NAVIGATING SKILLS ASSESSMENT IN THE NEW DIGITAL ERA

Upgrading Recruitment + L&D Processes --
To Hire & Retain The Most Skilled Professionals
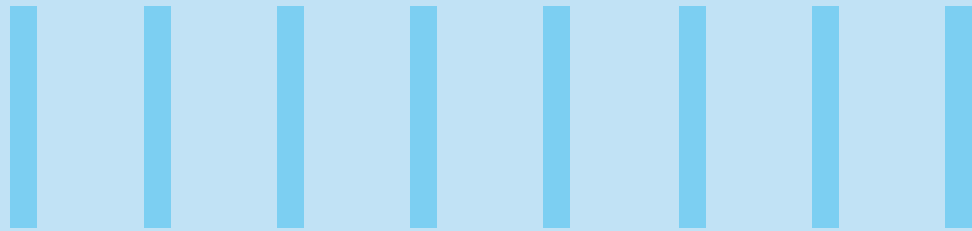
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THE NEED TO RELOOK AT ASSESSMENTS

> "Industry experts are hinting at the slow death of resumes as companies seek skill-based assessment to select the right fit for an organisation...
>
> **- Sujatha Kumaraswamy,**
> Business Leader

In a traditional structure, candidates were assessed on their skills, aptitude, personality, and passion through face-to-face interactions. On-the-spot judgments were made which were prone to error and often biased. The best indicator of a candidate's competencies and potential was an instinct-based decision. But over time, companies have realised the need for a more scientific approach to recruitment. Accelerated digitalisation and the volatility of the pandemic have also led to the revision of talent strategies. Overall, recruitment processes are undergoing a radical change. In a recent survey conducted by MeritTrac and Behavioural Economics and Science Team (BEAST), 86% of organisations moved hiring and assessment online during the pandemic and yet 30% had no technology infrastructure in place for online hiring or assessment.

But online recruitment needs to be more than just accessible, it needs to be more sophisticated. Skills assessment, in particular, must be infused with the latest in AI & ML technologies so it can be dynamic, self-evolving and multi-faceted. It must measure parameters like behavioural, cognitive, domain-specific, interpersonal and communication skills. This kind of tech-enabled screening should be able to predict, understand and match thousands of people to jobs faster using IT advancements, psychometrics, and cognitive testing.
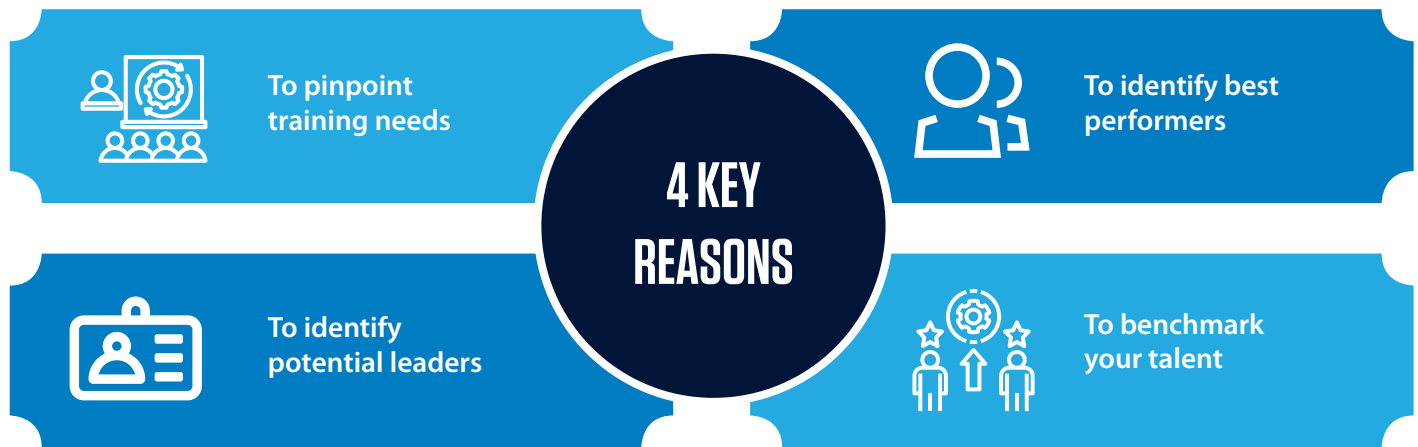
Figure 1a outlines certain issues with most of the current assessment technologies.

(Figure 1a) Challanges in Assessment Technology

CHALLENGES IN ASSESSMENT TECHNOLOGY

1. High proctoring costs

2. A secure assessment environment

3. Lack of in-depth performance analysis

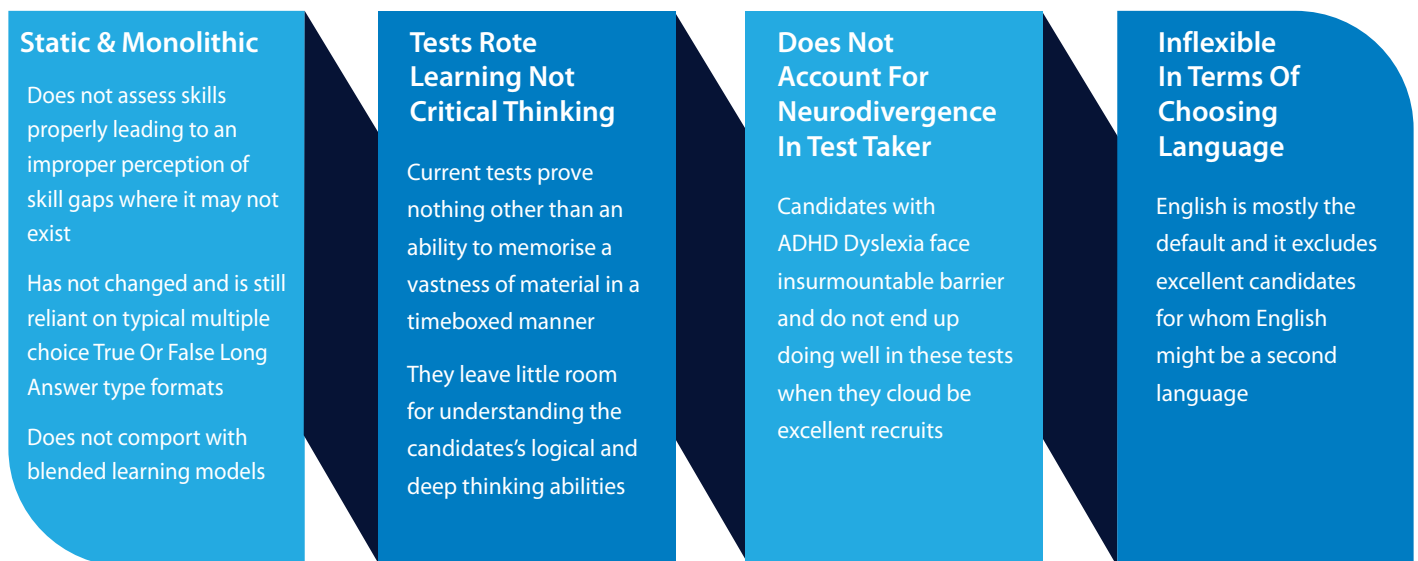5. Inability to assess cadidates at scale

However, skills assessment should not just stop at hiring alone. It needs to be an intrinsic part of the L&D strategy where continuous skill assessment can help prevent talent shortages. It can contribute to building future-ready teams by giving management a constant overview of the team's progress, identifying problems and deploying interventions in a timely manner. Figure 1b illustrates the reasons for continuous skill assessment of employees.

