



Pilots' preliminary evaluation by using designated assessment centers



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General:

1. The Assessment Center is a significant method within modern organizations aimed to assess, select and match candidates to managerial, supervisory, operational, technical or any other senior positions.
2. Assessment centers should become a major tool in the preliminary evaluation of pilots during their training or within their candidacy period to become pilots.
3. The most common definition of an Assessment Center is "A variety of evaluation techniques designed to allow candidates to demonstrate, under standardized conditions, the skills and the capabilities, whether mental, behavioral or technical which are most essential for success in a given position".
4. The assessment center is constructed in a way that can reflect the core competences and characteristics desired by the organization. As such, it should provide the possibility to observe and assess every participant in relation to those characteristics and competences.

Methodology:

Basic assumptions:

1. Assessing pilots' competences in made to examine their psychological system influencing their ability to cope with their stressful job.
2. The full assessment is made by scanning them over several dimensions and parameters.
3. The results of the assessment are made by synchronizing the professional assessors' evaluation together with peer evaluation and self-evaluation, which are part of the assessment center process.
4. The purpose of the assessment center is to give the participants a fair chance to authentically demonstrate their abilities.



The tests:

1. The assessment leans on a variety of tests, individual and group ones.
2. Two main criteria will determine which tests ought to be used: the nature of the position and the depth of evaluation requested.
3. The nature of the position will determine the characteristics required. The tests should give the assessors the ability to observe, assess and evaluate the conduct according to the desired parameters.
4. The requested depth of evaluation will determine the kind of tests and simulations to be used and the proportion between them.

The various tests used:

Individual Tests:

Tests that the candidate performs by himself, regardless of the group

1. Personality tests
2. I.Q. tests: intellectual and emotional
3. Personal-presentation
4. An interview

Group tests:

Tests constructed to reflect the abilities of the participants to function within a given group and demonstrate their abilities in relation to the competences desired by the organization.

1. Simulations
2. Group discussions
3. Role playing
4. Operative games



The assessors:

1. The DH&A assessors are thoroughly trained expert psychologists and consultants in fields of clinical and organizational psychology. Their task is to fully analyze and understand each participant. They do so by observing, assessing and interviewing the participants during the whole of the assessment process.
2. DH&A always recommends that a qualified manager from the organization, instructed by us, would serve as one of the assessors at the assessment center day.

The participants:

1. The participants are a group, of up to 20 participants, in the process of candidacy or training towards a pilot position.
2. The participants join the process to allow revealing and recognizing their emotional, behavioral and social characteristics in relation to preliminary designed parameters.
3. All participants should be informed about the purpose of the process and should be given a general idea about what it contains in terms of evaluation of performance.
4. Every participant should have, in every stage of the process, the option to waive and not bring into examination his abilities and skills. Of course, the consequences of waiving the opportunity are clear to all parts.

AC process stages:

Stage 1 – before the first AC

Preliminary meetings with the relevant people within the carrier in order to understand the needs and the core competences, which are essential to be observed and evaluated.

Stage 2 – before the AC

1. Selecting the participants, inviting, monitoring arrival.
2. Handling administrative and operational issues.



Stage 3 – during the AC

1. Conducting the AC day
2. Conducting the interviews

Stage 4 – after the AC

1. Delivering written reports and discussing them with the relevant persons within the carrier. Delivery of reports is about 2-3 weeks after the assessment center.
2. It is most recommended to give each participant an oral feedback about his or her individual findings.

The assessment center duration:

1. One full day, 09:00-17:00, where all participants are gathered in the same place in order to be assessed and evaluated. The place should be out of offices.
2. The day following the AC day, the interviewing part commences. Two hours of a thorough individual interview with each participant, conducted by two of the assessors, a clinical psychologist and an organizational one. Interviewing rooms could be designated rooms within premises. Each interviewing team can have up to 5 interviews per day.

The products:

1. For the individual participant:
 - a. A numerical report, scoring performance and giving evaluations on a list of functional, behavioral and mental indicators. The report includes a calculation of each participant's place in relation to his peers in the AC day and in relation to all participants in all AC days conducted.
 - b. A full extent report, containing the results and findings of the AC day and the thorough interview.



c. Classification on a ladder of 5 parameters of readiness.

	class	definition
1	Ready now	This person is ready to become a pilot, with relation to his flight skills.
2	Ready but	This person is ready to become a pilot but needs minimal strengthening. Recommended a limited number of psychological sessions
3	Not ready yet but	This person is not ready yet, or not mature enough to take the responsibility of becoming a pilot in light of the agreed emotional parameters. But, potential exists and his candidacy should be positively reviewed after an agreed period of time.
4	Not ready yet	This person has some issues that he needs to cope and solve with himself. It seems that now, in light of the agreed parameters, he should be rejected. Future candidacy can be discussed.
5	Not ready	Although he might have flight skills, it is recommended, in light of the agreed parameters, that this person will not become a pilot in this carrier. Alerting other carriers should be discussed.

2. Summary report and presentation of all assessment center results indicating overall patterns and trends.

For further information:

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