

Talent assessment practices report

India



welcome to brighter

Contents

01	Introduction	1
02	Executive summary	2
03	How organizations are recruiting talent	3
04	How organizations are developing talent	6
05	How organizations are using assessment tools to rebuild their talent strategy	12
06	How Mercer Mettl can help	23

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.

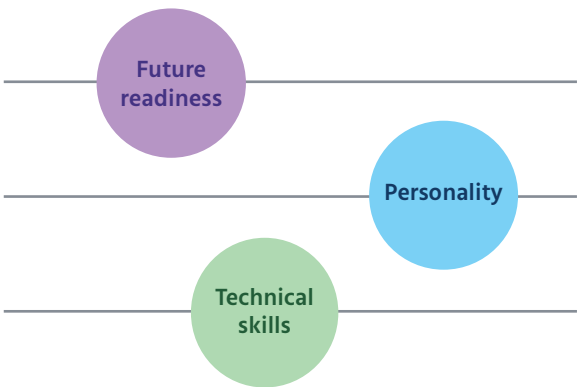
How organizations are recruiting talent



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.

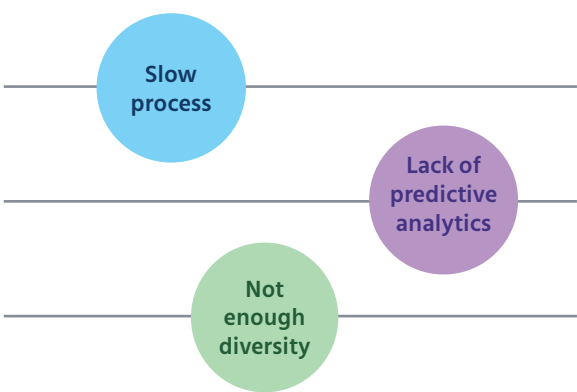
What is the one thing you would really like to know about a potential candidate before you make a hiring decision?



Based on responses from 60 organizations.

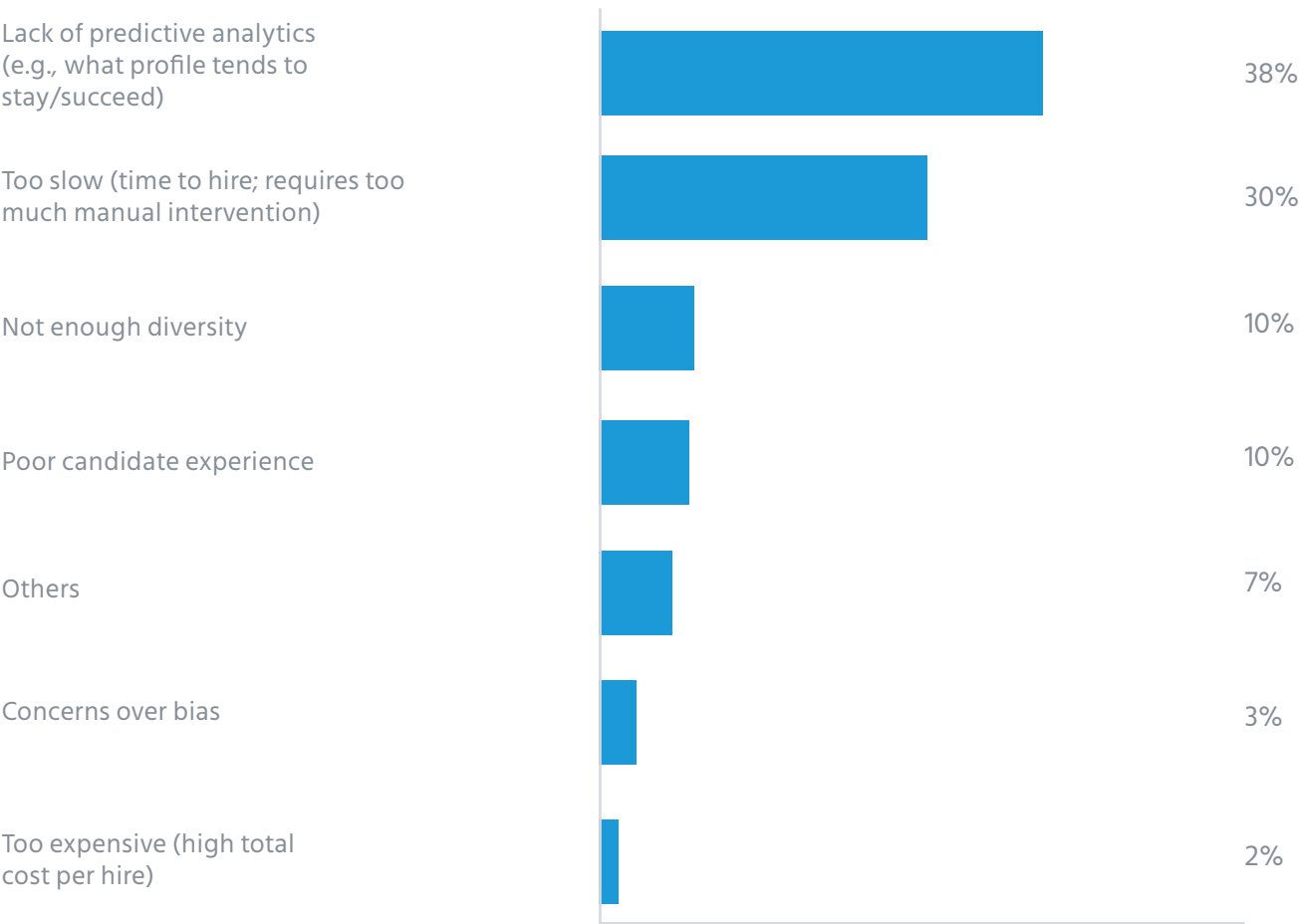
Lack of predictive analytics and building an efficient hiring process are significant challenges

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?



Based on responses from 60 organizations.

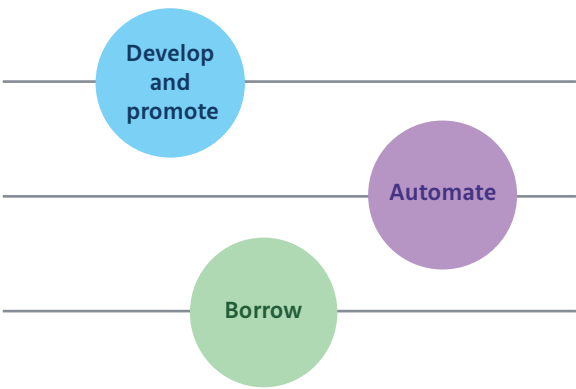
How organizations are developing talent



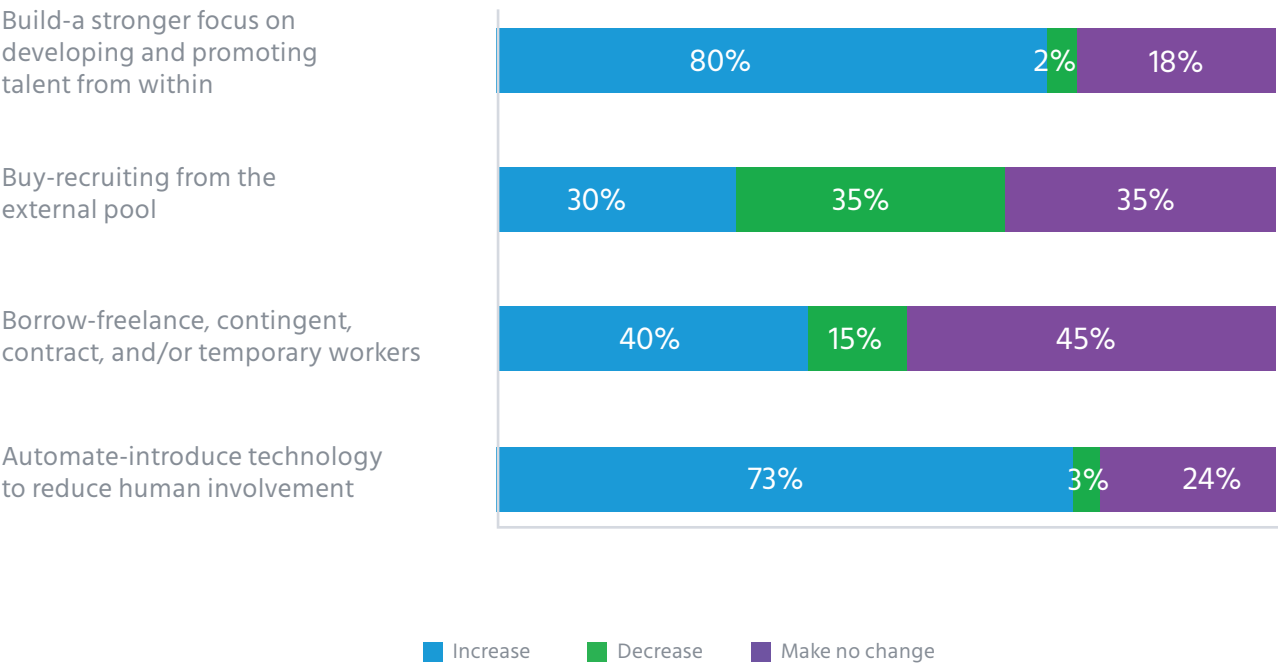
Connect with an expert

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.