4 KEY REASONS

- To pinpoint training needs
- To identify best performers
- To identify potential leaders
- To benchmark your talent

(Figure 1b) Advantages of Switching to Continuous Skill Assessment

Figure 2 here showcases the limitations of traditional assessments and therefore highlights the need to adapt to a more innovative, tech-integrated, unified testing platform.

LIMITATION OF TRADITIONAL / STANDARDISED TESTING

Static & Monolithic

Does not assess skills properly leading to an improper perception of skill gaps where it may not exist

Has not changed and is still reliant on typical multiple choice True Or False Long Answer type formats

Does not comport with blended learning models

Tests Rote Learning Not Critical Thinking

Current tests prove nothing other than an ability to memorise a vastness of material in a timeboxed manner

They leave little room for understanding the candidates's logical and deep thinking abilities

Does Not Account For Neurodivergence In Test Taker

Candidates with ADHD Dyslexia face insurmountable barrier and do not end up doing well in these tests when they cloud be excellent recruits

Inflexible In Terms Of Choosing Language

English is mostly the default and it excludes excellent candidates for whom English might be a second language

(Figure 2) Disadvantages of Doubling Down on a Broken Assessment Model

The industry simply cannot afford to exclusively leverage traditional assessment that reinforces major race, gender, language and ableist discrimination patterns.

WHY TEST UNDERSTANDING AND NOT JUST KNOWLEDGE

> "One good test is worth a thousand expert opinions…
>
> **-- Wernher Von Braun**
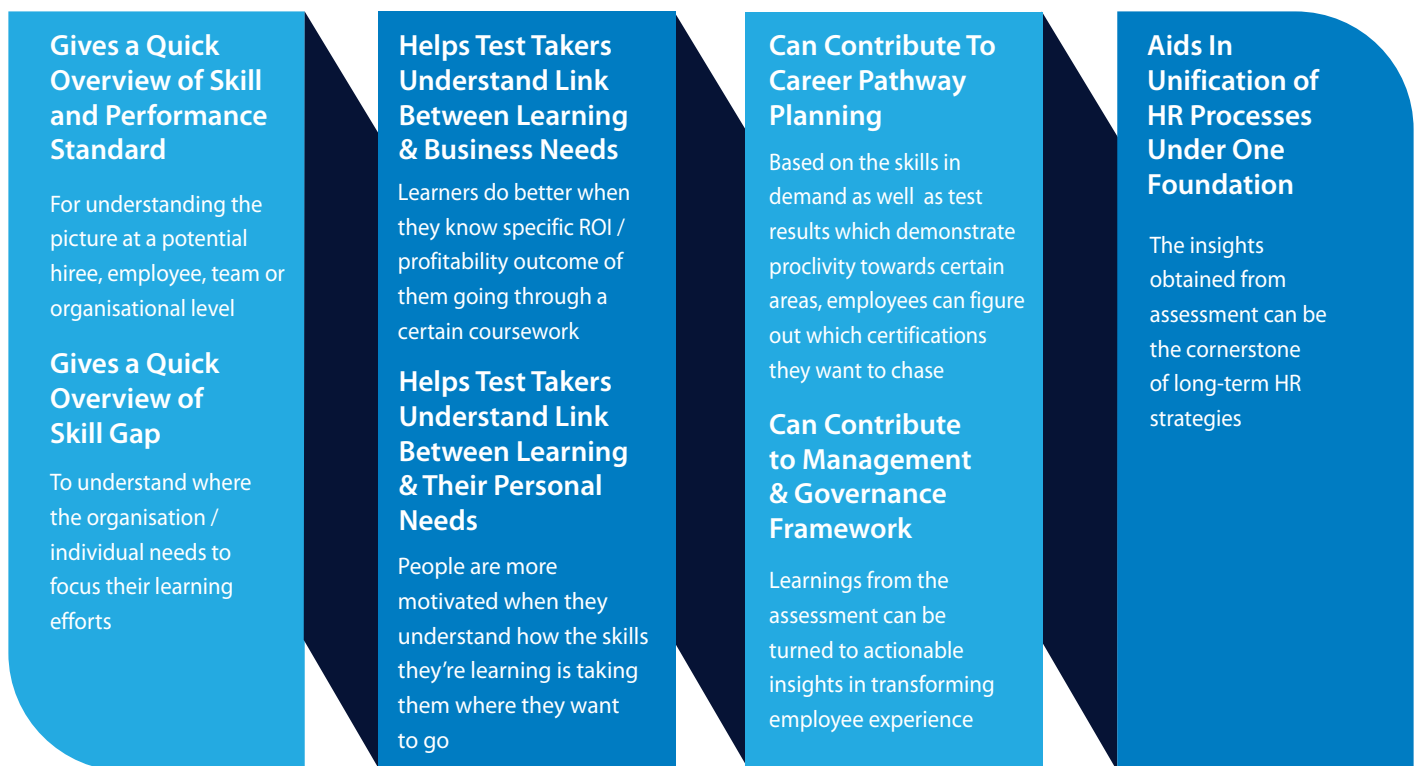> Rocket & Space Technology Pioneer

Assessing candidates only for their domain knowledge does not provide any insights into their capability for applying this information in real-world situations. It does not reflect the test taker's problem-solving capacity or their ability to think in new and abstract directions. The results do not indicate whether the candidate's specific expertise is relevant for the role. Can they use their subject matter comprehension as a ladder to gain an understanding of other areas? How can they fulfil business needs through this expertise? These are answers that a traditional assessment cannot provide.

That's why, skill assessments need to go beyond knowledge and memory tests and gauge the practical applicability of the knowledge acquired. A standardised assessment system that is relevant, hands-on, and customised will also help drive a culture of lifelong learning in an enterprise. It's also important that these assessments are quantifiable, so they can enrich training programs.

Skills assessment that analyses deep understanding helps test takers get a systematic view of where they need to go vs where they are today. This has to be done in a new, dynamic, blended format to align with today's emotional, blended learning models. Unless we change the assessment process, we will fail to unlock the true potential of learning programs. To address this, a shift to competency-based learning is needed. Competency-based learning is an approach to education that focuses on an employee's demonstration of the desired learning outcome rather than the learning process itself.

In addition to helping employees in their learning journeys, competency-based learning can enable management to validate acquired skills and competencies. Such assessments range from hands-on coding skill evaluations to technology knowledge assessment, video-proctored certifications, assessment of conceptual understanding of technical topics, and effective interaction and communication skills.

