Talent assessment practices report

India

welcome to brighter
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Introduction

As Covid-19 brings the global economy to a standstill, companies around the world are changing their typical ways of conducting business to discover a new ‘normal.’ The evolving situation has forced organizations to confront multiple issues concerning business continuity. While most companies understand the importance of adopting technology at this critical juncture, quite a few companies are overwhelmed by the need to revamp their processes immediately. A critical outcome of this pandemic is the integration of technology to support agility and efficiency on both operational and people front. Amid the lockdown, businesses are striving to find a balance between meeting business goals and keeping their employees engaged and motivated.

Economic and business uncertainties, along with social distancing, have stalled recruitment and learning & developmental initiatives of organizations. Embracing a technology-led approach in these testing times can enable organizations to continue with these critical initiatives and put them at the forefront. Online assessments and technology-driven recruitment solutions can be leveraged by recruiters to assess, interview, and hire candidates remotely. Companies can invest in strategizing their long-term learning and development initiatives to optimally utilize the available time and resources to future-proof their workforce.

The digital way of working is most likely to affect all businesses, resulting in a transformative shift in talent management. Organizations should use this disruption as an opportunity to steer towards workforce optimization by embracing technology. This would enable them to stay ahead of the curve and manage unforeseen disruptions in the future.

The Mercer | Mettl talent assessment practices survey was set out to understand your transformation journey and share insights on how organizations like yours are enhancing talent acquisition and talent development through technology.
Executive summary

The report features trends in two key areas of talent strategy:

Talent acquisition

Today, most companies believe they need to hire, not just for the present but also the future. They value people that possess the skills needed to perform in more complex future roles. Companies also recognize the inefficiencies of traditional hiring methods. They know that inefficiency derails the hiring strategy and directly affects business outcomes.

Therefore, companies value solutions and tools that make their processes efficient and provide them with the right analytical prowess to build an effective talent acquisition strategy.

Talent development

Companies need the right tools and infrastructure to develop their people, especially during disruption — and they foresee more of it, as automation becomes mainstream. They expect to reskill and redeploy people in their new roles beginning as soon as the next 12 months.

Reskilling a section of the workforce for the future requires building targeted skilling programs that consider specific skills to be developed and employees to be trained.

Many companies say they prefer to develop talent in-house, especially for leadership roles. To design a more effective talent development strategy and carry out quick, targeted skilling programs, they’ll need to opt for new-age solutions and tools.
How organizations are recruiting talent

Connect with an expert
Future readiness takes precedence over technical skills

Approximately 37% of participants say they need to know whether candidates possess the necessary skills to take on prominent roles in the future. Such skills and abilities can be distinct from the technical skills needed in the current role.

In our survey, more companies selected future readiness as a pressing concern than technical skills. This highlights the importance of abilities such as critical thinking and problem solving required for more prominent roles.

What is the one thing you would really like to know about a potential candidate before you make a hiring decision?

- Do they have the personality and motivation required to handle specific business challenges? 23%
- Will they be able to take on a variety of roles in the future? (learning agility) 20%
- Will they have the ability to progress to higher-level roles in the future? (potential) 17%
- Do they have the technical skills required for the role? 15%
- Will they fit into our organizational culture? 10%
- Do they have prior experience of doing a similar role? 10%
- Others 5%

Based on responses from 60 organizations.
Lack of predictive analytics and building an efficient hiring process are significant challenges

About 38% of participants in the study say they need predictive analytics, along with a digitized recruitment process, to help them make the right hiring decisions.

Effective predictions give companies an advantage by adding data prowess to hiring manager feedback. About 30% of companies say they’re concerned about the efficiency of their talent acquisition processes, as companies expend considerable resources in the hiring process. Interviewing multiple candidates, navigating logistical hassles, engaging with the right people and scheduling interviews — these are all time-consuming and demand significant human effort.

What is the biggest challenge with your company’s talent acquisition process?