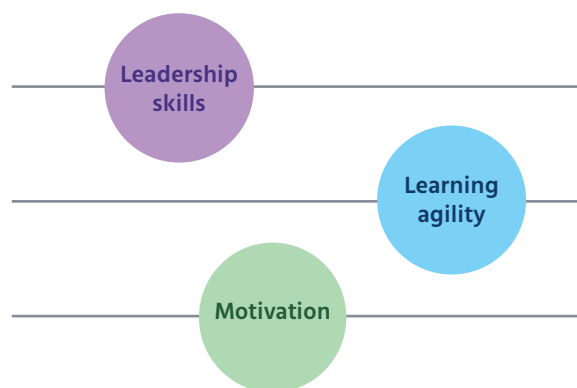
For each of the following approaches, please indicate whether your organization plans to increase, decrease or make no changes in the next 12 months



Based on responses from 60 organizations.

Learning agility and leadership skills development are key areas of focus

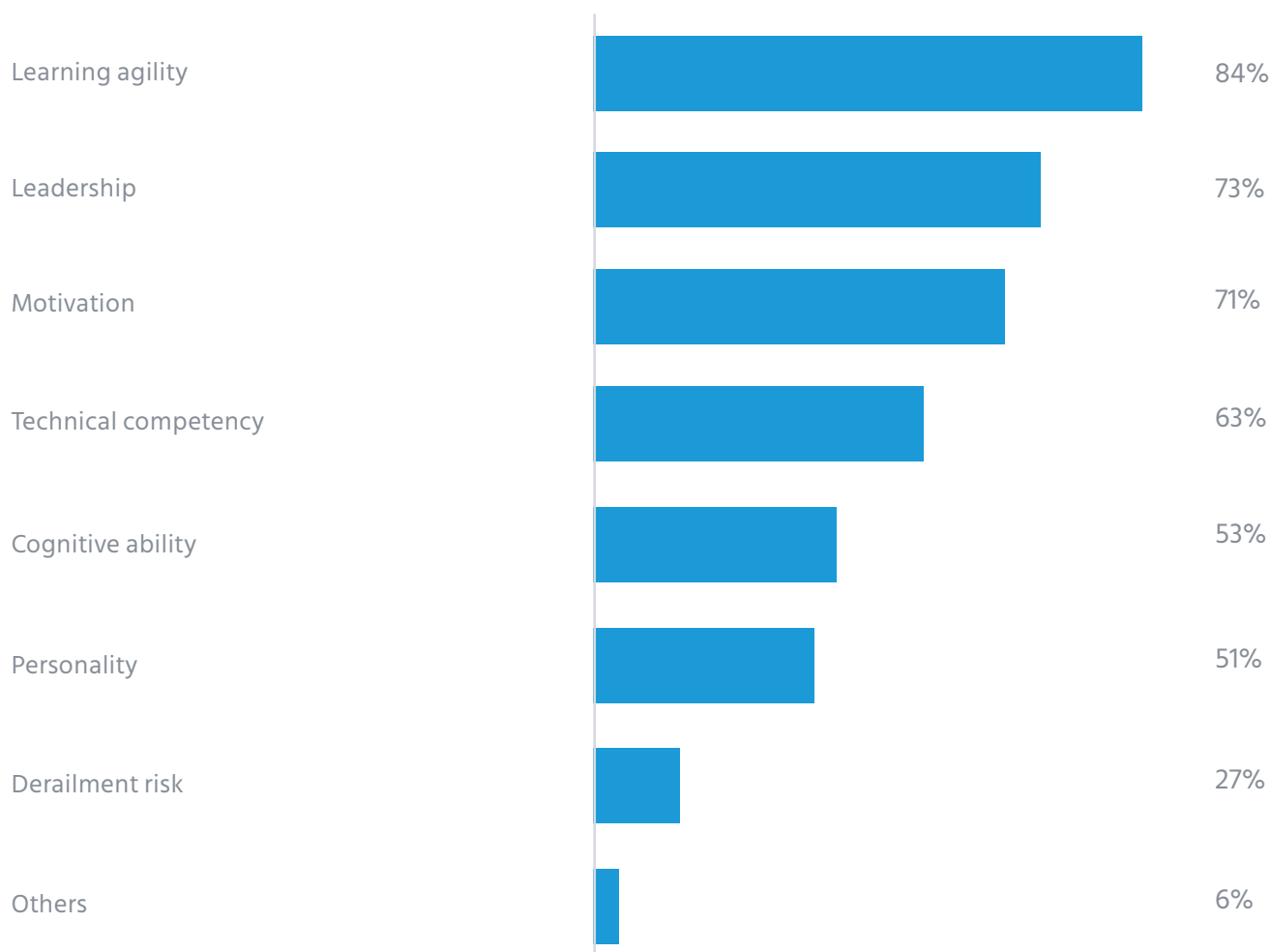
Nearly **73%** of companies in the survey say leadership development is their key focus area.



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.

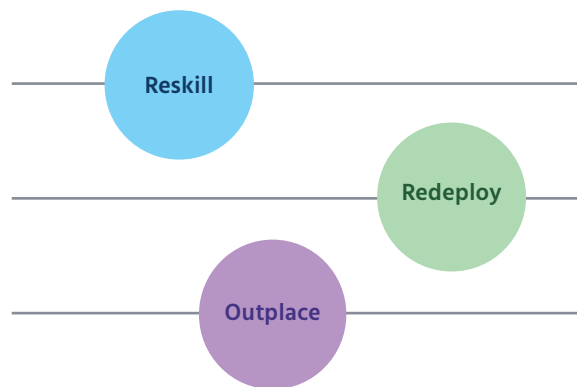
Which areas do you focus on?



Based on responses from 49 organizations.

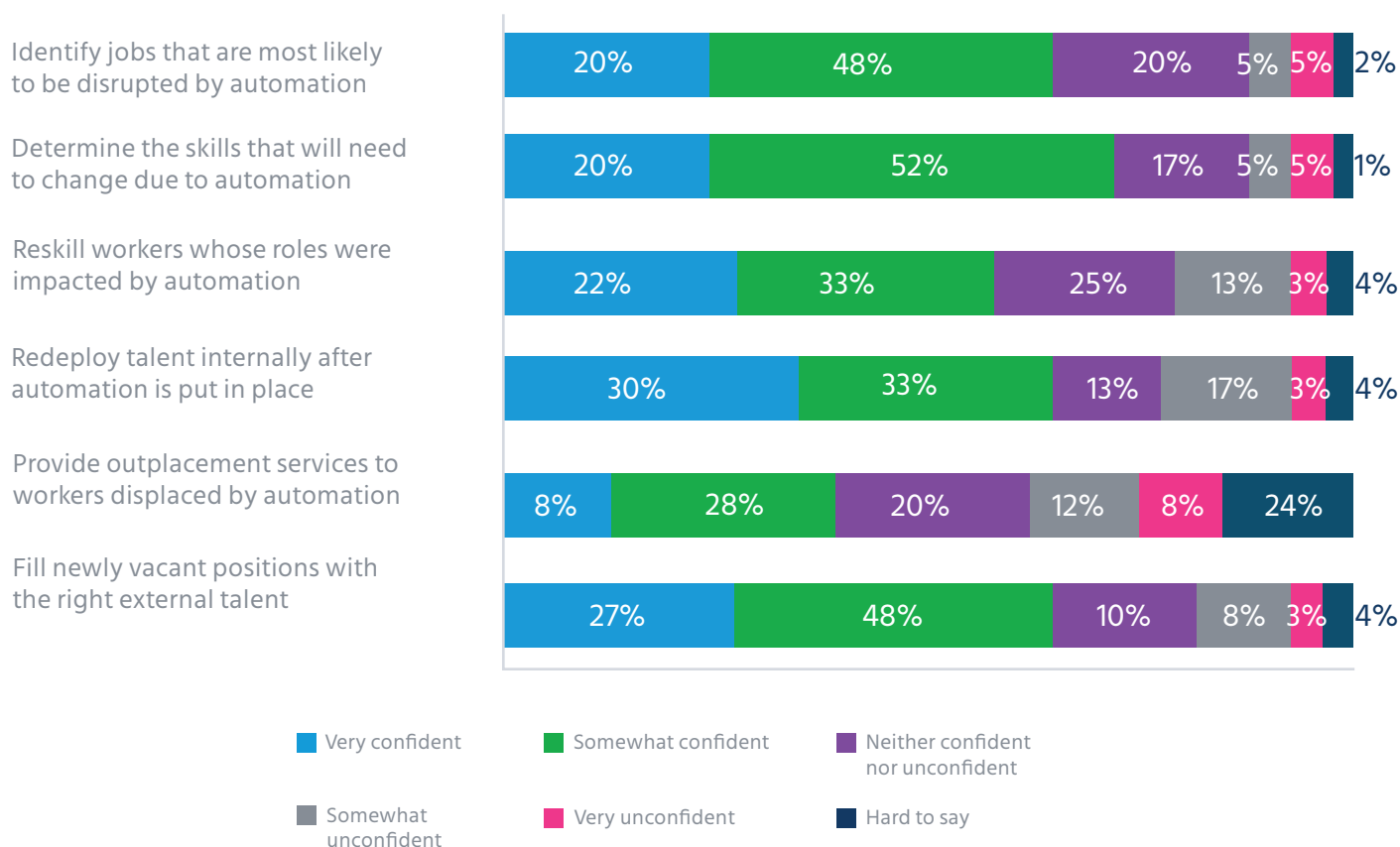
Companies may need to reskill and redeploy talent to combat automation as soon as the next 12 months