HOW ADVANCED ASSESSMENT CAN ENABLE COMPENTENCY-BASED LEARNING

Gives a Quick Overview of Skill and Performance Standard

For understanding the picture at a potential hiree, employee, team or organisational level

Gives a Quick Overview of Skill Gap

To understand where the organisation / individual needs to focus their learning efforts

Helps Test Takers Understand Link Between Learning & Business Needs

Learners do better when they know specific ROI / profitability outcome of them going through a certain coursework

Helps Test Takers Understand Link Between Learning & Their Personal Needs

People are more motivated when they understand how the skills they're learning is taking them where they want to go

Can Contribute To Career Pathway Planning

Based on the skills in demand as well as test results which demonstrate proclivity towards certain areas, employees can figure out which certifications they want to chase

Can Contribute to Management & Governance Framework

Learnings from the assessment can be turned to actionable insights in transforming employee experience

Aids In Unification of HR Processes Under One Foundation

The insights obtained from assessment can be the cornerstone of long-term HR strategies

(Figure 3a) The Ways In Which Digital Skills Assessment Can Transform Learning

The question arises, if skills assessment can supercharge the L&D initiatives of a company, especially powering competency-based learning, why is it currently unable to do so? What is the present state of skill assessment that's preventing its full benefits from being accrued to the company?

CURRENT DISPARATE ASSESSMENT LANDSCAPE

> "What would work best? An all-in-one advanced plug-and-play assessment solution that can schedule interviews, test candidates and be able to give actionable insights.

- Sujatha Kumaraswamy
Business Leader

Enterprises conduct a variety of assessments today. Often, these assessments are time-consuming and costly. At each step, there are ad hoc methods and disparate tools. These include interviews and technology assessments with tools such as HackerRank, Devsquare, and custom software. There is a clear need to unify the disparate methods and agencies under one platform that can work seamlessly.

As such, in the current scenario, assessment programs have four separate pillars:

1. Testing centres

Traditionally, certifications are organised at assessment centres. Employees book their slots days in advance and appear for the test physically. However, the lack of flexibility is a limiting factor and there is a need to expand certification testing to offshore locations.

2. Multiple vendor tie-ups

Onsite skill certifications offered by different companies pose a challenge as it calls for tie-ups with various vendors to provide the environment as well as manage and organise the testing events.

3. Outmoded assessment methods

Conventional assessment techniques are prosaic, outdated, manual and left to the discretion and judgement of the panellist. And new age digital and behavioural skills cannot be benchmarked by outdated assessment techniques of MCQ alone. With the abundance of available information, conceptual knowledge can be referred to at will. And skill assessment today needs on the job skill demonstration and assessment thereof.

4. Third-party tools

External third-party tools used for programming skill assessment come with an expensive licence fee. And it costs more for customisation and scalability. Largely, these tools do not allow hands-on, task-based, and customised technology reviews. Besides, creating and maintaining a physical lab-on-cloud set-up is CapEx-heavy and not sustainable in the long run.

So, the need of the hour is clear. How can all these processes be brought under one window? What's a good way to automate these processes so that they do not require a lot of manual intervention? What steps can organisations take to make a gruelling and challenging interview process more engaging, illuminating and fun for the participants so they do not have a bad experience? And most importantly, how can the whole recruitment and interview exercise contribute in a bigger way to understanding the state of skill gaps in the sector, give an overall picture of the talent pool available and equip L&D teams to build better competency-based learning modules?

INTRODUCING INFOSYS ASSESSMENT PLATFORM (IAP):

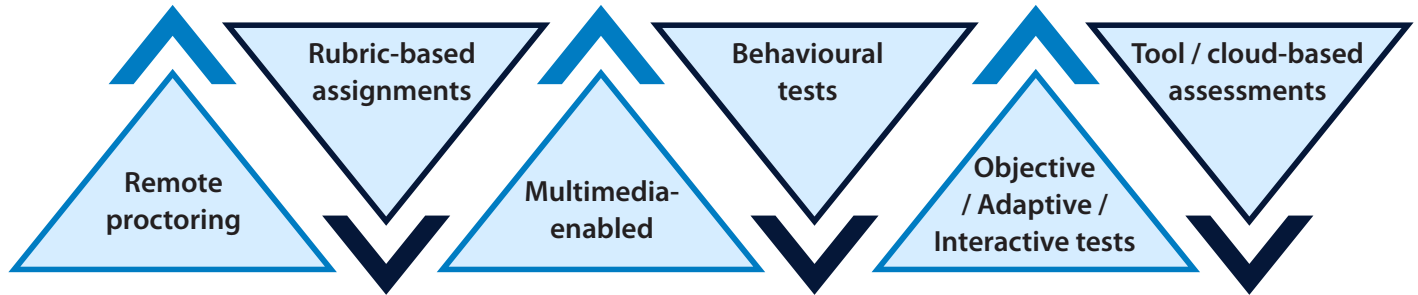## A One-Stop Solution for All Interview Needs

> " The quality of the testing platform is critical to the quality of the assessment result.

- Pearl Zhu
Quality Master

To answer the need for an intelligent, self-evolving, customisable, scalable, unified skills testing application, the Infosys Assessment Platform was created. It has already successfully transformed testing for enterprises by offering a streamlined, automated window for anytime, anywhere and on any device assessment.
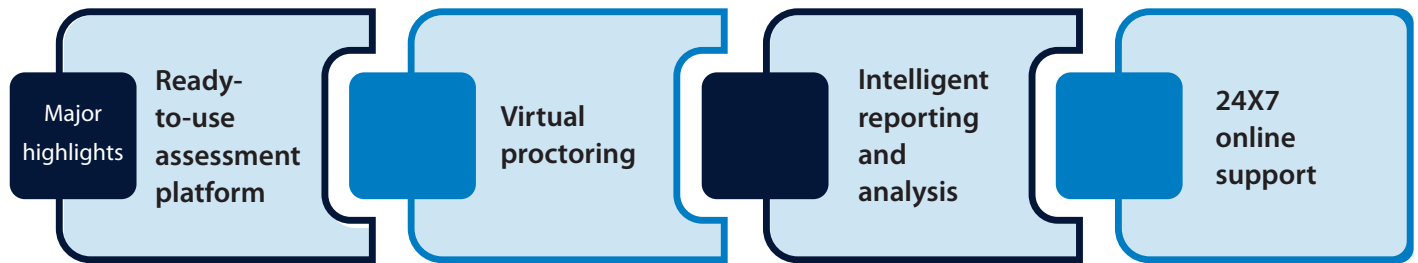
INFOSYS INTELLIGENT ASSESSMENT SERVICES

Remote proctoring

Rubric-based assignments

Multimedia-enabled

Behavioural tests

Objective / Adaptive / Interactive tests

Tool / cloud-based assessments

(Figure 3b) Important Features Of Infosys Assessment Platform

But what features separate IAP and make it preferable to other competing assessment technologies? Figure 3c explains this.