- Lack of predictive analytics (e.g., what profile tends to stay/succeed): 38%
- Too slow (time to hire; requires too much manual intervention): 30%
- Not enough diversity: 10%
- Poor candidate experience: 10%
- Others: 7%
- Concerns over bias: 3%
- Too expensive (high total cost per hire): 2%

Based on responses from 60 organizations.
How organizations are developing talent
Companies prefer to develop and promote in-house talent

Around 80% of companies surveyed say they prefer to develop talent in-house rather than hiring externally or onboarding temporary workers. And nearly three-quarters (73%) plan to automate processes and reduce human involvement.

For each of the following approaches, please indicate whether your organization plans to increase, decrease or make no changes in the next 12 months

- Build-a stronger focus on developing and promoting talent from within: 80% Increase, 2% Decrease, 18% Make no change
- Buy-recruiting from the external pool: 30% Increase, 35% Decrease, 35% Make no change
- Borrow-freelance, contingent, contract, and/or temporary workers: 40% Increase, 15% Decrease, 45% Make no change
- Automate-introduce technology to reduce human involvement: 73% Increase, 3% Decrease, 24% Make no change

Based on responses from 60 organizations.
Learning agility and leadership skills development are key areas of focus

Nearly 73% of companies in the survey say leadership development is their key focus area.

This is in line with our findings in the Mercer 2019 Global Talent Trends survey, in which one of the top concerns for high-growth companies was the thin leadership pipeline.

Nearly 84% of companies have highlighted Learning Agility as their key area of focus during talent development. Individuals with high learning agility are quick learners and, therefore, more suited to undertake complex roles.

Which areas do you focus on?

- Learning agility: 84%
- Leadership: 73%
- Motivation: 71%
- Technical competency: 63%
- Cognitive ability: 53%
- Personality: 51%
- Derailment risk: 27%
- Others: 6%

Based on responses from 49 organizations.
Companies may need to reskill and redeploy talent to combat automation as soon as the next 12 months

Approximately 72% of participants are confident they can identify the skills likely to be disrupted by automation.

For employees, automation opens up opportunities for learning and using new skills. Companies will need to reskill, redeploy, or outplace their workforce. More than half of the companies surveyed say they plan to reskill and redeploy, but in a troubling trend, over 60% say they don’t have an outplacement strategy in case of disruption by automation.

For each of the following approaches, please indicate whether your organization plans to increase, decrease, or make no changes in the next 12 months

<table>
<thead>
<tr>
<th>Activity</th>
<th>Very confident</th>
<th>Somewhat confident</th>
<th>Neither confident nor unconfident</th>
<th>Very unconfident</th>
<th>Hard to say</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify jobs that are most likely to be disrupted by automation</td>
<td>20%</td>
<td>48%</td>
<td>20%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Determine the skills that will need to change due to automation</td>
<td>20%</td>
<td>52%</td>
<td>17%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Reskill workers whose roles were impacted by automation</td>
<td>22%</td>
<td>33%</td>
<td>25%</td>
<td>13%</td>
<td>3%</td>
</tr>
<tr>
<td>Redeploy talent internally after automation is put in place</td>
<td>30%</td>
<td>33%</td>
<td>13%</td>
<td>17%</td>
<td>3%</td>
</tr>
<tr>
<td>Provide outplacement services to workers displaced by automation</td>
<td>8%</td>
<td>28%</td>
<td>20%</td>
<td>12%</td>
<td>8%</td>
</tr>
<tr>
<td>Fill newly vacant positions with the right external talent</td>
<td>27%</td>
<td>48%</td>
<td>10%</td>
<td>8%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Based on responses from 60 organizations.
Targeted reskilling programs take precedence over organizational reskilling for improving the effectiveness

Close to 47% of participants say they favor targeted skilling programs for specific employees, which highlights the importance of implementing targeted skilling programs and identifying the right people for those programs.

Responses also emphasized the increasing importance of new-age digital learning methods, such as e-learning, webcasts and learning networks.

