA)  
Principal Consultant: Psychometric Strategy  
Omnikor Pty Ltd

omnicor 

# Moving hiring decisions from intuition to evidence

“Most hiring decisions still rely on signals that are easy to see, not signals that actually predict performance.”



Hiring decisions shape the trajectory of an organisation.

A strong hire can lift team capability, improve decision quality and create momentum within a function.

A poor hire, by contrast, often results in months of lost productivity, disruption within the team and the need to restart the hiring process entirely. The financial cost is obvious, but the opportunity cost is often far greater.

Despite this, many hiring decisions are still based on signals that were never designed to predict job performance.

- CVs
- Years of experience
- University prestige
- Unstructured interviews
- Gut feel



Psychometric assessments were developed to address exactly this challenge.

They allow organisations to evaluate attributes that are difficult to observe directly in a CV or during a short interview.

In doing so, they shift hiring decisions away from intuition alone and toward measurable indicators of performance potential.

## Psychometric assessments in short, they allow organisations to make the invisible measurable.

Not all hiring tools provide the same signal. Some offer a relatively weak indication of future performance. Others provide a much stronger one.







### Indirect signals

CV's  Years of experience   
    
Gut Feel Interviews  
University prestige

### Commonly used

### Direct measures of performance potential

Behaviour / personality   
  
Judgement / decision-making (SJT)

Integrity   
  
Ability / learning potential

### Less used, stronger predictors

*Indicative strength based on meta-analytic evidence; exact results vary by role, design and context.*



This does not mean weaker tools have no place in a hiring process. It means they should not carry the decision on their own.

**The strongest hiring decisions combine higher-signal methods rather than relying primarily on CVs, experience and intuition.**

In many organisations, the opposite is still the norm.

# The Signals That Actually Predict Performance

Job performance is not random. Certain signals consistently tell us more than others. While roles differ in their technical requirements, many of the underlying drivers of effectiveness remain remarkably consistent across industries and job families.

Effective assessment systems aim to measure these underlying drivers directly rather than relying on indirect proxies such as experience alone.

In practice, 4 signals tend to play a particularly important role.

## 1. Ability and Learning Potential

Modern roles rarely remain static. Employees are expected to learn new systems, adapt to changing processes and solve unfamiliar problems as organisations evolve.

Because of this, learning ability is one of the most powerful predictors of performance across a wide range of roles. It consistently outperforms experience as a predictor of future job performance.

Ability assessments evaluate cognitive capabilities such as logical reasoning, problem solving, information processing and the capacity to understand new concepts. These capabilities influence how quickly someone can acquire job knowledge and apply it effectively.



Instead of focusing only on the question  
“What has this person done before?”

Organisations can ask a more forward-looking question:  
“How quickly can this person learn what the role requires?”

In environments characterised by change and complexity, the ability to learn and adapt often proves more valuable than experience alone.

## 2. Behaviour and Personality

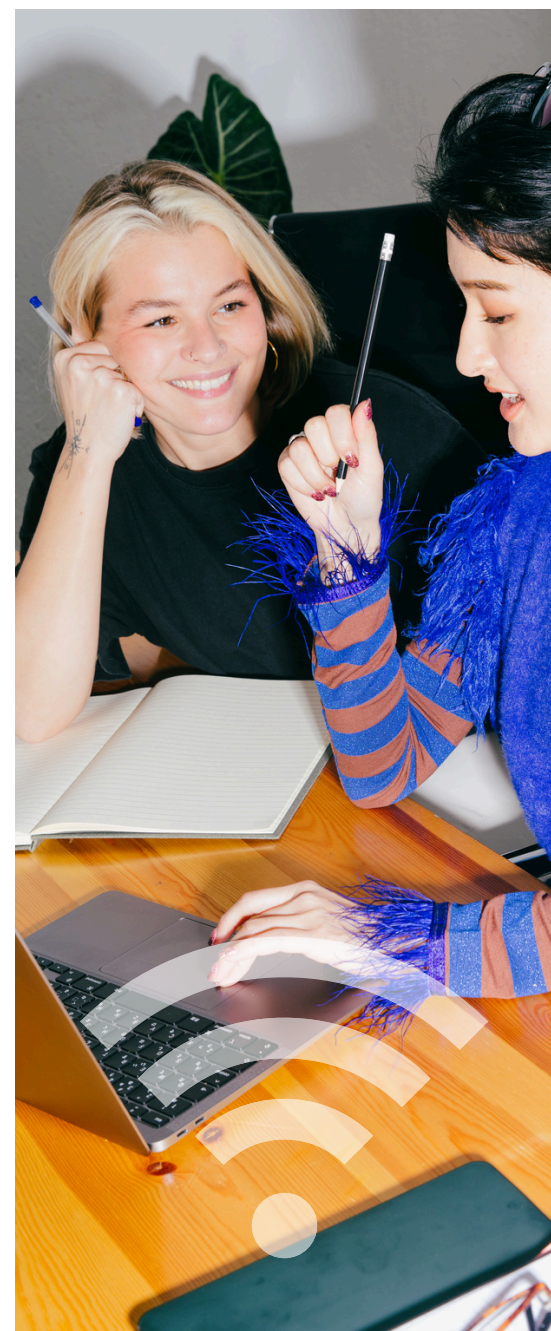
Capability is only one part of the performance equation. Equally important is how an individual approaches their work and interacts with others.

Behavioural assessments provide insight into work-relevant tendencies such as **reliability, persistence, collaboration style, adaptability and attention to detail**. These tendencies influence how individuals manage workload, respond to pressure and contribute within team environments.