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



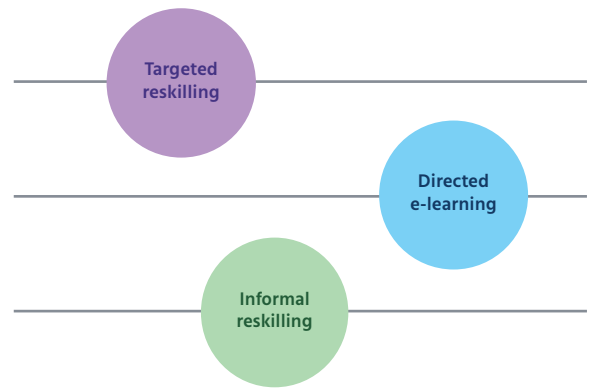
For employees, automation opens up opportunities for learning and using new skills. Companies will need to reskill, redeploy, or outplace their workforce. More than half of the companies surveyed say they plan to reskill and redeploy, but in a troubling trend, over 60% say they don't have an outplacement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



Based on responses from 60 organizations.

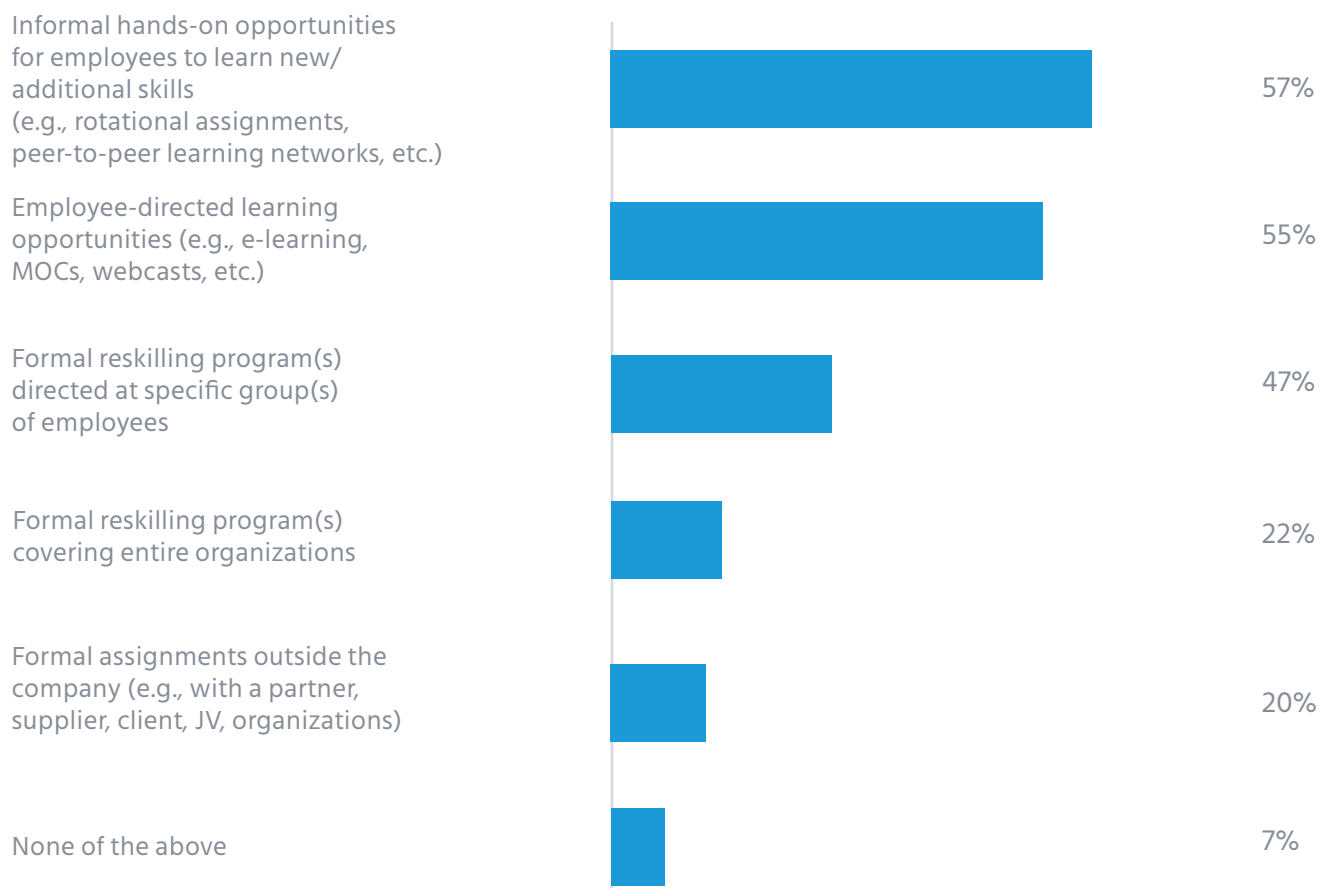
Targeted reskilling programs take precedence over organizational reskilling for improving the effectiveness



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.

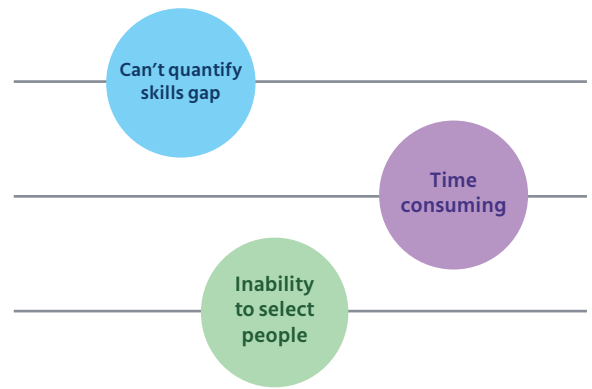
Responses also emphasized the increasing importance of new-age digital learning methods, such as e-learning, webcasts and learning networks.