IMMERSIVE ASSESSMENT ENVIRONMENTS

Major highlights

Ready-to-use assessment platform

Virtual proctoring

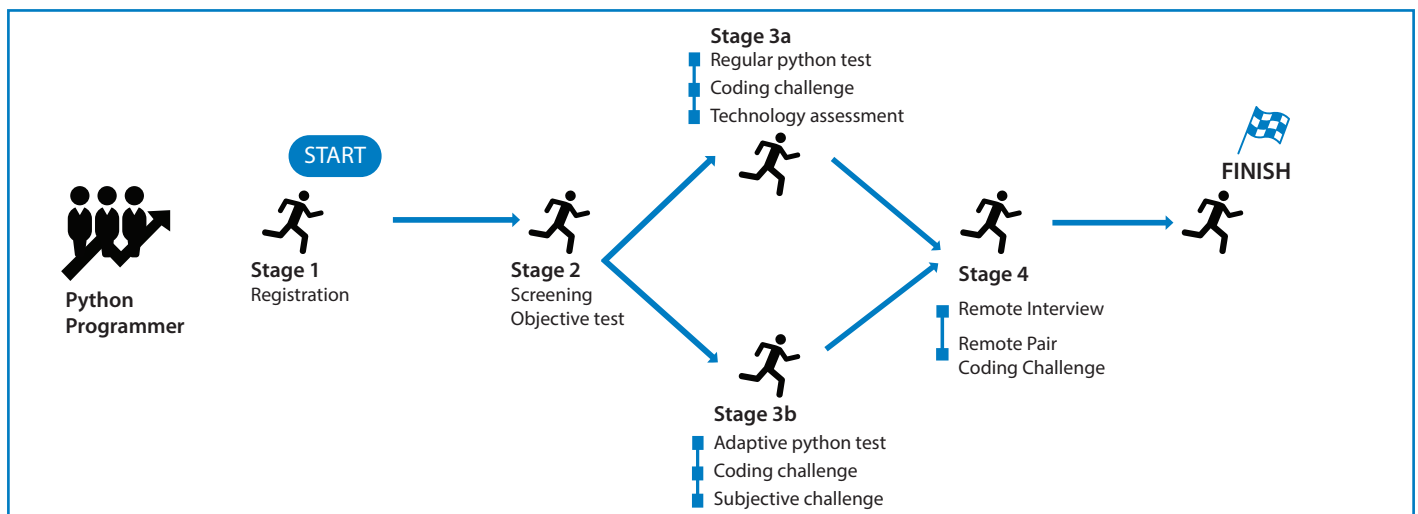Intelligent reporting and analysis

24X7 online support

(Figure 3c) Advantages Offered By Infosys Assessment Platform

IAP has a built-in skill and role proficiency framework powered by Infosys Wingspan that allows managers to assign specific skills to a role. Once set, the platform guides the user on assessments based on the skills required to get the job done. The platform is customisable to the unique needs of an enterprise. It gives learners a ringside view of all learning content, playgrounds, certifications, courses, and analytics. Features such as assessment paths function as an intelligent channel through which users move, taking multiple assessments based on skills needed for their role.

For instance, let's imagine the hiring manager needs to recruit a professional highly skilled in Python. Figure 4 illustrates how that would be carried out by the IAP system.

Stage 3a
Regular python test
Coding challenge
Technology assessment

FINISH

START

Python Programmer

Stage 1
Registration

Stage 2
Screening
Objective test

Stage 4
Remote Interview
Remote Pair
Coding Challenge

Stage 3b
Adaptive python test
Coding challenge
Subjective challenge

(Figure 4) Assessment Paths to Search for the Right Candidate

STEP 1
REGISTRATION

Based on a time slot of their convenience, the test taker can set up a session and get a unique ID as well as password assigned to them which they can use to log in. Multiple authentication measures can be set up to ensure the right candidate is sitting for the right test.

STEP 2
SCREENING + OBJECTIVE TEST

This tests aptitude and speed of execution. Here the platform administers conceptual knowledge testing by asking questions from an extensive question bank that is constantly refreshed and updated.

STEP 3A
REGULAR PYTHON TEST + CODING CHALLENGE + TECHNOLOGY ASSESSMENT

This is to test proficiency and speed in a certain computer language. Problem-solving skills and algorithmic thinking skills are assessed. Along with code quality, security and vulnerability. Here the software also tests for understanding of different tools, frameworks and platforms.

STEP 3B
ADAPTIVE PYTHON TEST + CODING CHALLENGE + SUBJECTIVE CHALLENGE
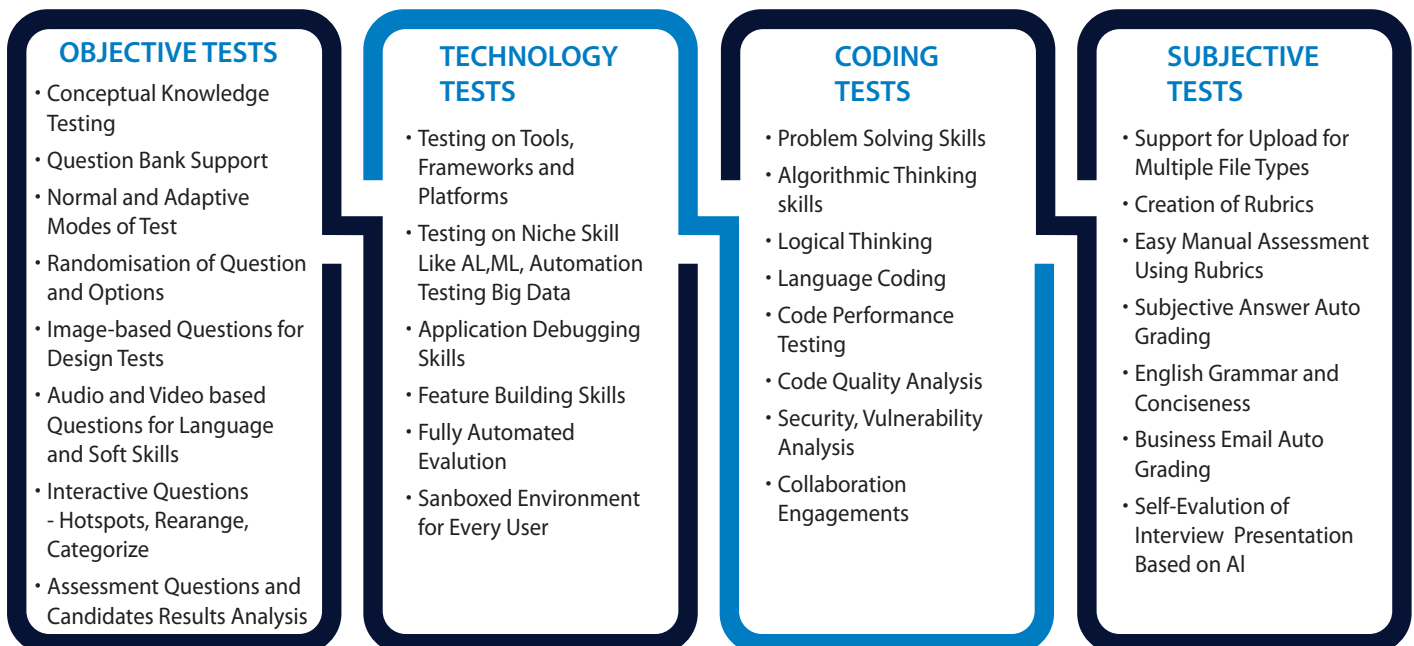
Here, the language adaptive test adjusts the level of difficulty— based on the responses provided—to match the knowledge and ability of the test taker. If the candidate gives a wrong answer, the follow-up question is easier, if the candidate answers correctly, the next question is more difficult. This measures the abilities of individual candidates more precisely, while avoiding the issues of a "one-size-fits-all" standardised test. This helps find the candidate's skill strength and area of expertise. The subjective challenge helps measure their language and communication skills.