Understanding behavioural patterns helps organisations anticipate how a candidate is likely to operate in practice. Rather than relying solely on interview impressions, hiring managers gain structured insight into the behavioural tendencies that shape day-to-day performance.

The aim is not to place people into personality “types”. Instead, it is to understand behavioural patterns that influence effectiveness in a specific organisational context.

**“Learning ability consistently outperforms experience as a predictor of future job performance.”**



### 3. Judgement and Decision-Making

Many roles require employees to interpret ambiguous situations, prioritise competing demands and make sound decisions under pressure.

Situational judgement tests and scenario-based assessments are designed to evaluate these capabilities in a structured way. Candidates are presented with realistic workplace scenarios and asked to evaluate possible responses.

This approach provides insight into how individuals analyse situations, weigh competing priorities and approach interpersonal challenges.

Unlike traditional interview questions, scenario-based assessments allow organisations to observe how candidates think through problems rather than simply hearing how they describe themselves.

### 4. Integrity and Reliability

Trust and reliability form the foundation of effective organisational functioning. Employees are expected to act responsibly, adhere to organisational standards and make decisions that align with ethical and operational expectations.

Integrity assessments help evaluate behavioural tendencies related to honesty, accountability and rule adherence. These attributes influence reliability, risk awareness and responsible decision-making within the workplace.

While these qualities are often assumed during hiring, they are not always easy to evaluate through interviews alone. Structured assessment methods help organisations gain additional insight into behavioural tendencies that influence long-term dependability.



**“In roles where trust, consistency and accountability matter, these factors often have a disproportionate impact on overall performance.”**

# Why Psychometrics Improve Hiring Decisions

Psychometric assessments add value by improving the quality of the signals used to make hiring decisions.

They introduce structured, objective evidence into a process that is often still heavily shaped by impression, experience and instinct.

They also improve consistency. Each candidate is assessed against the same criteria using the same measurement approach, which makes decisions fairer, more transparent and easier to defend.

Perhaps most importantly, they allow organisations to build a fuller picture of candidate potential.

**Psychometrics improve hiring by helping organisations:**

- Reduce hiring risk
- Improve consistency
- Focus on future potential
- Make decisions more defensible

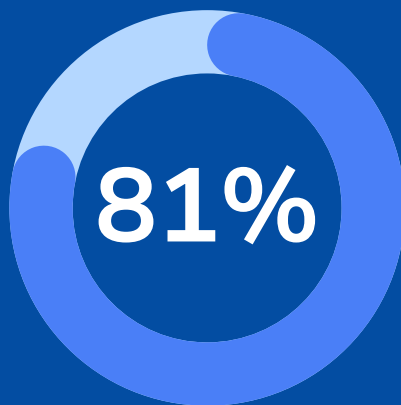


**Rather than relying on any single indicator, hiring managers can draw on multiple forms of evidence to understand how someone is likely to learn, behave and perform once in the role.**

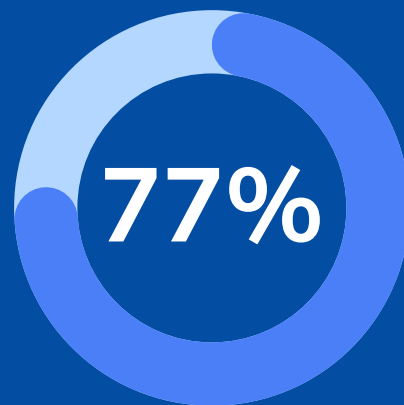
# Evidence From Real Hiring Outcomes

The practical impact of assessment-based hiring becomes clearer when examining actual hiring outcomes.

In one of Omnicor's Quality of Hire (QoH) studies, we found that among candidates recommended through the assessment process:



**Fully productive  
within six months**



**Line manager  
satisfaction**

These outcomes reflect a broader pattern observed in both research and practice.

**When hiring decisions are supported by structured assessment data, organisations tend to see faster ramp-up times, stronger performance and greater confidence from hiring managers.**

# Combining Evidence for Better Hiring Decisions

The most effective hiring decisions rarely rely on a single indicator. Instead, organisations combine multiple sources of evidence to build a more comprehensive understanding of candidate potential.

Each stage contributes a different perspective on the candidate. When combined, these signals create a more balanced and reliable foundation for hiring decisions.

## A typical evidence-based hiring process may include:

- A light CV screen to confirm eligibility
- A robust assessment process incorporating ability or learning measures, personality assessment, judgement or scenario-based tasks, and work samples or job simulations.
- A structured interview
- A reference check



Psychometric assessments are sometimes perceived as complex or costly additions to the hiring process. In practice, they are often among the most cost-effective tools available for improving hiring accuracy.

In many cases, the cost of an assessment is less than one month of salary, while the impact of a better hiring decision can last for years.

# Final Thought

**Improving hiring outcomes does not require more complexity. It requires better signals.**

Psychometric assessments help organisations measure learning potential, understand behavioural tendencies, evaluate judgement and assess integrity. By doing so, they allow organisations to move beyond intuition and make hiring decisions supported by clearer evidence



**Ultimately, they allow organisations to see what is otherwise difficult to observe. They make the invisible measurable.**



## **Research foundation (selected)**

Schmidt & Hunter (1998, 2016): 100 years of research on the validity of hiring methods

Christian et al. (2010); McDaniel et al. (2007): Meta-analyses on situational judgement tests

Barrick & Mount (1991): Personality and job performance (Big Five meta-analysis)

Oh, Postlethwaite & Schmidt (2012): Role of ability and personality in predicting performance