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



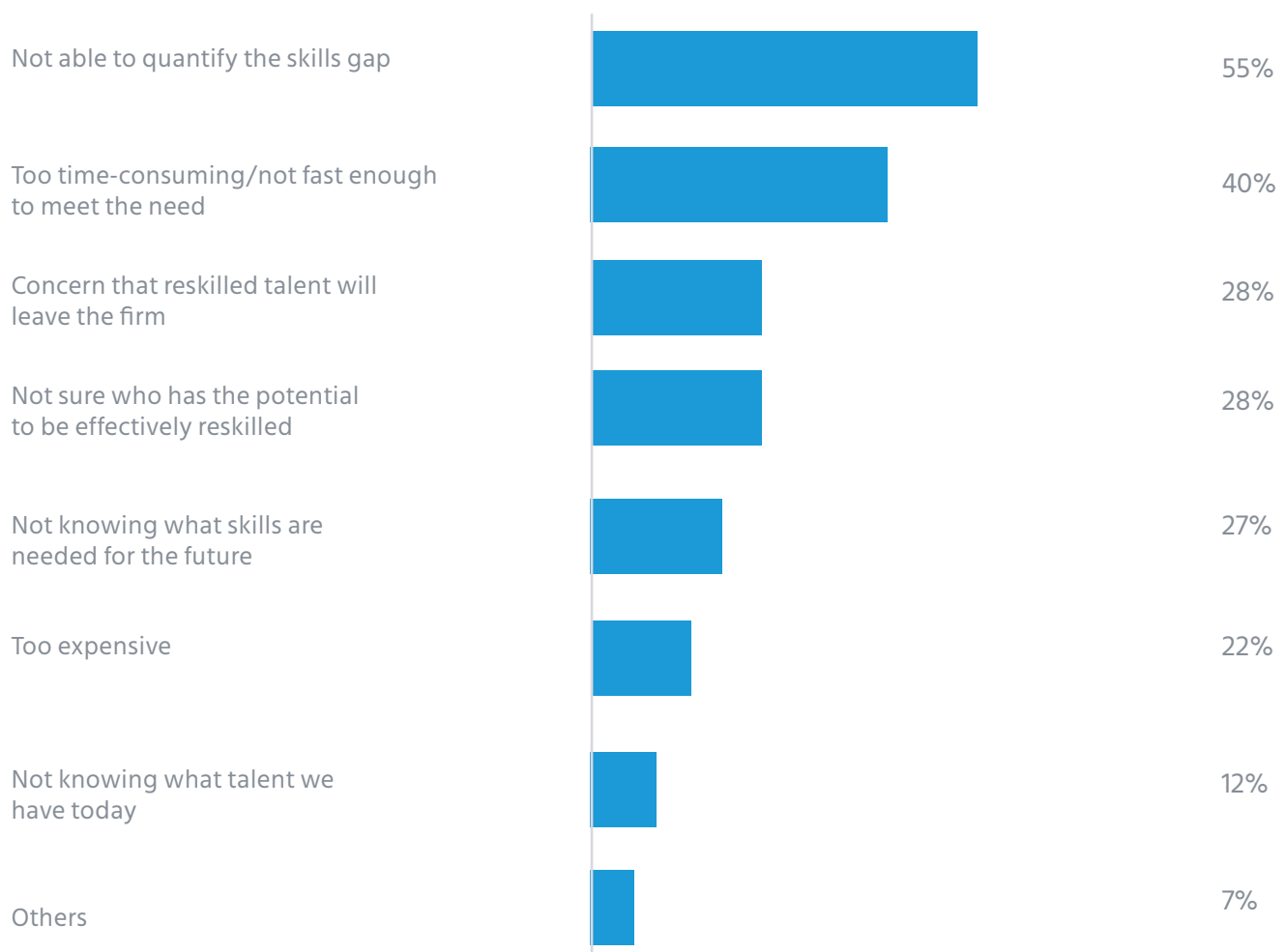
Based on responses from 60 organizations.

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?



Based on responses from 60 organizations.

How organizations are using assessment tools to rebuild their talent strategy



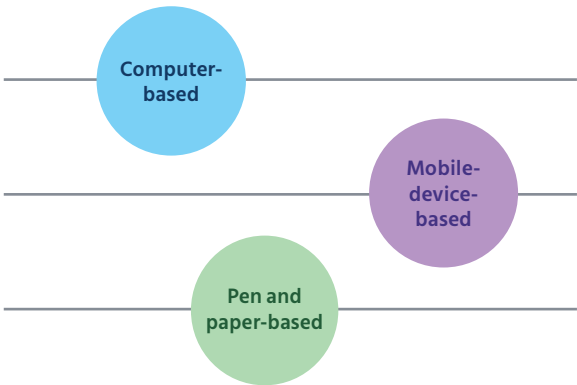
Connect with an expert

The right assessment solutions are critical for building the right talent strategy.

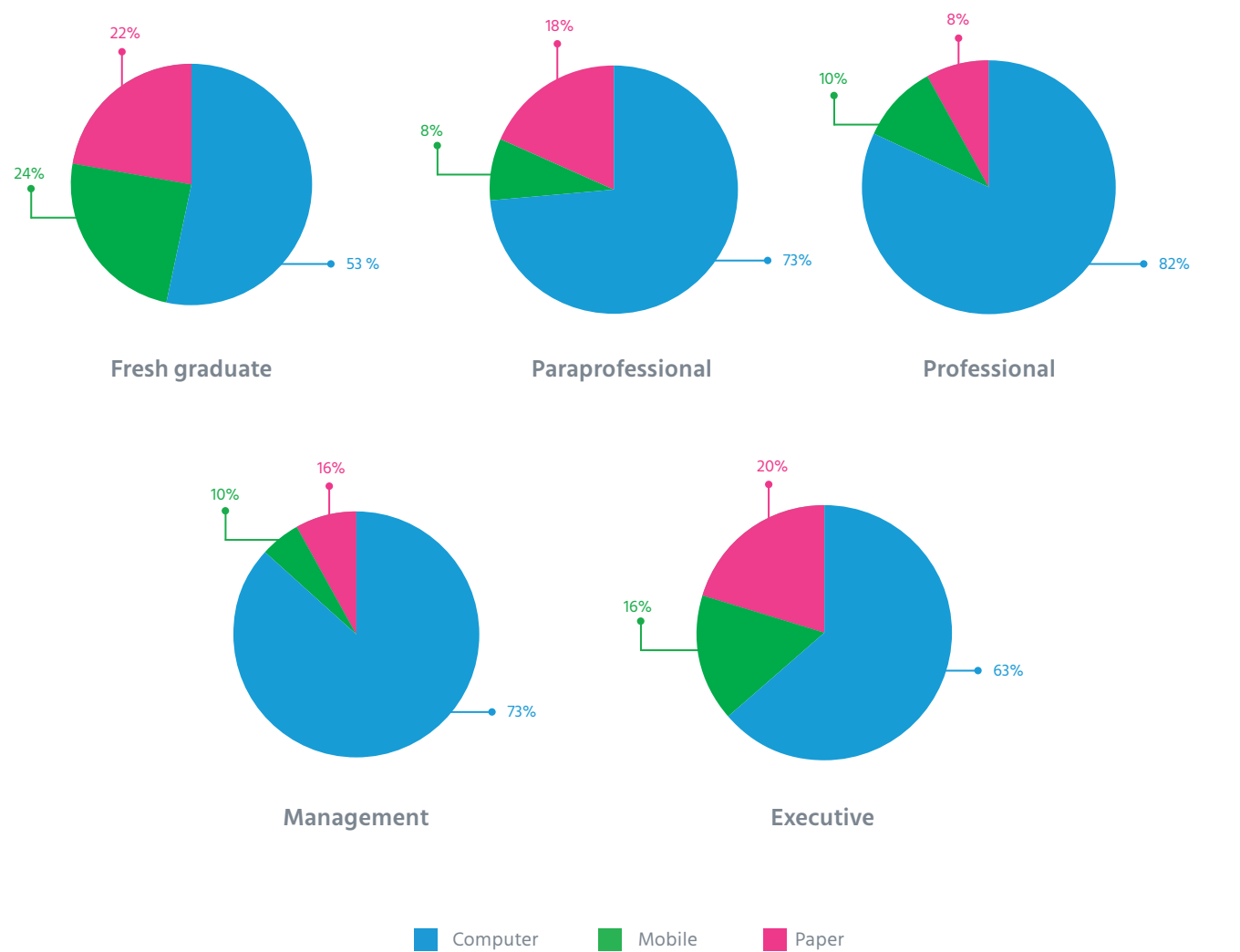


Pen-and-paper assessments are becoming less prevalent

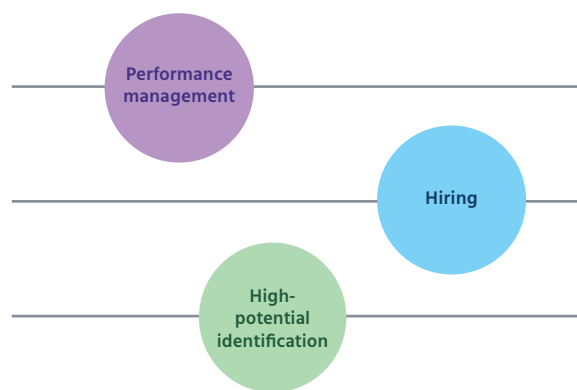
Most participants say they're using digital tools, such as computers and mobile devices, for assessments, rather than pen and paper.



When the employees/candidates are completing the assessment, what kind of technology platform is most preferred across the employee level?

