



Talegent Approach to

Solution Verification

What is Solution Verification?



Where Talegent Confirms that your Campaign is Effective

- Solution Verification examines an assessment already in use, and establishes whether it measures the right things and how strongly those things relate to performance in the role.
- Talegent correlates assessment scores against manager ratings of job performance. This is the evidence that separates an assessment that looks sensible from one demonstrated to work.
- Every study also examines fairness, testing for differences in how groups score and for differences in how accurately the assessment predicts performance across them.
- Findings translate directly into action: competencies to add or remove, weightings to adjust, and a defensible record of why your selection process measures what it measures.
- Solution Verification services are divided into three categories to suit the data, budget and time available.

Where Data Confirms the Decision

Choosing an assessment is a judgement. Verifying it is a measurement. A Solution Verification study tests the assessment you already run against how people actually perform, and reports the relationship as a number with a confidence interval, not an opinion about whether the competencies look right. Which of the three studies fits depends on the data you can reach.

Talegent Solution Verification Consulting Services:



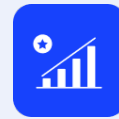
Expert Review

Talegent experts conduct a thorough qualitative review of your campaign to evaluate its effectiveness and relevance. Our verification report includes key competencies and actionable recommendations for improvement.



Concurrent Solution Verification

Talegent experts quantitatively review your campaign's solution to assess its effectiveness and alignment with the role. Our verification report includes key competencies, statistical analyses, and actionable suggestions to optimize your recruitment process.



Predictive Solution Verification

Talegent experts conduct a thorough quantitative study of your campaign to evaluate its validity, effectiveness and relevance. Our verification report includes key competencies, deep statistical analyses, and actionable recommendations for improvement.