STEP 4
REMOTE INTERVIEW + REMOTE PAIR CODING CHALLENGE

The platform can schedule interviews that can be synchronous as well as asynchronous, with a predetermined list of questions that the hiring manager might want answered. The AI can even suggest some questions to make the interview more fruitful and effective. In addition, if the interviewer wants to gauge the collaborative qualities of the potential hire, the platform enables that as well through pair coding challenges.

Figure 5 contains a quick snapshot of all the salient features of a comprehensive coding test administered by IAP.

OBJECTIVE TESTS
- Conceptual Knowledge Testing
- Question Bank Support
- Normal and Adaptive Modes of Test
- Randomisation of Question and Options
- Image-based Questions for Design Tests
- Audio and Video based Questions for Language and Soft Skills
- Interactive Questions - Hotspots, Rearange, Categorize
- Assessment Questions and Candidates Results Analysis

TECHNOLOGY TESTS
- Testing on Tools, Frameworks and Platforms
- Testing on Niche Skill Like AL,ML, Automation Testing Big Data
- Application Debugging Skills
- Feature Building Skills
- Fully Automated Evalution
- Sanboxed Environment for Every User

CODING TESTS
- Problem Solving Skills
- Algorithmic Thinking skills
- Logical Thinking
- Language Coding
- Code Performance Testing
- Code Quality Analysis
- Security, Vulnerability Analysis
- Collaboration Engagements

SUBJECTIVE TESTS
- Support for Upload for Multiple File Types
- Creation of Rubrics
- Easy Manual Assessment Using Rubrics
- Subjective Answer Auto Grading
- English Grammar and Conciseness
- Business Email Auto Grading
- Self-Evalution of Interview Presentation Based on AI

(Figure 5) Assessment Paths to Search for the Right Candidate

Currently, for most companies, all these steps require an intensive involvement of different teams but the IAP tool can automate it and free up organisational resources so they can be put to better use.

There are overall 5 areas where bringing in IAP can make a big difference in terms of speed, accuracy, reliability and cost-effectiveness.

1. Creating & Scheduling

This feature allows enterprises to conduct skill assessments with ease using scheduling options. Employees can learn and earn at a time and place convenient to them. Following are the numerous advantages of automated scheduling.

A. Administered Online Anytime

This allows users to earn certification anytime.

B. Multi-Stage Approval

Offers an approval workflow for monetary approvals for certifications earned.

C. Certification Paths

This allows certification paths to be designed in a multi-stage workflow and chain certifications to create a certification program.

D. Book A Certification

This allows users to book a slot at a preferred centre for a manually proctored certification.

E. Certification At Desk

Empowers users to book certificates and proctor and take the certifications at their desks with the proctor by their side.

F. Schedule Certificates

Allows users to create and schedule certifications with several configuration options.

G. Author Certificates

Offers employers the complete intuitive authoring ability to create or import questions for the certification

2. Remote Proctoring

Remote proctoring lets users take a test remotely while maintaining the test's integrity. AI-based proctoring ensures the sanctity of the assessment.

A. Video & Audio Anomalies

Enables real-time, AI-based automated anomaly detection based on the feeds from the user's webcam. Intelligent audio tracking and anomaly detection based on machine learning (ML) to help detect conversations during a test.

B. Plagiarism Detection

The automated detection of similarities between user submissions to detect plagiarism.

C. Browser Tracking

This allows real-time tracking of a user's time spent outside the assessment screen to detect outside web activity during assessments.

E. Pattern Tracking

Creates restrictions on attempts to copy content into or out of the assessment screen by detecting keypress patterns for copying conditions.

F. Candidate Alerts

This allows real-time alerts to users based on intelligent pattern analysis and the option to terminate the test automatically or manually.

G. Intuitive Reports

Facilitates the creation of a consolidated and intuitive anomaly and plagiarism report for each candidate with suggestions on actions to be taken.

3. Multiple Test Type Administering

This aspect allows enterprises to choose from various topics and test formats.

A. Objective Tests

Choose from primary object-type questions like 'single answer' and/or 'multiple correct answers' and fill in the blanks. It can be enabled with conceptual knowledge testing, question bank support and randomised interactive questions.

B. Rubric-Based Assignments

Provides workflow-based, manually graded tests with integrated rubrics and delegation.

C. Multimedia Enabled

Supports multiple media formats, including images, audio, video and documents.

D. Behavioural Tests

Supports behavioural simulations to test behavioural skills.

E. Adaptive Tests

Supports adaptive tests to assess skill proficiency where the difficulty level adapts to the performance and ability of the user.

F. Coding Tests

Assesses coding skills in over fifteen popular coding languages with the power of fully automated functional checks, performance, static code analysis, and timing. It can consider skills like problem-solving, algorithmic thinking, language coding, and security/ vulnerability analysis.

H. Tool-Based Tests

Allows evaluation using image-based questions and testing for niche skills.

I. Cloud-Based & Hands-On

Enables on-the-job skill evaluation in a secure, sandboxed environment for every user.

4. Access To Various Remote Playgrounds

Features to practice, build and collaborate with on-demand, sandboxed and ready-to-use environments.

A. Grassroots Playgrounds

Allows users to master fundamental technology skills in application development, automated testing, cyber-security, big data, AI, and ML.

B. Client Server Playground

Provides hands-on learning for client-server tools and technologies such as SAP and Oracle.

C. Multi-Node Playground

Allows hands-on learning and assessment in a multi-server and cluster scenario with multi-node playgrounds.

D. Infrastructure Playground

Provides a novel solution to learn, practice and assess technology infrastructure skills such as Docker, Ansible, OpenShift and networking.

E. Dynamic Playground

This allows enterprises to choose their technologies and tools and create a custom playground based on their requirement.

F. Behavioural Playgrounds

Allows users to practice and assess communication and soft skills in the professional development playgrounds.

G. Collaborative Playgrounds

Allows users to invite friends and build solutions while sharing their learning in collaborative development environments.

5. Analysing Candidate Performance

A performance-based assessment feature that allows enterprises to measure an employee's ability to apply skills and knowledge learned from a course with intelligent reporting and analysis tools.

A. Topic Strength Analysis

This allows enterprises to identify topics that an employee is strong and weak in.

B. Admin Dashboards

Offers a summarised analysis of performance.

C. Anomaly Tracking

This allows enterprises to access plagiarism reports and anomaly analysis for scrutinising and disqualifying candidates with malpractices.

D. Candidate Reports and Test Statistics

Provides candidate profile reports with downloadable performance reports in PDF format.

The features mentioned make IAP a next-generation platform that can future-proof the organisation by incorporating advanced tech into critical parts of the hiring process. It uses AI & ML to simulate the efficacy of real-life invigilators and goes beyond to prevent cheating of all types. Additionally, the platform is helpful in administering dynamic and adaptive testing that does not make the assessment a straightjacket.