What types of reskilling/upskilling programs are in place today in your industry?

| Informal hands-on opportunities for employees to learn new/additional skills (e.g., rotational assignments, peer-to-peer learning networks, etc.) | 57% |
| Employee-directed learning opportunities (e.g., e-learning, MOCs, webcasts, etc.) | 55% |
| Formal reskilling program(s) directed at specific group(s) of employees | 47% |
| Formal reskilling program(s) covering entire organizations | 22% |
| Formal assignments outside the company (e.g., with a partner, supplier, client, JV, organizations) | 20% |
| None of the above | 7% |

Based on responses from 60 organizations.
To design effective reskilling programs, companies need to eliminate the following barriers.

Two core areas of concern cited by participants are the *lack of a method for quantifying the skills gap* and the *inability to select people for reskilling*. Both are fundamental in building an effective reskilling strategy, and their lack of visibility is a significant barrier.

What are the barriers to reskilling current employees in your company?

- Not able to quantify the skills gap: 55%
- Too time-consuming/not fast enough to meet the need: 40%
- Concern that reskilled talent will leave the firm: 28%
- Not sure who has the potential to be effectively reskilled: 28%
- Not knowing what skills are needed for the future: 27%
- Too expensive: 22%
- Not knowing what talent we have today: 12%
- Others: 7%

Based on responses from 60 organizations.
How organizations are using assessment tools to rebuild their talent strategy
The right assessment solutions are critical for building the right talent strategy.
Pen-and-paper assessments are becoming less prevalent

Most participants say they're using digital tools, such as computers and mobile devices, for assessments, rather than pen and paper.

When the employees/candidates are completing the assessment, what kind of technology platform is most preferred across the employee level?
Digital assessment tools are widely used, including performance management, hiring and high-potential identification.

Many participants say they’re using talent assessment tools widely. The most significant applications are in performance management, hiring and high-potential identification, followed by succession planning and skills gap analysis.

In which of the following areas does your company use a talent assessment tool(s)?

<table>
<thead>
<tr>
<th>Area</th>
<th>Not using currently</th>
<th>Using currently</th>
<th>Plan to use in the next one to two years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating and implementing competency models</td>
<td>33%</td>
<td>64%</td>
<td>3%</td>
</tr>
<tr>
<td>External hiring</td>
<td>12%</td>
<td>85%</td>
<td>3%</td>
</tr>
<tr>
<td>Internal hiring (including promotion)</td>
<td>33%</td>
<td>55%</td>
<td>12%</td>
</tr>
<tr>
<td>Onboarding</td>
<td>45%</td>
<td>42%</td>
<td>13%</td>
</tr>
<tr>
<td>Performance management</td>
<td>24%</td>
<td>67%</td>
<td>9%</td>
</tr>
<tr>
<td>High-potential identification</td>
<td>27%</td>
<td>64%</td>
<td>9%</td>
</tr>
<tr>
<td>Succession planning</td>
<td>48%</td>
<td>36%</td>
<td>16%</td>
</tr>
<tr>
<td>Leadership hiring</td>
<td>21%</td>
<td>67%</td>
<td>12%</td>
</tr>
<tr>
<td>Leadership development</td>
<td>33%</td>
<td>58%</td>
<td>9%</td>
</tr>
<tr>
<td>Engagement and retention</td>
<td>39%</td>
<td>45%</td>
<td>16%</td>
</tr>
<tr>
<td>Restructuring and change management</td>
<td>55%</td>
<td>30%</td>
<td>15%</td>
</tr>
<tr>
<td>Skills gap identification</td>
<td>39%</td>
<td>42%</td>
<td>19%</td>
</tr>
</tbody>
</table>

Based on responses from 33 organizations.
Most companies are using assessment tools to measure skills for external hiring

Assessment tools are widely used by survey participants for major skills, with the most commonly assessed skills being technical skills and leadership.