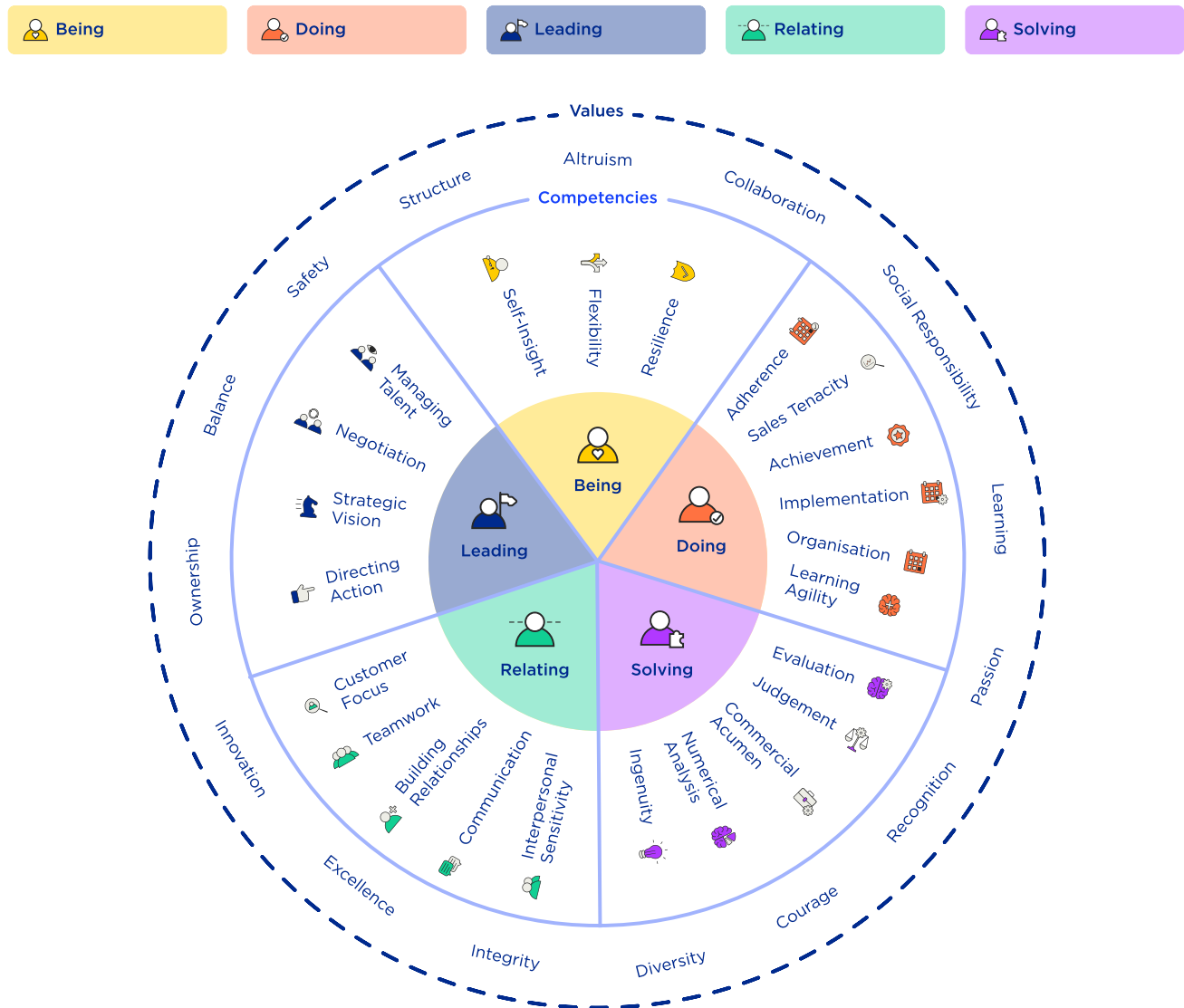
Choosing the Right Study

	Expert Review	Concurrent	Predictive
What you need	A live campaign and access to incumbents and managers for interview.	Current employees who can complete the assessment, and their managers to rate them.	Assessment data already held on people hired into the role, and their managers to rate them.
When you can run it	Any time. No performance data required.	Any time you have a settled population in the role.	Once enough hires assessed at application have been in the role three months or more.
What it establishes	Relevance. Whether the assessment measures what the role demands.	Concurrent validity. Whether scores relate to performance among people doing the job now.	Predictive validity. Whether scores at application predict later performance.
Indicative timeframe	3–4 weeks	6–8 weeks	6–8 weeks once the data is in place

Talegent Competency Model and Cards

The Talegent competency model underlies Talegent's Talent Assessments and comprises of a comprehensive set of 23 competencies, grouped into 5 key clusters. Competencies are selected for role-specific assessments to identify top talent across employment levels and industries. The model provides a logical, practical, and consistent approach to communicating and interpreting candidates' results.

Talegent's Competency Model contains 23 competencies across 5 clusters:



The **Talegent Competency Cards** are designed to help you identify the key competencies that are important for success in a particular role. Once selected, they can be used to build your psychometric assessment. These cards describe the key behavioral competencies employees need to do their job effectively.

TALEGENT.

Utilising your Solution Verification Report

A Solution Verification report tells you which parts of your assessment relate to performance, how strongly, and what to change.

1 What the study found

The value of a verification study is seeing your own assessment data line up against how managers actually rate people in the role. Each competency is tested against the manager's rating of that same competency, so you can see which parts of the assessment are separating strong performers from the rest, and by how much. Competencies that do the most work can then be weighted accordingly; those that do none can be reduced or removed.



2 Recommendations

Findings become specific changes to your campaign, which Talegent can configure in the platform.

Reweight what predicts most

Most solutions weight every competency equally. The study shows they do not contribute equally, and recommends weightings in proportion to what each predicts, raising the value of the score without adding candidate time.

Add or remove competencies

Where a competency shows no relationship with performance it is reduced or removed; where the role demands something not currently measured, it is added.

Act on the fairness findings

Group differences and predictive bias are reported with a recommendation on what to monitor and how often, as volume accumulates.

Know when to revisit

Validity evidence describes the role as it was during the study. The report sets out when to revalidate, and what would trigger doing so sooner.

Figures shown are from a sample Predictive Solution Verification report. An Expert Review reports relevance rather than correlation, and does not produce the chart above.

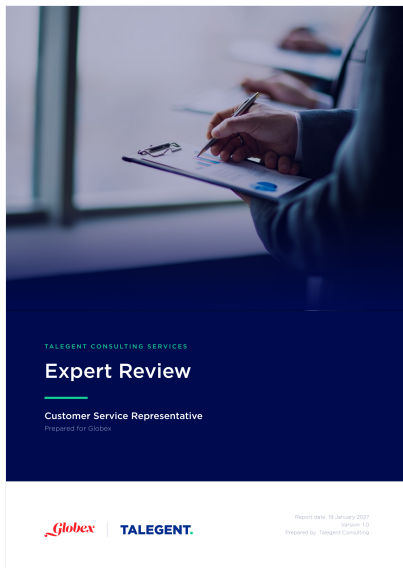
Talegent Expert Review

An Expert Review answers a single question: does your assessment measure what the people who know the role say matters? Incumbents and managers are interviewed, a job analysis questionnaire establishes what the role demands, and the findings are compared against the competencies your campaign currently measures.