To keep audiences engaged, the system adds audio-visual components and rich media content, while generating detailed individual reports and batch performance reports that can provide a wealth of meaningful insights to both the hiring manager and HR.
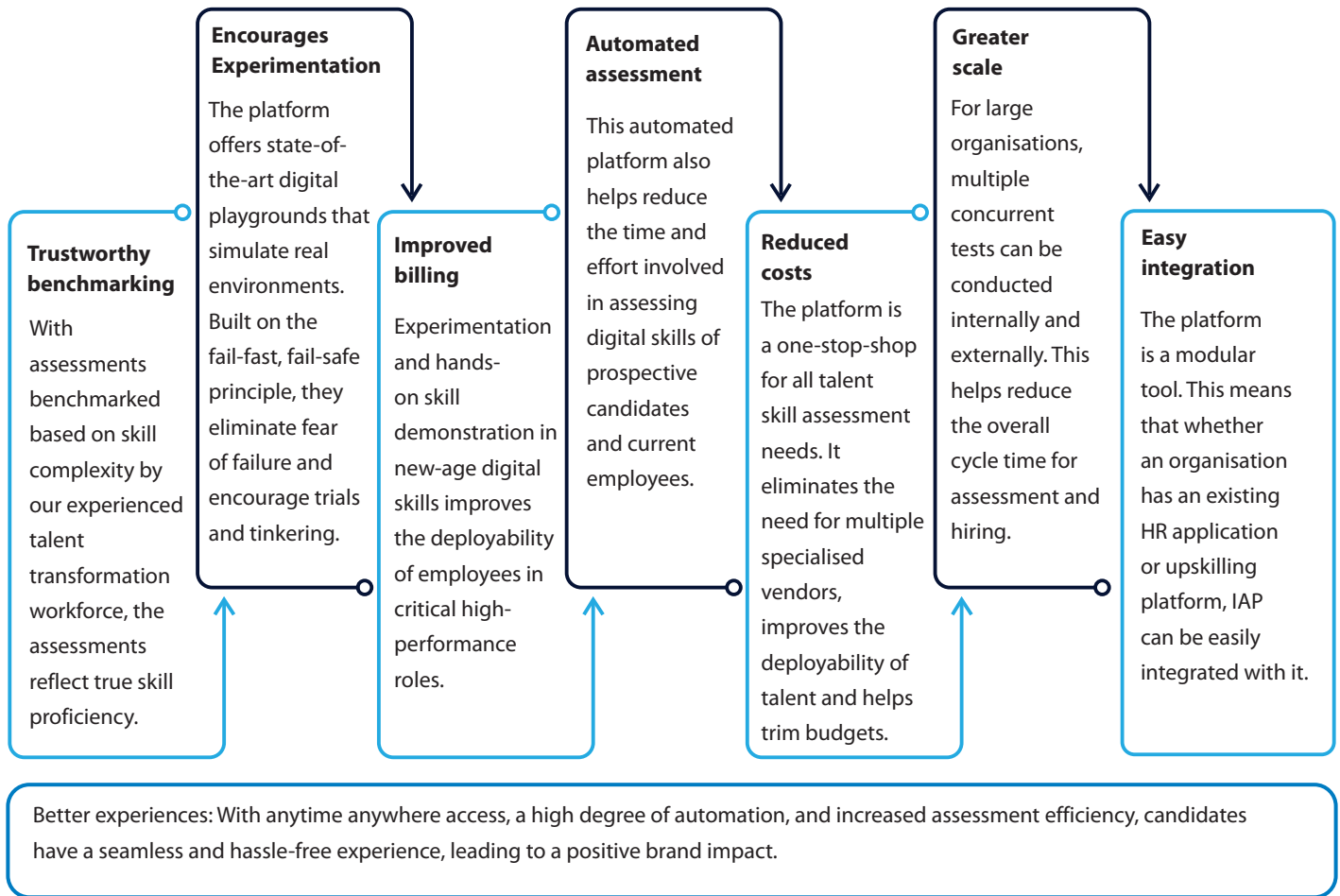
IAP automates test scheduling, making it flexible and convenient for both the interviewer and the interviewee. By generating different sandbox environments, the software lets candidates/employees make mistakes and learn. Figure 6 captures the spectrum of conveniences and benefits offered by implementing IAP.
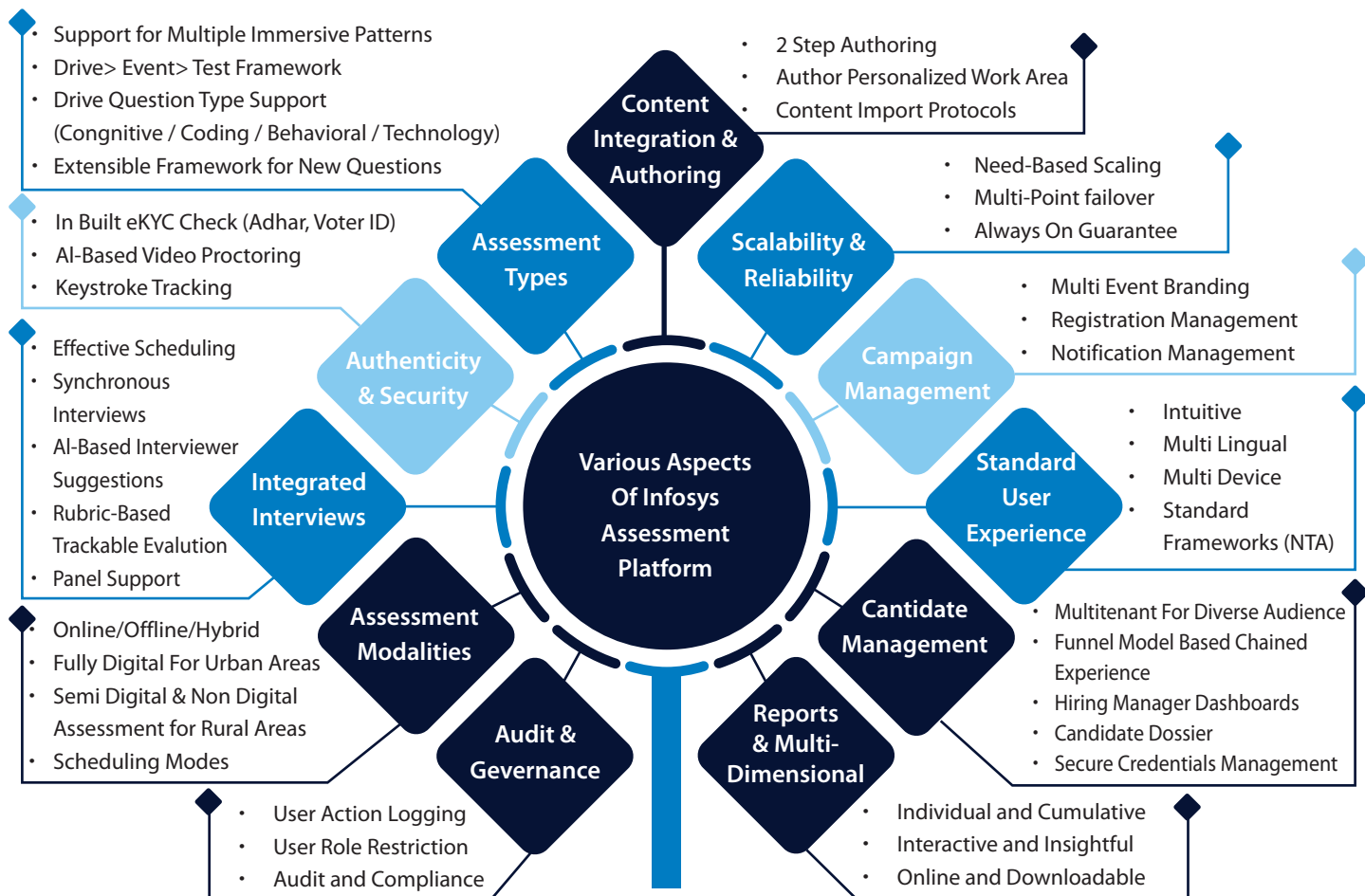
(Figure 6) Salient Features & Advantages of IAP