**During external hiring, for which of the following areas are you using/planning to use an assessment tool?**

<table>
<thead>
<tr>
<th>Area</th>
<th>Using currently</th>
<th>Not using currently but plan to use in the next one to two years</th>
<th>Neither using currently nor planning to use</th>
<th>Hard to say</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical competency</td>
<td>49%</td>
<td>22%</td>
<td>16%</td>
<td>13%</td>
</tr>
<tr>
<td>Personality</td>
<td>51%</td>
<td>25%</td>
<td>15%</td>
<td>9%</td>
</tr>
<tr>
<td>Motivation</td>
<td>33%</td>
<td>22%</td>
<td>22%</td>
<td>23%</td>
</tr>
<tr>
<td>Value</td>
<td>31%</td>
<td>22%</td>
<td>20%</td>
<td>27%</td>
</tr>
<tr>
<td>Leadership</td>
<td>40%</td>
<td>33%</td>
<td>11%</td>
<td>16%</td>
</tr>
<tr>
<td>Cognitive ability</td>
<td>35%</td>
<td>25%</td>
<td>22%</td>
<td>18%</td>
</tr>
<tr>
<td>Behavior</td>
<td>31%</td>
<td>35%</td>
<td>20%</td>
<td>14%</td>
</tr>
<tr>
<td>Culture fit</td>
<td>22%</td>
<td>38%</td>
<td>18%</td>
<td>22%</td>
</tr>
<tr>
<td>Career interest</td>
<td>31%</td>
<td>29%</td>
<td>25%</td>
<td>15%</td>
</tr>
<tr>
<td>Team role</td>
<td>33%</td>
<td>25%</td>
<td>27%</td>
<td>15%</td>
</tr>
<tr>
<td>Learning agility</td>
<td>29%</td>
<td>36%</td>
<td>18%</td>
<td>17%</td>
</tr>
<tr>
<td>Derailer</td>
<td>15%</td>
<td>22%</td>
<td>29%</td>
<td>34%</td>
</tr>
</tbody>
</table>

Based on responses from 55 organizations.
Many companies use assessment tools to measure the requisite skills for internal movement.

Participating companies report significant use of assessment tools for internal movement. The most frequently assessed skills are personality, leadership and technical skills.

**During internal hiring, for which of the following areas are you using/planning to use an assessment tool?**

<table>
<thead>
<tr>
<th>Area</th>
<th>Using currently</th>
<th>Not using currently but plan to use in the next one to two years</th>
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</thead>
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<tr>
<td>Technical competency</td>
<td>34%</td>
<td>23%</td>
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<td>36%</td>
<td>30%</td>
<td>19%</td>
<td>15%</td>
</tr>
<tr>
<td>Motivation</td>
<td>26%</td>
<td>26%</td>
<td>32%</td>
<td>16%</td>
</tr>
<tr>
<td>Value</td>
<td>23%</td>
<td>23%</td>
<td>32%</td>
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<td>32%</td>
<td>19%</td>
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<td>Cognitive ability</td>
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<td>28%</td>
<td>12%</td>
</tr>
<tr>
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<td>32%</td>
<td>28%</td>
<td>17%</td>
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<td>38%</td>
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<td>38%</td>
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<td>30%</td>
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</tr>
<tr>
<td>Derailer</td>
<td>13%</td>
<td>17%</td>
<td>38%</td>
<td>32%</td>
</tr>
</tbody>
</table>

Based on responses from 47 organizations.
Assessment tools, despite low usage in employee development, are the most promising

Currently, the use of assessments for learning and development is low. We expect the areas of technical competency, behavior and leadership to witness significant growth in the next two years.

**For which of the following areas under learning and development are you using/planning to use an assessment tool?**

<table>
<thead>
<tr>
<th>Area</th>
<th>Using currently</th>
<th>Not using currently but plan to use in the next one to two years</th>
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</thead>
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<td>22%</td>
<td>38%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Personality</td>
<td>27%</td>
<td>27%</td>
<td>22%</td>
<td>24%</td>
</tr>
<tr>
<td>Motivation</td>
<td>22%</td>
<td>22%</td>
<td>22%</td>
<td>34%</td>
</tr>
<tr>
<td>Value</td>
<td>20%</td>
<td>24%</td>
<td>29%</td>
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<td>13%</td>
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<tr>
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<td>29%</td>
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<td>27%</td>
<td>20%</td>
</tr>
<tr>
<td>Derailer</td>
<td>18%</td>
<td>18%</td>
<td>29%</td>
<td>35%</td>
</tr>
</tbody>
</table>

Based on responses from 45 organizations.
Skills and personality assessments are the preferred tools for all levels, while 360-degree feedback takes prominence for management.