It is the fastest and lightest of the three services because it needs no performance data at all. Where a validation study waits on ratings or on assessment history, an Expert Review works from expert judgement, which makes it the right first step for a campaign that has never been reviewed, or one where the data for a full study does not yet exist.

The report shows where your solution and the role diverge: competencies confirmed as relevant, competencies being measured that are not, and requirements the role demands that nothing currently assesses.

Process



Pricing

PRICED PER ENGAGEMENT

Talk to us

Timeframe

INDICATIVE TURNAROUND

2–3 weeks

What you receive

- A verdict on every competency your campaign currently measures
- Competencies to add, remove or reweight
- The requirements your experts identified, ranked by importance
- Questionnaire results and interview findings
- Findings presented by the Talegent Consulting team



TALEGENT CONSULTING SERVICES

Expert Review

Customer Service Representative

Prepared for Globex



Report date 19 January 2027
Version 1.0
Prepared by Talegent Consulting

Contents

What's in this report

This report reviews whether the assessment Globex already uses to screen Customer Service Representative applicants measures what the people who know the role say matters most.

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THE HEADLINE

Six of the eight competencies in your current solution were confirmed as relevant to the role. **Two are not** and should be removed. **Three competencies your experts rate highly are not measured at all** — the most important of them being the ability to read and respond to how a customer is feeling.

01 Overview

Purpose and method

Purpose

This report presents the results of an Expert Review of the Talegent assessment Globex uses to screen applicants for the Customer Service Representative role.

An Expert Review answers one question: **does the assessment measure what the people who know this role say matters?** It compares the competencies currently being assessed against the requirements identified by the incumbents and managers who do and oversee the work, and identifies where the two diverge.

Method

Incumbents completed a structured job analysis questionnaire rating the importance of personality and ability characteristics to the role. Incumbents and managers were then interviewed about which characteristics they consider important, and about how relevant they find each of the competencies currently assessed. The findings were compared with the live campaign configuration.

WHAT AN EXPERT REVIEW CAN AND CANNOT TELL YOU

This is a review of **relevance**, not a measure of **validity**. No performance data was collected, and nothing in this report demonstrates that the assessment predicts how well someone will do the job. What it establishes is whether the assessment is pointed at the right things, on the judgement of the people best placed to say so.

Establishing prediction requires performance data. Where that is available, a **Concurrent** or **Predictive Solution Verification** tests the relationship directly. An Expert Review is the appropriate first step where that data does not yet exist, and its findings are a sound basis for tightening a solution now.

At a glance

Role reviewed	Customer Service Representative
Organisation	Globex
Service	Expert Review
Basis	Job analysis questionnaire · incumbent and manager interviews
Fieldwork	8–16 January 2027
Result	6 of 8 competencies confirmed · 2 to remove · 3 to add

02 Your current solution

What is measured, and how it is running

The review starts from what is already in place. Eight competencies contribute to the overall score, at the weightings shown below.

Competency currently assessed	Weighting	Cluster
Customer Focus	20%	Relating
Communication	20%	Relating
Resilience	15%	Being
Adherence	15%	Doing
Teamwork	10%	Relating
Achievement	10%	Doing
Ingenuity	5%	Solving
Numerical Analysis	5%	Solving

Assessment content: PATH Personality Questionnaire and Verbal Reasoning Adaptive, applied at the screening stage.

How the campaign is running



Median completion time was 34 minutes, close to the 32 minutes the configuration is designed around. Neither the completion rate nor the drop-out pattern suggests candidates are abandoning the assessment, so nothing in the campaign data indicates a problem with length or experience.

WHAT THE CAMPAIGN DATA DOES AND DOES NOT SHOW

These figures describe how the assessment is being **used**, not how well it works. A high completion rate means candidates finish it; it says nothing about whether the people it selects go on to perform. That question is outside the scope of an Expert Review.

03 The review

Who we asked, and what we asked them

QUESTIONNAIRE

24

Incumbents and team leaders rated 34 characteristics for importance

INCUMBENTS

4

Interviewed about the role as they experience it

MANAGERS

3

Interviewed about what distinguishes strong performers

Job analysis questionnaire

Twenty-four incumbents and team leaders completed a structured online questionnaire rating the importance of 34 personality and ability characteristics to the role, on a five-point scale. Fielded 8 January 2027. Agreement between respondents was **moderate** — sufficient for the average ratings to be read as indications of what the group thinks, which is what they are used for here. Results are in Appendix A.