All the extensions of IAP together ensure the company selects and retains the most skilled professionals. This is what leads to increased resiliency in the face of skilled worker shortages in the market.

BENEFITS THE PLATFORM DELIVERS

Trustworthy benchmarking

With assessments benchmarked based on skill complexity by our experienced talent transformation workforce, the assessments reflect true skill proficiency.

Encourages Experimentation

The platform offers state-of-the-art digital playgrounds that simulate real environments. Built on the fail-fast, fail-safe principle, they eliminate fear of failure and encourage trials and tinkering.

Improved billing

Experimentation and hands-on skill demonstration in new-age digital skills improves the deployability of employees in critical high-performance roles.

Automated assessment

This automated platform also helps reduce the time and effort involved in assessing digital skills of prospective candidates and current employees.

Reduced costs

The platform is a one-stop-shop for all talent skill assessment needs. It eliminates the need for multiple specialised vendors, improves the deployability of talent and helps trim budgets.

Greater scale

For large organisations, multiple concurrent tests can be conducted internally and externally. This helps reduce the overall cycle time for assessment and hiring.

Easy integration

The platform is a modular tool. This means that whether an organisation has an existing HR application or upskilling platform, IAP can be easily integrated with it.

Better experiences: With anytime anywhere access, a high degree of automation, and increased assessment efficiency, candidates have a seamless and hassle-free experience, leading to a positive brand impact.

WHAT MAKES IAP THE DEFINITIVE SKILLS ASSESSMENT TOOL:

AI & ML Improve Candidate Experience, Manage Malpractice & Provide Actionable Analytics
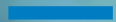
> "Machine intelligence is the last invention humanity will ever need to make.
>
> **-Nick Bostrom**
> Philosopher & Thinker

HOW CAN AI & ML IMPROVE INTERVIEW EXPERIENCE FOR CANDIDATES?

-- These technologies can power the gamification engine where instead of the candidate just ticking the right box, there's more interactivity built-in which serves the right kind of rich media content to the right candidate. AI & ML can also create more fun versions of objective-type questions - such as drag and drop, categorisation, rearrangement and slider-type questions.

-- When questions get more difficult, candidates tune out. Similarly, candidates don't feel challenged when the test is too easy and they lose focus. An intelligent algorithm can deliver dynamic testing with enough randomisation of questions to ensure the test taker is engaged throughout.

-- AI can help interviewees feel more in control of the interview process by letting them schedule their tests and interviews at time slots more convenient to them. Through a dashboard, they can see the progress they're making. Their scores are visible and the whole process is made more transparent. This in turn makes them more satisfied with the process no matter what the results may be.

-- There's amplified accessibility for neurodivergent, minority or differently abled candidates. For instance, an AI bot can be created for visually impaired candidates where it reads the questions out loud for them and also takes in their answers through audio input. Or for ADHD candidates, the algorithm can break down the test into smaller, more manageable chunks.

-- The use of AI & ML reduces the chances of human bias and error that can unfairly work against certain candidates, giving everybody a fair shot. Because unlike resumes and interviews which provide detailed information on candidates that can be judged (even subconsciously) by recruiters, skills assessment is automated. Thus, the hiring becomes based on evidence-based information on candidates' skills and knowledge. This in turn makes the candidates believe in the process a lot more.

HOW CAN AI & ML MANAGE MALPRACTICE?

-- Instead of relying on human invigilators whose efficacy is questionable, AI & ML are more reliable proctors to ensure the sanctity of assessment. Through constant analysis of video feed and audio feed, the algorithm can sense anomalies and alert all stakeholders including the interviewee.

-- There's also browser tracking to calculate how much time the hiree is spending outside the assessment screen. This prevents them from going to other websites to find answers and get help. Keyboard tracking and pattern tracking prevent copy-pasting lines of code or other types of answers.

-- As an example, if more than 3 cheating red flags are triggered and multiple candidate alerts go out, the AI & ML engine can automatically shut down the test and lock the candidate out.
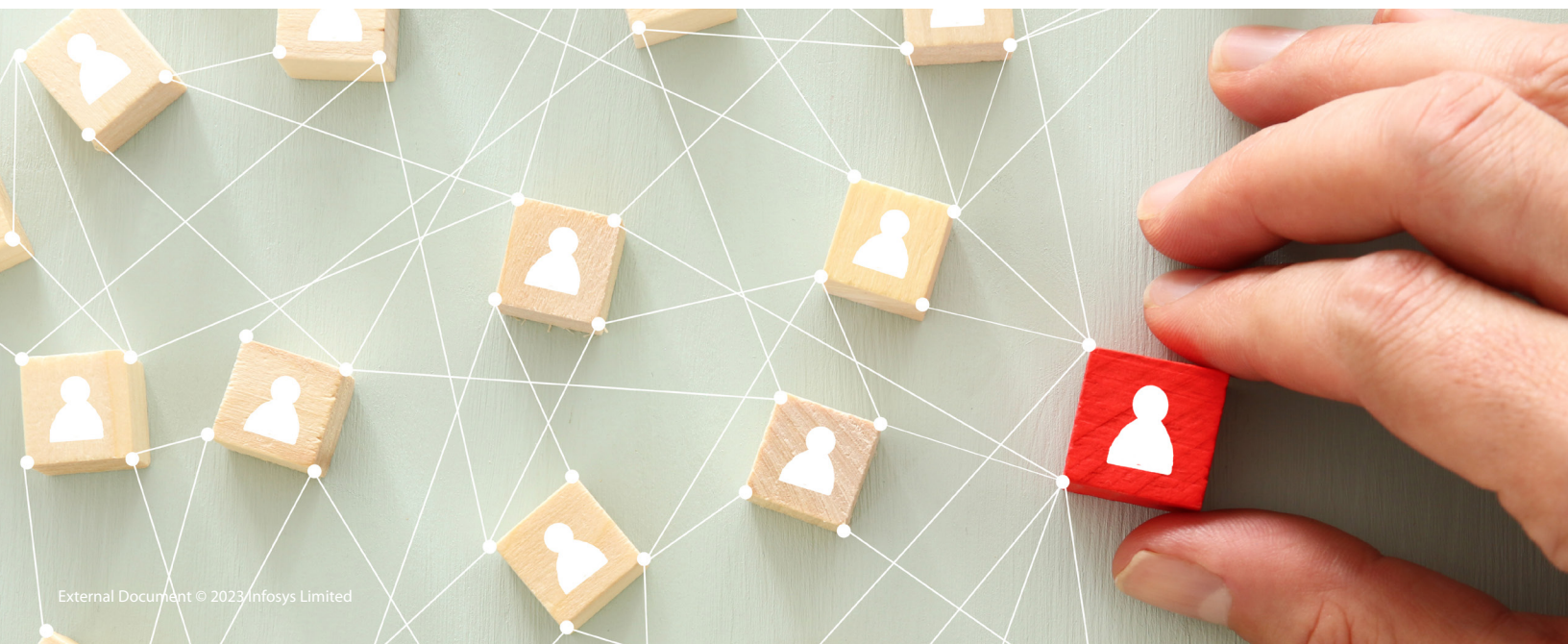
HOW CAN AI & ML PROVIDE BETTER ANALYTICS?