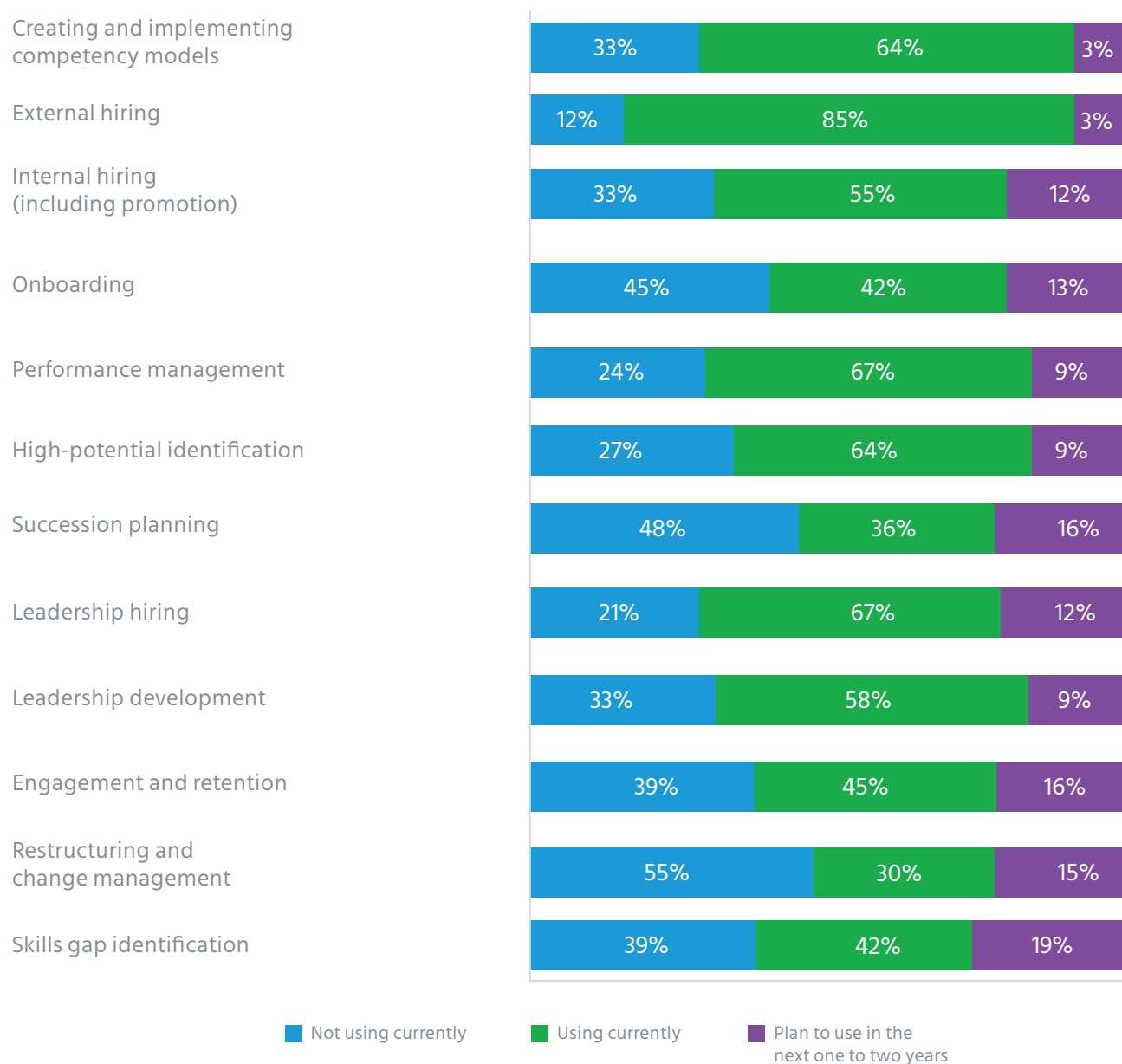


Digital assessment tools are widely used, including performance management, hiring and high-potential identification



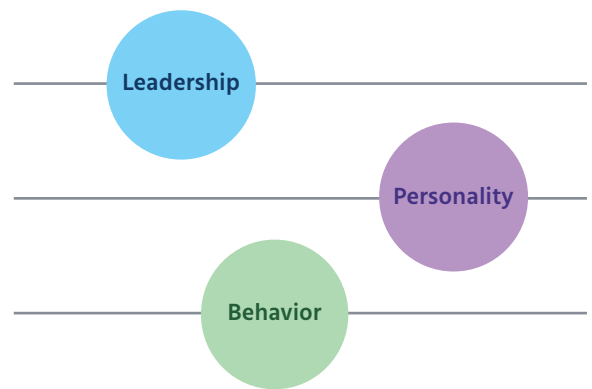
Many participants say they're using talent assessment tools widely. The most significant applications are in performance management, hiring and high-potential identification, followed by succession planning and skills gap analysis.

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



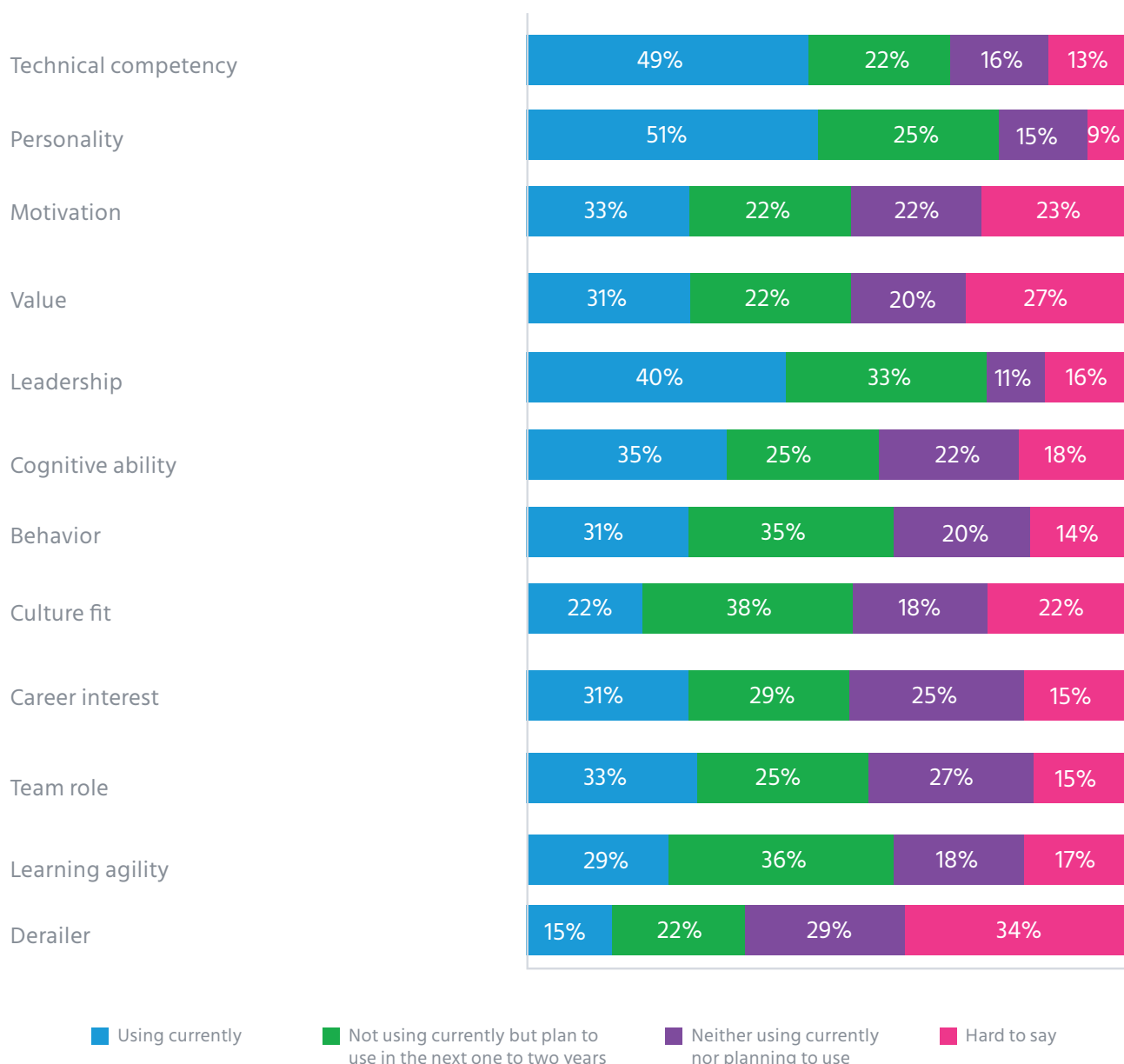
Based on responses from 33 organizations.

