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Thornhill Online Screening Tool | Fact Sheet

PURPOSE	DESIGN	DELIVERY	TIME
To **screen candidates for any executive/management search or development programme** for companies and business school courses.	The online screening system, with supporting tools and templates, combines the application process and a timed case study assessment in one convenient package.	Online application process and a timed case study assessment.	The entire process can take up to twelve weeks, but if this is not feasible then the minimum timeline would be approximately nine weeks.

*Thornhill provides the services of Counselling Psychologists (registered with the HPCSA) and supporting team to administer a quality online screening process, with tools and templates, designed for the screening of candidates for any form of **executive/management search or development programme for companies and business school courses**. It combines the application process and a timed case study assessment **to determine the suitability of prospective candidates for a development programme or role in a company**.*

BACKGROUND

Selecting suitable candidates for a development programme or role in a company is an important process. Thornhill's online screening tool saves both money and time, and helps to avoid the costly mistake of selecting unsuitable candidates for a programme or role.

THE PROCESS

We recommend that prospective candidates in the screening process complete an online application form, complete a 360° feedback process, answer a prescribed case study and participate in a structured interview; all of which would determine the suitability of the prospective candidate for the programme/role.

Thornhill provides email templates for different stages of the process and administers the following screening tools (which can be customised based on your requirements):

Step 1: Online application form

An online form which requires completed information for the following fields:

» Nominee contact and demographic details
» Current job (including years in management, responsibilities, number of direct reports)
» Career history (including factors influencing decisions)
» Education (including factors influencing decisions)
» Additional information (other qualifications, achievements, leadership experience)
» Motivation by applicant
» Motivation by nominator.

Step 2: 360° feedback tool (Optional)

» Allows for feedback from self, line manager, peers and direct reports
» Feedback focuses on the various aspects of leadership:
  - **Direction:** behaviours by which the leader understands business, sets direction, solves problems and makes decisions
  - **Personal and interpersonal effectiveness:** enabling self, others, groups and the organisation; leading with emotional intelligence, and assessing the effective use of influence, thereby ensuring that people can work together constructively
  - **Achieving goals:** holding people and processes accountable and ensuring they are developed
  - **Leadership impact:** what people feel when they are with the person – the essence of what a leader seeks to achieve
» Alternatively, the tool can be customised to provide feedback on different criteria
» Provides guidelines on the use of the 360° feedback tool and templates
» This content would be a useful addition to the interview process.

Step 3: Timed online case study assessment

An online three-hour case study which assesses understanding and strategic analysis. The case study will be open to applicants during a four-day period but the analysis must be written in one sitting once timing has commenced for each applicant:

» A case study, with assessment guidelines, specific to the overall objectives and level of the programme/role

» Assessment criteria will be consistent with the competencies required for the level consistent with the programme/role, for example:

  - Strategy skills
  - Ability to analyse a complex environment
  - Problem solving
  - Integrated application of concepts and disciplines

» In addition, the following specific skills will be assessed, as appropriate for the programme/role:

  - Reading comprehension
  - Numerical skills
  - General knowledge of business
  - Clarity of writing

» The case study will be in the format of both multiple-choice and minimal written qualitative answers. The system will rank the multiple-choice results but will not assess the qualitative answers (to be done by client if there is a borderline case – model answers provided by Thornhill to the client). The multiple-choice results will be provided in a spreadsheet, ranked within demographic groups, and the top-ranked candidates within each group can be selected in compliance with the demographic requirements.

Step 4: Interview tool

An Interview Support Pack, including (and open to adaptation):

» Guidelines for interview screening

» Suggested interview questions focusing on the following criteria:

  - Leadership and strategy skills
  - Ability to operate in a complex and challenging environment
  - Problem solving
  - Integrated application of concepts and disciplines
  - Teamwork
  - Ability to manage large and small projects
  - Self-management

» Templates provided by Thornhill include an invitation to the interview and feedback to the interviewee.

GENERAL

Online Tool: The above process (inclusive of templates and tools) is managed online. However, all copies of respective documents are provided electronically to the client.

Project Plan: Thornhill would provide a suggested timeline/detailed project plan depicting the action steps required to deliver the assignment as well as the responsible party required to deliver on each action step.

Templates: Example of templates provided to the Client and, if applicable, respective Employer Representatives:

1. Guidelines for Employer Representatives (including individual login details)
2. Schedule of dates and required deliverables for Employer Representatives
3. Interview Information and Guidelines
4. Interview Question and Answer sheet
5. Interview report
6. Guidelines on how to debrief a 360° feedback report
7. Final nomination sheet
8. Guidelines for notifying unsuccessful applicants.

Process Overview: Flowchart of the overall process and screenshots of some online functions is available.

Please contact admin@thornhill.co.za for a more detailed description of the Thornhill Online Screening Tool.