**Fresh graduate**
- 67% Personality assessment tools
- 56% Skills assessment tools

**Paraprofessional**
- 70% Skills assessment tools
- 39% Personality assessment tools

**Professional**
- 54% Personality assessment tools
- 52% Skills assessment tools
- 28% 360-degree feedback

**Management**
- 56% Personality assessment tools
- 50% 360-degree feedback
- 53% Skills assessment tools

**Executive**
- 57% Personality assessment tools
- 43% 360-degree feedback
- 43% Skills assessment tools
For most companies, the correlation between performance and employee engagement is the critical indicator of an assessment tool’s effectiveness.

**Major effectiveness indicators**

- Effectiveness of recruitment
- Employee feedback
- Employee engagement
- Employee productivity
- Business Performance improvement

**Most survey participants say assessment tools have been effective**

- Very effective: 12%
- Effective: 37%
- Moderately effective: 29%
- Not effective: 8%
- Unsure: 14%
Which indicators does your company use to evaluate the effectiveness of an assessment tool?

- The effectiveness of recruitment (e.g., time length per recruitment, cost per recruitment) 63%
- Employee engagement 60%
- Employee productivity 58%
- Employer experience/feedback 58%
- Employee performance grade 56%
- The effectiveness of people promotional decision 40%
- Financial indicators (sales volume, cost, etc.) 40%
- Employee voluntary turnover rate 33%
- Employer brand value 29%
- Legal compliance 19%
- Diversity of the employee group 17%
- Others 0%

Based on responses from 48 organizations.
For most companies, the key factors in selecting assessment tools are reliability, validity, price and quality.

Participants cited reliability and validity, price, and quality as the most significant factors in selecting the best assessment tools. Other important factors include ease of use and assessment brand.

What are the top three factors your company would consider when selecting a talent assessment tool?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>The reliability and validity of the assessment tool</td>
<td>78%</td>
</tr>
<tr>
<td>The price of the assessment tool</td>
<td>52%</td>
</tr>
<tr>
<td>The fitment of assessment tools</td>
<td>40%</td>
</tr>
<tr>
<td>The ease of using the assessment technology and platform</td>
<td>38%</td>
</tr>
<tr>
<td>The ease of using the assessment report interpretation</td>
<td>23%</td>
</tr>
<tr>
<td>The reputation of the assessment company</td>
<td>22%</td>
</tr>
<tr>
<td>The theory behind the assessment tool</td>
<td>13%</td>
</tr>
<tr>
<td>The time length of the assessment tool</td>
<td>12%</td>
</tr>
<tr>
<td>The prevalence of the assessment tool</td>
<td>8%</td>
</tr>
<tr>
<td>The perceived preference of employees/candidates</td>
<td>3%</td>
</tr>
</tbody>
</table>

Based on responses from 60 organizations.
How Mercer | Mettl can help
Challenges emerging from the survey and our solutions

1. The biggest hiring challenge for most companies is maintaining efficiency in the hiring process.
   Mercer | Mettl’s digital hiring solution makes hiring more efficient by:
   - Filtering the right candidates to save interviewers’ time
   - Making the process virtual and reducing logistical hassles
   - Providing real-time dashboards that give HR control over hiring pipelines

2. The most significant hiring requirement for companies is effective predictive analytics.
   Mercer | Mettl’s real-time reports and dashboards provide the right data analytics for decision-making. For each candidate, you receive:
   - A behavioral and personality competency scorecard
   - Coding and noncoding skills-level assessment
   - The strengths and areas for improvement needed to fulfill job and role requirements