Most companies are using assessment tools to measure skills for external hiring



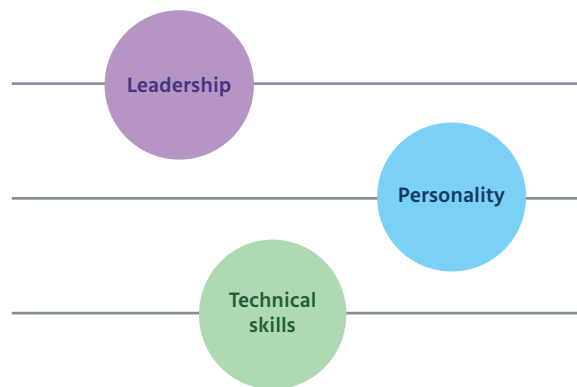
Assessment tools are widely used by survey participants for major skills, with the most commonly assessed skills being technical skills and leadership.

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



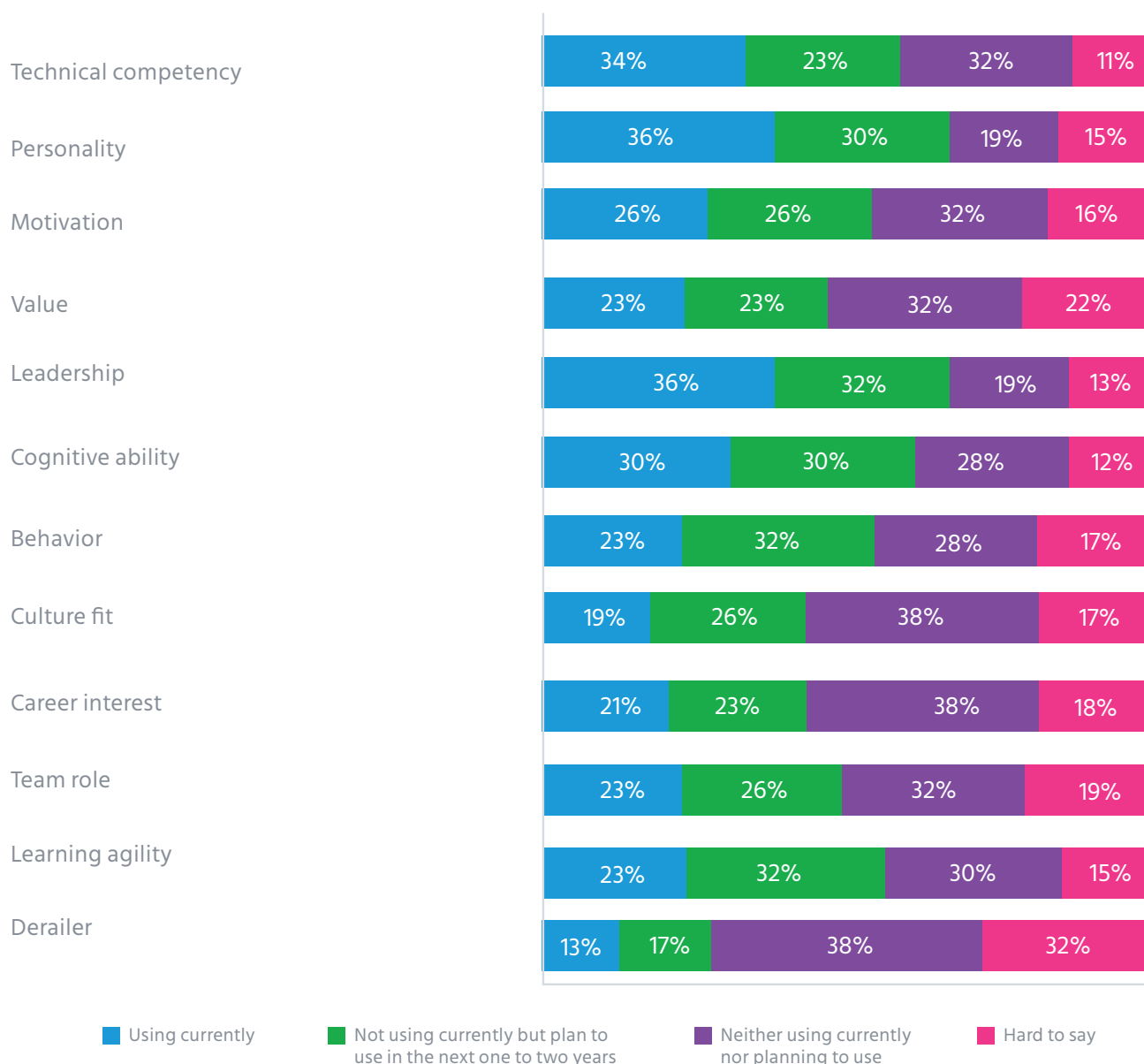
Based on responses from 55 organizations.

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.

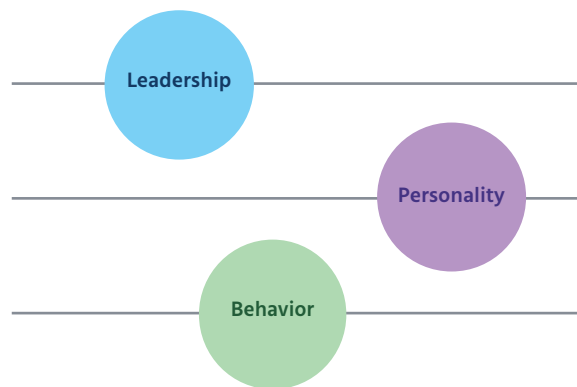
During internal hiring, for which of the following areas are you using/planning to use an assessment tool?



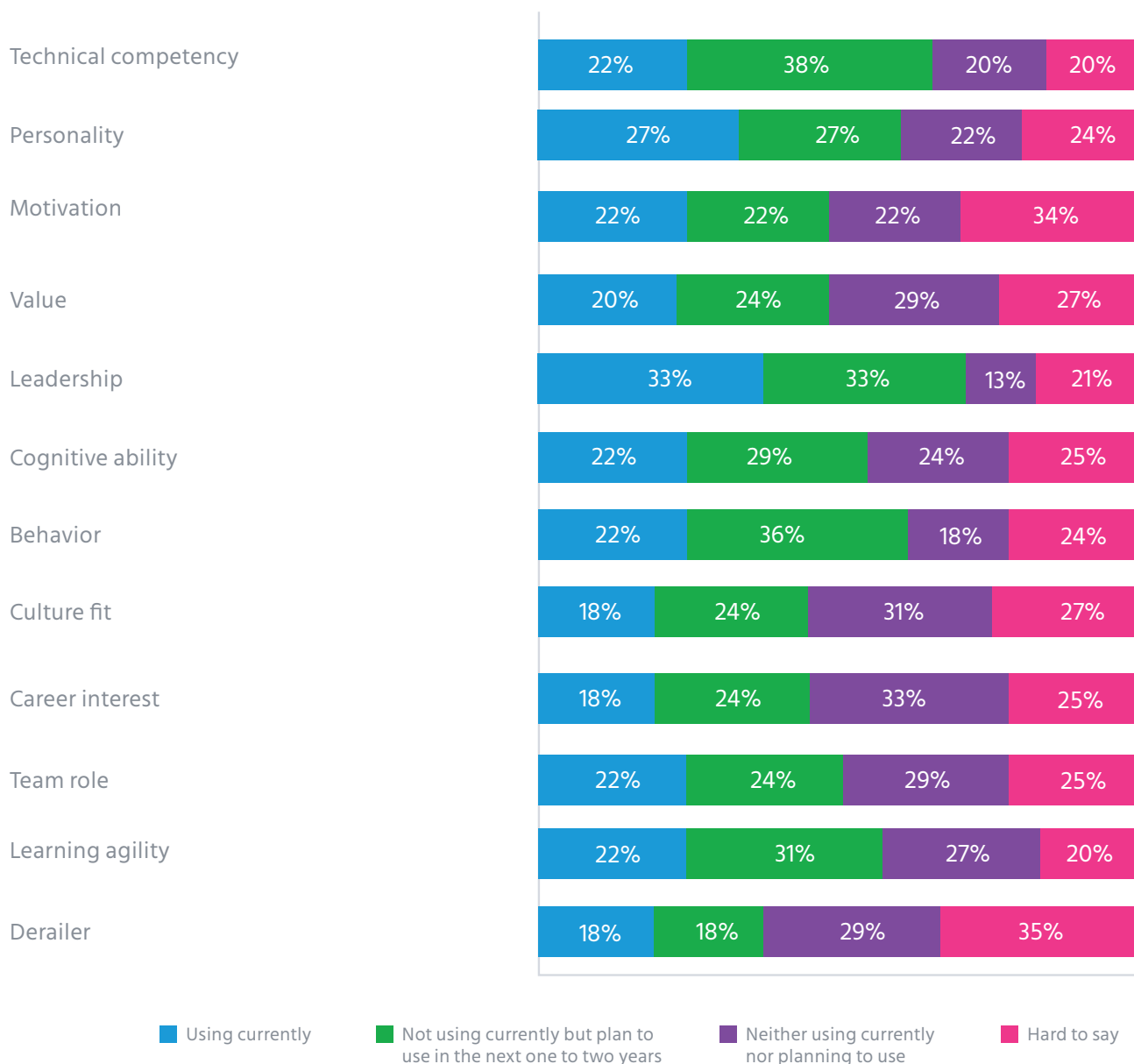
Based on responses from 47 organizations.