Incumbent and manager interviews

Semi-structured interviews were conducted with four Customer Service Representatives and three of their managers between 12 and 16 January 2027. Each was asked what distinguishes someone who does the job well, and then shown the eight competencies currently assessed and asked how relevant each is to the work as they see it.

Asking both groups matters because they notice different things. Incumbents describe what the work actually demands minute to minute; managers describe what separates the people who thrive from those who struggle. Where the two agree, the finding is firm.

A NOTE ON SCALE

An Expert Review rests on the judgement of a small number of people. Twenty-four questionnaire respondents and seven interviews is enough to identify a clear mismatch between a solution and a role, which is what this report does. It is not enough to settle a marginal question, and where the evidence was mixed this report says so rather than rounding it into a recommendation.

04 Findings summary

Where the solution and the role diverge

Every competency currently assessed was put to your experts, and everything your experts raised was checked against the current configuration. Three groups emerged.

ASSESSED AND RELEVANT KEEP	ASSESSED, NOT RELEVANT REMOVE	RELEVANT, NOT ASSESSED ADD
Customer Focus Communication Resilience Adherence Teamwork Achievement 6 OF 8 CONFIRMED	Ingenuity Numerical Analysis 10% OF THE SCORE	Interpersonal Sensitivity Flexibility Learning Agility NOT CURRENTLY MEASURED

The two to remove

Ingenuity was rated not relevant by every interviewee, incumbent and manager alike. The role follows defined processes and escalation paths, and the managers were explicit that a representative who improvises creates rework rather than value. Innovative rated 2.9 on the questionnaire, among the lowest of the 34 characteristics.

Numerical Analysis was similarly dismissed. Account and billing calculations are handled by the system, and representatives read results rather than derive them. Numerical Reasoning rated 3.2 — not irrelevant, but well below the abilities that matter, and not worth a share of a screening score.

The gap that matters most

Interpersonal Sensitivity is not measured, and the questionnaire's two highest-rated characteristics — Empathetic at 4.7 and Accepting at 4.7 — both sit within it. Every interviewee raised it unprompted. One manager's phrasing was that the difference between a good representative and an average one is "whether they can hear that someone is upset before the customer says so." Nothing in the current solution measures that.

WHERE THE EVIDENCE WAS MIXED

Achievement divided the room. Managers valued drive and saw it in their strongest performers; incumbents were more likely to describe the role as steady and process-led, and Driven rated only 3.8. It is retained on that basis but at reduced weight, and it is the competency we would look at first in any subsequent validation study.

05 The competency profile

What your experts say matters

The nine competencies your experts identified as relevant to the role, banded by the importance they placed on them. Three are not currently assessed.

VERY IMPORTANT

Customer Focus RELATING · ASSESSED

Fulfils obligations to internal and external customers. Understands customers' perspectives and responds to social cues appropriately. Treats all customers equally and maintains composure under pressure.

Interpersonal Sensitivity RELATING · NOT ASSESSED

Sensitive to the needs and emotions of others. Responds with empathy, reads how people are reacting, and adjusts their approach accordingly.

Resilience BEING · ASSESSED

Remains calm and optimistic even in stressful situations. Demonstrates strong self-belief and perseveres in the face of setbacks, adjusting rather than giving up.

Communication RELATING · ASSESSED

Quickly understands communications, reads between the lines and applies the information astutely. Is clear, confident and articulate, and adapts style to suit the audience.

IMPORTANT

Adherence DOING · ASSESSED

Operates best within rules, guidelines and set procedures. Demonstrates strong compliance, delivers on promises, and produces error-free work.

Flexibility BEING · NOT ASSESSED

Highly open and adaptable to new things. Responds to change and feedback in an enthusiastic manner, adjusting quickly and calmly with minimal fuss.

Learning Agility DOING · NOT ASSESSED

Grasps and applies new concepts quickly. Enjoys learning, seeks out feedback and uses it to expand their skillset.

Teamwork RELATING · ASSESSED

Works inclusively and prioritises team goals, delivering on commitments to others.

Achievement DOING · ASSESSED

Consistently demonstrates high energy and drive to achieve more in the workplace. Retained at reduced weight — see section 04.

CONFIRMED AS NOT RELEVANT

Ingenuity · Numerical Analysis CURRENTLY ASSESSED

Both were rated not relevant by every interviewee. Recommended for removal.

06 Recommendations

What to change, and when

The solution is broadly pointed in the right direction. Three changes would align it with what your own experts describe.

Now — remove two competencies

Drop **Ingenuity** and **Numerical Analysis**. Together they account for 10% of the overall score and neither was supported by any interviewee. Removing them frees that weight for competencies that matter and shortens nothing, since both are measured by instruments already in use for other competencies.