3. For most companies, future readiness takes precedence over technical skills.
   Mercer | Mettl’s high-potential (HiPos) identification solution helps you identify candidates with the skills and agility to take on prominent roles in the future. Our suite of digital tools, such as virtual assessment and development centers can help you:
   - Identify HiPos to build pipelines
   - Develop HiPos to build smarter teams and cross-functional capabilities
   - Build a data-backed retention strategy

4. Companies need targeted reskilling programs to develop employees in the next 12 months.
   Mercer | Mettl’s digital reskilling solution allows you to build targeted employee reskilling programs by:
   - Identifying and quantifying current and future skills requirements
   - Identifying employees to be trained in specific skill sets by recognizing agile learners
   - Forming a skills overview of your company through organization development plans
   - Building targeted plans with strengths and areas for development

5. To design effective programs, companies need to eliminate reskilling barriers.
   Digital assessment tools from Mercer | Mettl will help you eliminate the two most significant barriers to creating reskilling programs with:
   - A suite of holistic assessments to help you quantify skills gaps
   - Expertise to help you form a picture of your future skilling needs
Mercer | Mettl offers a comprehensive suite of digital solutions for talent acquisition and talent development

A cloud-based talent assessment platform for hiring and skill development

Customized solutions that cater to the complexity of your business

- Holistic evaluations
- Tailored to your organization
- Robust platform

3,000+ skills tested
200+ job roles
25+ industries
4,000+ global clients

The numbers are current as of January 2020.
Solutions you need to build a workforce that thrives

Talent acquisition

**Fresher hiring**
Digital solutions that enable companies to hire the right talent from campus, efficiently and effectively

** Experienced hiring**
Digital solutions that enable companies to screen experienced talent efficiently and effectively

Talent development

**Skills-gap analysis**
Digital solutions that help companies identify employees’ skilling needs both now and in the future

**High-potential identification**
Digital solutions that help companies identify high-potential employees, to build better teams

**Succession planning**
Solutions that help companies identify future leaders and successors

**Training effectiveness**
Solutions that help companies measure the ROI of skilling programs

Tools

**Online assessments**
- Psychometric assessments
- Technical assessments and simulators
- Behavioral assessments and simulators

**Online hackathons**

**360-degree feedback tool**

**Development centers**
- Virtual (online) development
- Blended (online + offline) development centers

**Online assessments**
- Psychometric assessments
- Technical assessments and simulators
- Behavioral assessments and simulators
Mercer | Mettl’s holistic assessment tools give you a comprehensive picture of an employee

Online assessments

Holistic assessments that show the real picture of an employee based on behavior, skills and cognition

Psychometric assessments

• Personality assessments
• Cognitive assessments

Technical assessments and simulators

• Coding assessments
• Job-role-based assessments

Behavioral assessments and simulators

• Case study simulators
• Situational judgment tests

360-degree feedback tool

Easy-to-use, cloud-based survey tool to get 360-degree feedback on your employees:

• Intuitive report
• Customizable survey
Mercer | Mettl’s virtual employee development tools help companies build quick, scalable and customized solutions for employee development

Development centers

Online and offline tools to make your development centers scalable and holistic:

- Virtual assessment and development centers
- Blended assessment and development centers
Methodology

The Talent Assessment Practices Survey was launched across 14 countries.

India saw participation from 60 organizations. The survey had a mix of representation, with participation from a wide range of industries, including:

- Banking and financial services
- Consumer goods
- Energy
- High tech
- Education services
- Life sciences
- Logistics
- Mining and metals
- Manufacturing
- Retail and wholesale
- Nonfinancial services
- Transportation equipment
- Healthcare services

Companies participating in the study were a good mix in terms of employee strength. Survey participants were from small (fewer than 500 employees), medium (500–5,000 employees) and large (more than 5,000 employees) organizations.
At Mercer I Mettl, our mission is to enable organizations to make better people decisions across two key areas: acquisition and development. Since our inception in 2010, we have partnered with more than 4,000 corporates, 31 sector skills councils/government departments and 15+ educational institutions across more than 90 countries.

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Robust Information Security System

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