

# Implementing Non-Proctored Testing Programs at Wachovia: Two Case Studies

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# Wachovia Facts

- 4<sup>th</sup> largest bank holding company in U.S. based on assets
- Offers full financial services and full-service retail brokerage services throughout the U.S.
- 110,000 employees internationally
- 3,400 financial centers & 770 retail brokerage offices
- **In an average month\*, Wachovia....**
  - has over 6,000 open positions
  - receives over 57,000 resumes
  - hires over 3,000 employees

**\*Data Source: Wachovia Recruiting's 2006 Annual**

# Multiple Catalysts for Testing Changes at Wachovia

- Organizational efficiency efforts
- Large volume of applicants
- Demand on recruiters to fill jobs quickly
- Increased need to efficiently assess geographically-dispersed applicants
- **“I will take that risk” mentality**
- Desire to create a phenomenal candidate experience
- **Goal of a “Best in Class” reputation**
- Competition with staffing agencies

# Case Study # 1: Non-Proctored Personality Testing

- Arose out of a need to re-evaluate how we screened and managed our high-volume applicants
- Performed a needs analysis and implemented a new non-proctored selection process for:
  - Tellers
  - Customer Service Representatives

# Overview of Testing

## Programs

- Teller Positions

- 1 job code geographically dispersed throughout the U.S.
- Three-phase roll-out completed in June 2007
- Web-enabled test assesses 17 dimensions via Personality, Situational Judgment and Biodata Items
- Testing approx. 6,000 applicants/month or 70,000 applicants/year
- 80% pass rate (avg.)

- Customer Service Representative (CSR) Positions

- 3 job codes – focus on either Online, Retail, or Wholesale business - geographically dispersed throughout the U.S.
- Single roll-out completed in December 2005
- Web-enabled test assesses 11 dimensions via Personality, Situational Judgment and Biodata Items
- Testing approx. 1,000 applicants/month or 12,000

# What's Different?

Old Selection Process (Teller or CSR)	New Selection Process (Teller or CSR)
Video-based Realistic Job Preview (20 minutes)	Web-enabled Realistic Job Preview (5 minutes)
Applicant Screening Form	Applicant Screening Form
Proctored, Paper & Pencil Personality Assessment (20-30 minutes)	Non-proctored, Web-enabled Personality Assessment (15-20 minutes)
Interview	Interview
Pre-Employment: Criminal Background Check, Drug Screening, Fingerprinting	Pre-Employment: Criminal Background Check, Drug Screening, Fingerprinting

# Obstacles Encountered

- Confusion about purpose of assessment and expected outcomes
- Questions about validity results
- Technology glitches
- Concerns about turnover
- Inadvertently added administrative tasks for recruiters

# Lessons Learned

- Involve appropriate client representatives from beginning in all decisions and conversations
- Conduct thorough technology testing prior to implementation
- Share relevant but limited data
- Clearly communicate purposes of non-proctored testing



# Case Study # 2: Non-Proctored Skills Testing

- Recently developed a **Pilot Study** for a new non-proctored selection process for Administrative Assistants (AA) within one line of business
- Set out to answer the following two (2) questions:
  - #1 What is the prevalence of cheating on skills assessments in a high-stakes (selection) situation?
  - #2 Is the threat of a re-test enough to discourage cheating in a high-stakes (selection) environment?

# Overview of Pilot Study

- Implement a non-proctored, web-enabled office skills pilot testing program for AA positions of various levels
- Pilot testing will last approx. 6 months with the goal to test approx. 100 applicants
- Will include only AA positions located in Charlotte, NC and New York City, NY
- Pilot testing to begin ASAP!

# What's Different?

Old Selection Process	New Selection Process
Recruiter Review of Resume	Recruiter Review of Resume
	Proctored/Non-proctored web-enabled Office Skills Assessment (20 minutes/test with option for up to 4 tests)
Interview	Interview
Pre-Employment: Criminal Background Check, Drug Screening, Fingerprinting	Pre-Employment: Criminal Background Check, Drug Screening, Fingerprinting

# Pilot Study: Three Study Conditions

- Condition #1\*
  - Proctored test only (Traditional method)
- Condition #2\*
  - Prior to taking the non-proctored test, recruiter will inform applicant of the possibility of a re-test in a proctored environment
  - Non-proctored test
  - Proctored test
- Condition #3\*
  - Non-proctored test
  - After completion of the non-proctored test, recruiter will inform applicant of the possibility of a re-test in a proctored environment
  - Proctored test

**WACHOVIA** content-oriented job analysis process will precede testing to identify which skills tests to administer.

# Consulting Tips for Managing Customer Expectations

1. Keep stakeholders engaged and informed throughout development and implementation
2. Clarify expected purpose and outcomes of testing programs
3. Continue with regular monitoring of the new process and make changes as necessary
4. Change the recruiter process as necessary
5. Pilot test with select markets to ensure the process is working effectively and efficiently
6. Phase the implementation across regions if you have a large program

# Questions?

For more information, contact:

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