Now — add Interpersonal Sensitivity

This is the single most valuable change available. It is measured by the PATH Personality Questionnaire you already administer, so adding it requires a configuration change rather than any additional candidate time.

Next — add Flexibility and Learning Agility

Both were raised by managers and both are supported by the questionnaire, where Adaptable rated 4.5 and Receptive 4.4. Both are also available from the assessment already in place. We suggest adding them after Interpersonal Sensitivity has bedded in, so the effect of each change can be seen separately.

Next — reweight around the top four

Competency	Current	Suggested
Customer Focus	20%	18%
Interpersonal Sensitivity	—	18%
Communication	20%	15%
Resilience	15%	15%
Adherence	15%	12%
Flexibility	—	8%
Learning Agility	—	6%
Teamwork	10%	5%
Achievement	10%	3%
Ingenuity	5%	removed
Numerical Analysis	5%	removed

Suggested weightings reflect the importance your experts placed on each competency. Talegent can configure these in the platform.

LATER — TEST WHETHER IT WORKS

These recommendations rest on informed judgement, which is the appropriate basis for acting when performance data is not available. It is not the same as evidence that the assessment predicts performance.

Once the revised solution has been running long enough to accumulate performance data on people hired through it, a **Concurrent** or **Predictive Solution Verification** would test these judgements directly and put the weightings on an empirical footing. With your hiring volume, enough data should exist within twelve months.

Appendix A

Questionnaire results

Twenty-four incumbents and team leaders rated 34 characteristics for importance to the role. Ratings of 4.0 and above indicate a characteristic that is very important if not critical; 3.0 and above, at least somewhat important.

Most important

Characteristic	Ability or tendency to...	Rating
Empathetic	Be comfortable with emotions and showing empathy; consider the feelings and thoughts of others.	4.7
Accepting	Appreciate other people's personal views, beliefs and lifestyles, even when they differ from one's own.	4.7
Compliant	Follow rules and guidelines.	4.6
Reliable	Follow through with agreed actions; be reliable and dependable.	4.6
Composed	Remain calm and composed when dealing with stressful situations or negative events.	4.5
Adaptable	Be receptive to changes in routine, environment or process.	4.5
Optimistic	Express positive statements and experience events positively.	4.4
Receptive	Seek and be open to the feedback of others.	4.4

Least important

Characteristic	Ability or tendency to...	Rating
Numerical Reasoning	Reason with numbers and make decisions based on tables and figures.	3.2
Theoretical	Enjoy working with abstract theoretical concepts over more practical and concrete issues.	3.0
Innovative	Enjoy generating new and innovative approaches to solving problems.	2.9
Intuitive	Employ one's intuition and instinct when making decisions.	2.7
Competitive	Enjoy competing with others and striving to outperform peers.	2.4

The eight highest and five lowest of 34 characteristics rated. The full table is available on request, and forms part of the deliverable in a Success Profiling engagement where the profile is being built from scratch rather than reviewed.

Appendix B

Method and limitations

What was done

A structured job analysis questionnaire was administered online to incumbents and team leaders, rating 34 personality and ability characteristics for importance to the role on a five-point scale. Semi-structured interviews were then conducted with incumbents and managers, covering what distinguishes strong performance and how relevant each currently assessed competency is to the work. Campaign configuration and completion statistics were drawn from the Talegent platform.

Limitations

- **This is not a validity study.** No performance data was collected and no relationship between assessment scores and job performance was tested. The findings describe relevance as judged by subject matter experts.
- **Small numbers.** Twenty-four questionnaire respondents and seven interviews. Sufficient to identify a clear mismatch, not sufficient to settle a marginal one — which is why section 04 reports where the evidence was mixed rather than resolving it.
- **Self-report.** Incumbents describe the role as they experience it and managers as they observe it. Both are informed views, and both can reflect what people believe ought to matter as well as what does.
- **Present tense.** The review describes the role as it is now. It does not anticipate how the role may change, which a Success Profiling engagement addresses through visionary interviews.
- **Campaign data is descriptive.** Completion figures show how the assessment is being used, not how well it selects.

WHERE THIS SITS AMONG TALEGENT'S SERVICES

An Expert Review is the lightest of the three Solution Verification services. It reviews an existing solution against expert judgement, and needs no performance data.

Concurrent Solution Verification tests the assessment against manager ratings of current employees, and **Predictive Solution Verification** tests it against the later performance of people hired through it. Both establish validity, which an Expert Review cannot. Your Client Success representative can advise on which fits your data.