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?



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

33% Skills assessment tools



Executive

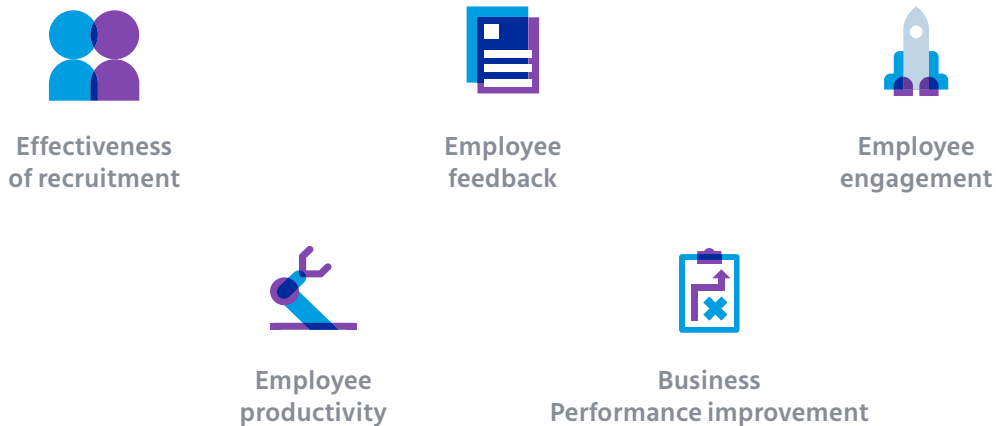
57% Personality assessment tools

43% 360-degree feedback

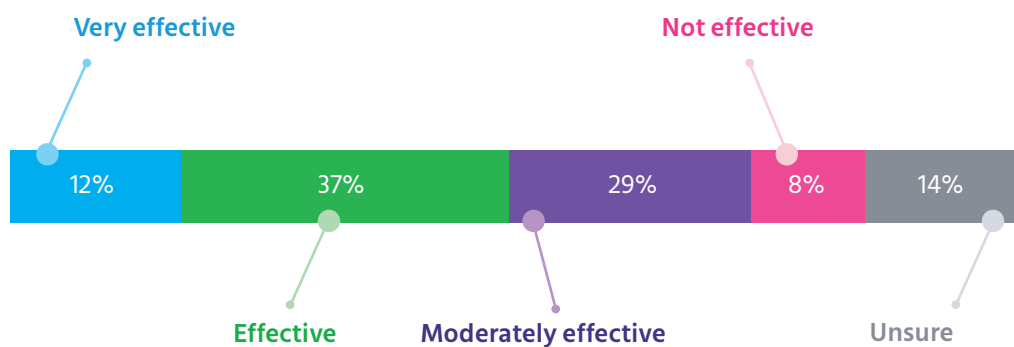
43% Skills assessment tools

For most companies, the correlation between performance and employee engagement is the critical indicator of an assessment tool's effectiveness

Major effectiveness indicators

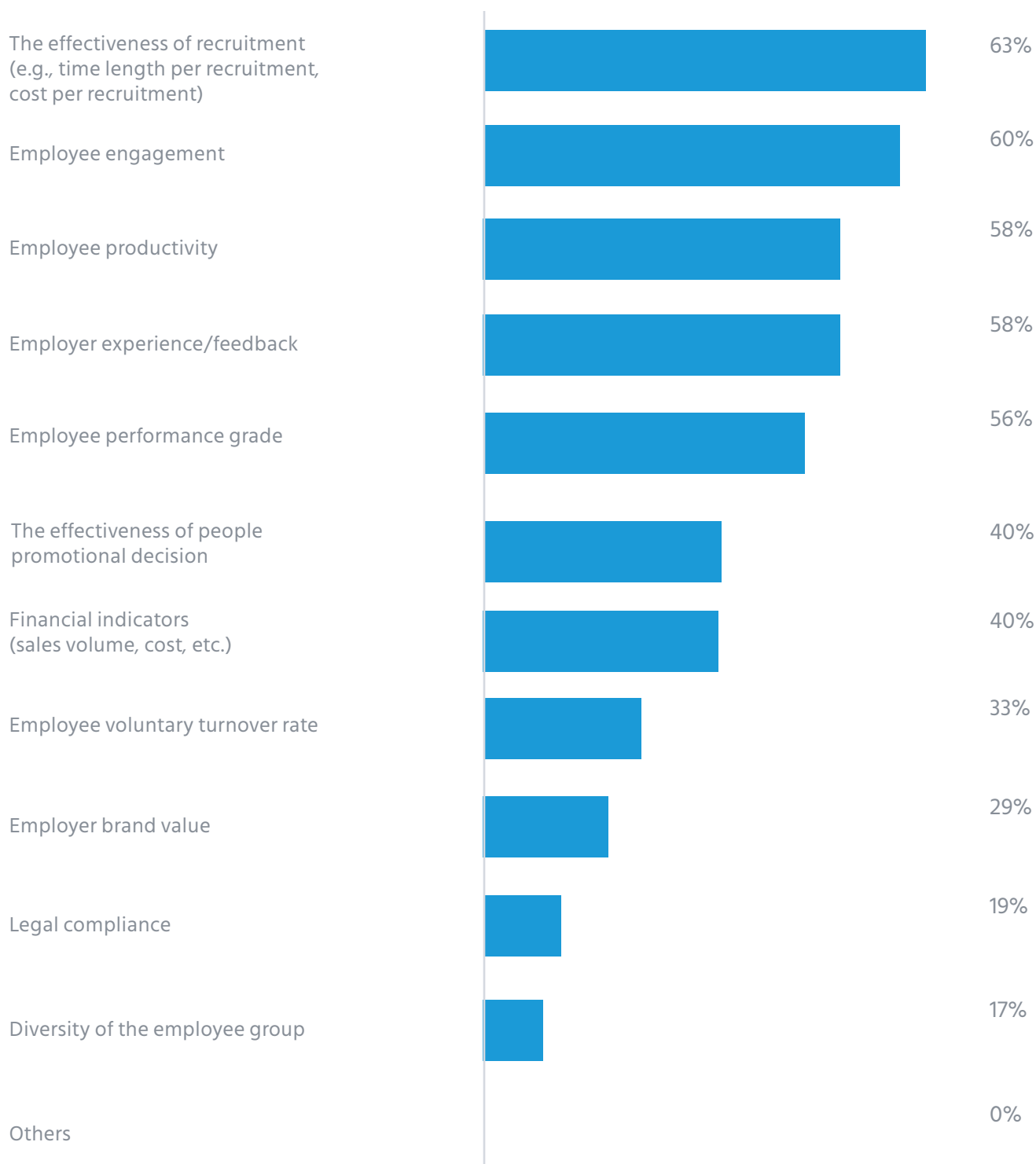


Most survey participants say assessment tools have been effective



Connect with an expert

Which indicators does your company use to evaluate the effectiveness of an assessment tool?