-- The AI & ML engine, through a unified dashboard, gives the hiring manager an overall picture of the candidate's performance. This also helps the manager deep dive into individual metrics such as domain skills which measure specific role-based knowledge and technical competence. The manager can get an in-depth view of the candidate's coding skills which evaluates the ability to solve problems through code. Or they can even look into communication skills which gauge the ability to convey one's thoughts meaningfully in the language used.

-- The intelligent dashboard can help managers make sense of a candidate's traits data, in terms of determining if there's a role compatibility in terms of the potential hire's behavioural tendencies, personality traits and cognitive abilities. Through dynamic graphs and infographics, hiring managers can delve into patterns of thought, behaviour, cognition and emotions specific to each individual. Besides reasoning and critical thinking scores, they can get a wider pane view of an employee's task-related behaviours too.

-- For HR, the AI & ML enabled dashboard can collate test data from all candidates and give a picture of what the talent pool looks like, where the skill gaps are and even take feedback from candidates and derive meaningful action points from those so the interview process can be made more welcoming, seamless and engaging.

HOW CAN AI & ML BE USED AS A DIGITAL MENTOR?

-- The AI & ML engine can monitor the entire test-taking process, assess corrections made and analyse the questions based on the ease with which the user answered them. It then consolidates the information and curates personalised feedback on performance.

-- The digital mentor also uses this information to offer recommendations and guidance on how the mentee can improve in the next test. And it can be scaled and customised for each based on the organisation's needs and requirements.

BUSINESS USE CASES FOR IAP:

Results That Speak For Themselves

> " Recruiters have to stop reporting on activities and start reporting on business outcomes."
>
> **-Allen Gannett**
> Entrepreneur & Author

A global payments technology company needed an assessment platform for talent evaluation. With IAP, they reduced dependency on senior managers who were initially required to evaluate candidates. About 70 per cent of their talent evaluation is done on the platform.

With IAP, a leading American multinational financial services corporation, saved around 100 hours in three months and improved its talent conversion ratio in interview positions from 40 per cent to 78 percent.

Now, IAP has over 250,000 users within Infosys. At the same time, it was adopted by several prominent enterprises such as Citibank, Visa, HSBC, UBS, Kellogg's, Goldman Sachs, American Express, Fidelity, XPO Logistics, and ABN Amro. With IAP, a leading American multinational financial services corporation, saved around 100 hours in three months and improved its talent conversion ratio in interview positions from 40 per cent to 78 percent. One of the clients in global investment banking, securities, and investment management reveals, "IAP proved to

be an effective tool in evaluating candidates on programming/coding skills and preparing candidates for client assessments. We no longer depend on external tools such as HackerRank, and it's great to have a platform like IAP available internally."

Figure 7 and Figure 8 are direct quotes from clients that have used the Infosys Assessment Platform and have found it to be transformative in their hiring as well as learning and development initiatives.

"

LAP (the solution) is proving to be a very effective tool in evaluating the candidates... as well as in preparing candidates for client assessment.. We no longer have to depend on external tools... and it's great to have such a platform available internally. We successfully conducted this test for 80+ people in november and are now using this extensively for internal assessment and preparations.

Ashok K M,
Group Project Manager

(Figure 7) Client Testimonial For IAP

"

Infosys Assessment Platform helped us greatly while we were re-drafting the whole staffing process in the client account. We were looking to replace the manual process of screening new talents getting mapped to our demands through internal interviews. LAP provided us the capability to creat custom contests in various technology very quickly and we could completely automate step in the staffing journey. LAP was very intuitive and had a good number of features. We have been able to improve talent conversion ratio in interview positions from 40% to 78%

Lakshmikumar Raman,
Senior Project Manager

(Figure 8) Client Testimonial For IAP

IN CONCLUSION

Key Takeaways & Next Steps

> Action is the foundational key to all success.
>
> **- Pablo Picasso**
> Painter & Sculptor

The challenges resulting from digitisation and the pandemic have reinforced a sense of urgency to transform workplace culture by prioritising upskilling, reskilling, and lifelong learning.

All of this needs to be founded on good hiring practices and even better skills testing. According to Criteria Pre-Employment Testing, up to 78% of resumes are misleading and up to 46% contain actual lies. Skill assessment tests help employers check the truthfulness of candidates' resumes. So only the right candidates make it through the doors and hit the ground running as they join.

Continuous skills testing also ensures outcome-based rewards for existing employees who are on their learning journey and excelling at it. Enterprises need to have a tech-forward, sentient, evolving engine to respond to emerging talent acquisition and retention challenges. That's where Infosys Assessment Platform comes in. It's powered by advanced AI & ML technologies that have been proven to work in real-life business contexts.

Want to learn how IAP can work for your business? Contact us at IAP_marketing1@infosys.com

About the Authors

Thirumala Arohi

Senior Vice President, Head – Education, Training & Assessments

During his 25+year tenure at Infosys, Thirumala Arohi (known as Thiru), managed many vital client relationships for Europe-based accounts in Financial Services, before taking his place as Head of the Education, Training and Assessment department. As head of the key business-enabling department, he leads Infosys in the pursuit of creating next-gen learning experiences.

Under his guidance, the ETA department has made significant progress. We've built Digital Learning platforms that enable "anytime, anywhere and on any device" learning, combined with the adoption of AI/ML techniques to engage and enrich learners' experiences. He has also helped us forge several partnerships with Universities and MOOCs, driving the success of these platforms.

Abhishek Govula

Senior Technologist – Education, Training & Assessments

Abhishek Govula has been with Infosys for more than eight years. And he has spent the last six, as a Senior Technologist with STG and ETA. He is one of the architects of Infosys' LXP, Infosys Wingspan, and has been in charge of DevOps and SRE since the platform's inception. He is currently the technical head of the Infosys Assessment Platform and Infosys Wingspan.

Throughout his career, Abhishek has been creating solutions to deliver robust, scalable, and reliable software. His expertise in fault tolerance techniques such as redundancy, replication, and load balancing has enabled him to design software systems that can withstand failures, minimise downtime and protect valuable data. He is a problem solver with a keen interest in Distributed systems, Java and Node.js.

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