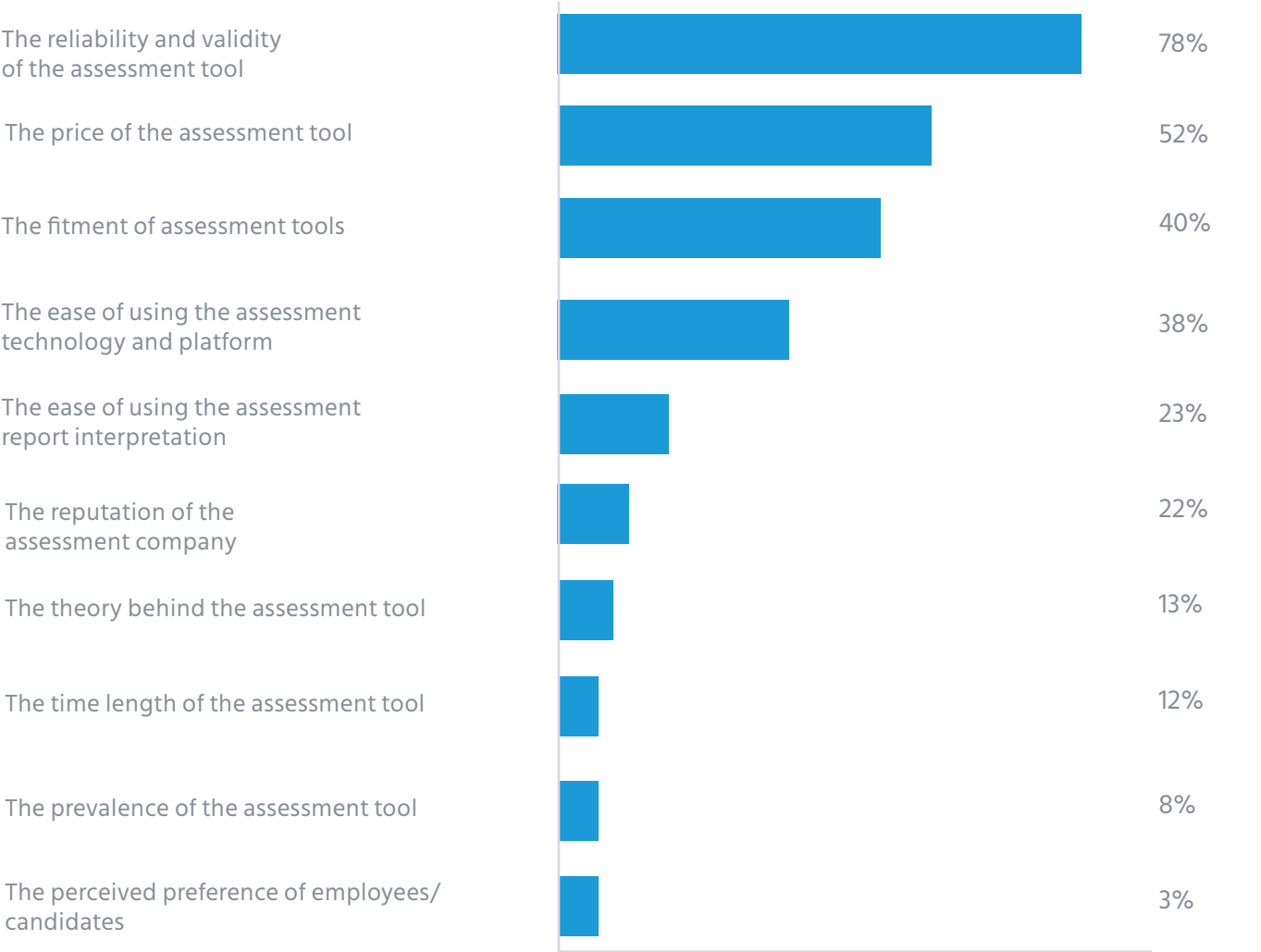
Based on responses from 48 organizations.

For most companies, the key factors in selecting assessment tools are reliability, validity, price and quality



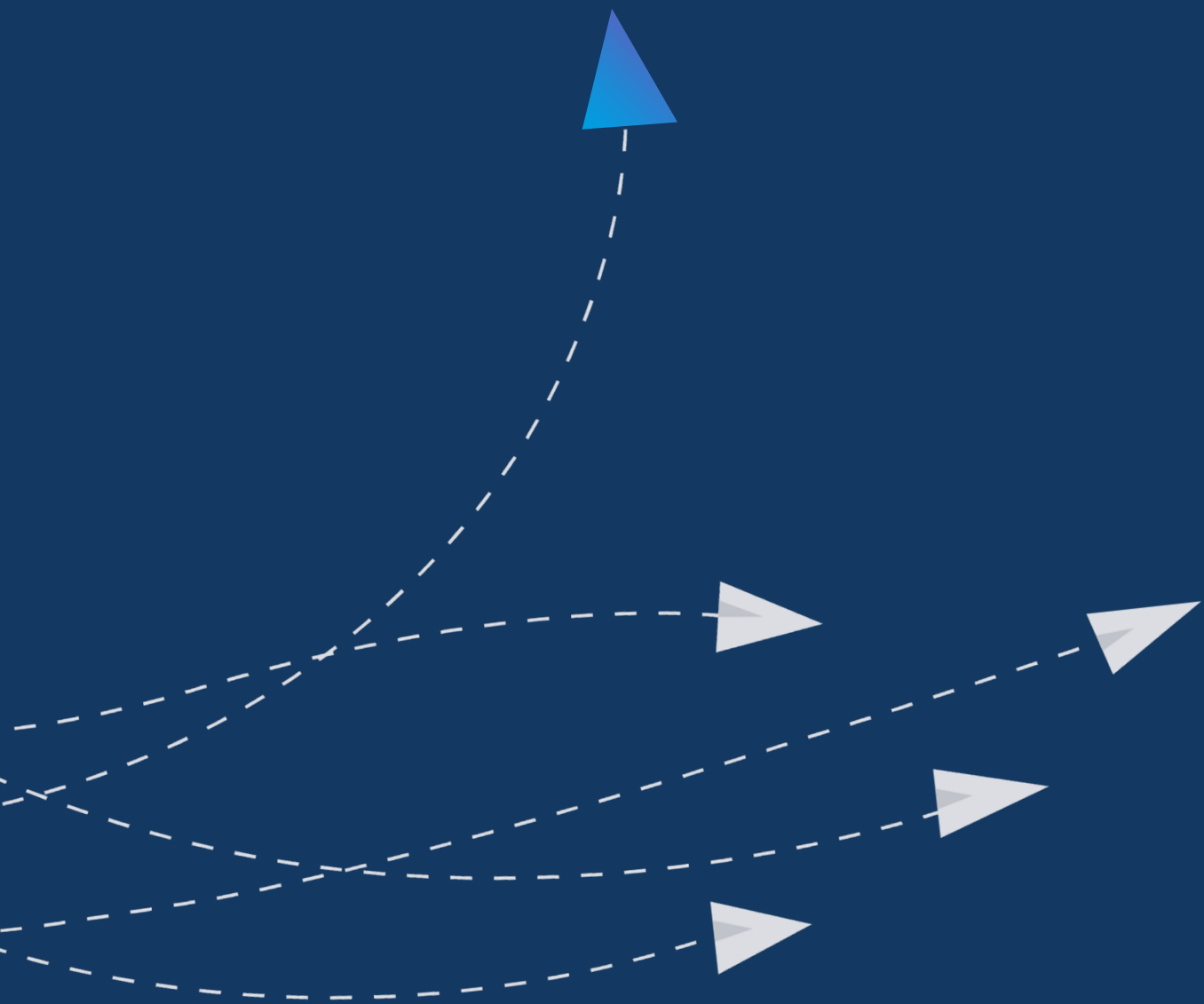
Participants cited reliability and validity, price, and quality as the most significant factors in selecting the best assessment tools. Other important factors include ease of use and assessment brand.

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



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

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

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

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

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

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**

3,000+ skills tested

200+ job roles

25+ industries

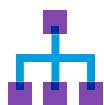
4,000+ global clients



**Holistic
evaluations**



**Tailored to your
organization**



**Robust
platform**



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

Tools

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



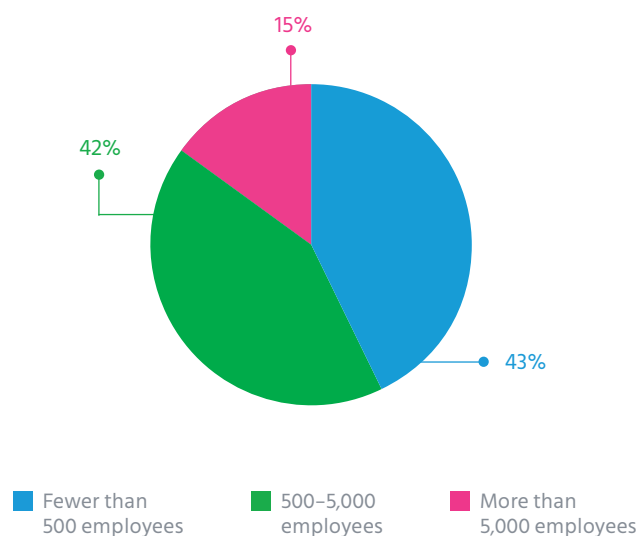
Methodology

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.



About Us

At Mercer | 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.

✉ contact@mettl.com

🌐 www.mettl.com

Robust Information Security System



Be sure to carefully read and understand all of the disclaimers, limitations and restrictions before using the assessment services, reports, products, psychometric tools or the company systems or website.

Read the complete disclaimer here:
www.mettl.com/terms-of-services

