

EMPLOYEE SELECTION: TESTING AND ASSESSMENT

DATTNER CONSULTING, LLC

WWW.DATTNERCONSULTING.COM

Ben Dattner, Ph.D.

ben@dattnerconsulting.com

212-501-8945

Allison Dunn

allison@dattnerconsulting.com

212-734-3578

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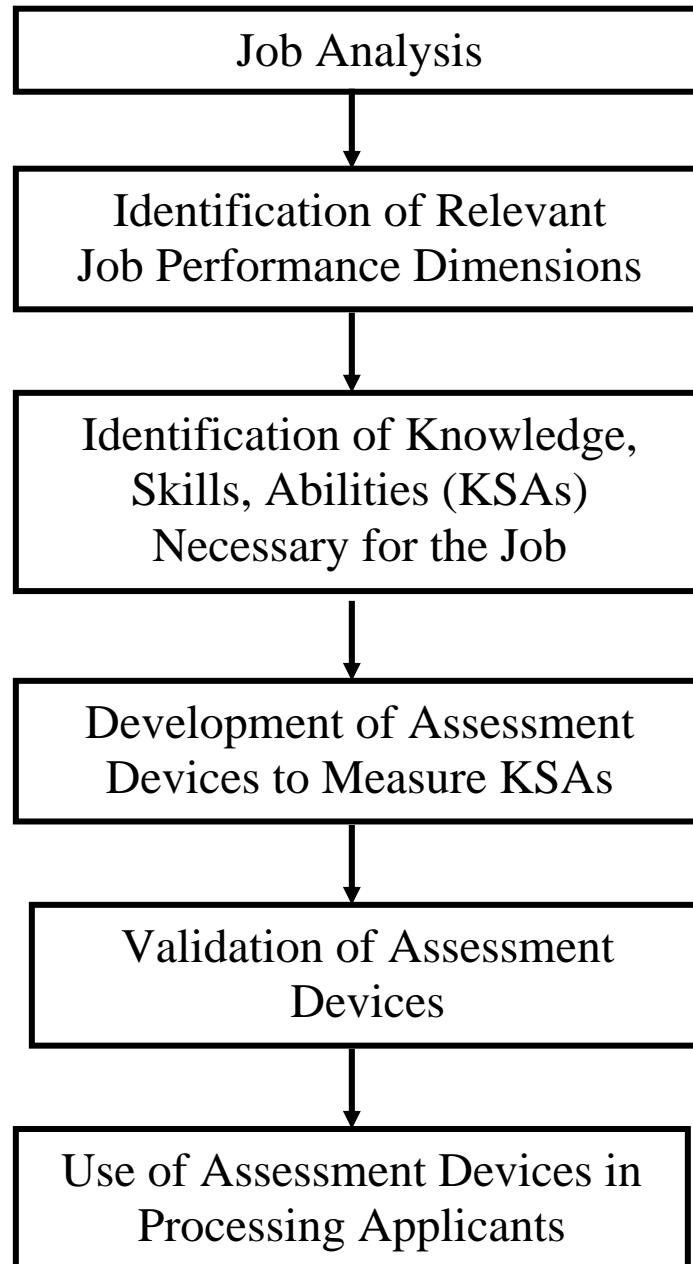
- TESTING AND ASSESSMENT OVERVIEW
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- PERSONALITY AND TEMPERAMENT TESTS
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EMPLOYEE SELECTION: TESTING AND ASSESSMENT

TESTING AND ASSESSMENT OVERVIEW

- STEPS IN THE DEVELOPMENT OF A SELECTION PROGRAM
- MAJOR CONSIDERATIONS WHEN TESTING

TESTING AND ASSESSMENT OVERVIEW: STEPS IN THE DEVELOPMENT OF A SELECTION PROGRAM



TESTING AND ASSESSMENT OVERVIEW: MAJOR CONSIDERATIONS WHEN TESTING

Appropriateness

- Validity
- Reliability
- Legality

Usefulness

- Job Responsibilities
- Industry
- Level
- Multiple Measurements
- Report Options and Quality

Logistics

- Scoring/Results Turnaround Time
- Ease of Use
- Administration Options
- Cost

User Experience

- Face Validity
- Time to Complete

EMPLOYEE SELECTION: TESTING AND ASSESSMENT

COGNITIVE ABILITIES TESTS

- WATSON-GLASER CRITICAL THINKING
- WONDERLIC PERSONNEL TEST
- MULTIPLE APTITUDE BATTERY-II

COGNITIVE ABILITIES TESTS: WATSON-GLASER CRITICAL THINKING (WGCTA)

Source: The Psychological Corporation

<http://www.pantesting.com/products/PsychCorp/WGCTA.asp>

Purpose: Predict an employee's career path based on critical thinking skills

Attributes/Abilities Assessed:

- Inference
- Recognition of assumptions
- Deduction
- Interpretation
- Evaluation of arguments

Logistics:

- 80 items
- Approximately 60 minutes to complete
- Paper/pencil administration; hand-scoring

Sample Item:

Mr. Brown, who lives in the town of Salem, was brought before the Salem municipal court for the sixth time in the past month on a charge of keeping his pool hall open after 1 a.m. He again admitted his guilt and was fined the maximum, \$500, as in each earlier instance.

On some nights it was to Mr. Brown's advantage to keep his pool hall open after 1 a.m., even at the risk of paying a \$500 fine.

True - Probably True - Insufficient Data - Probably False - False

Output: Score which is compared against norms

COGNITIVE ABILITIES TESTS: WONDERLIC PERSONNEL TEST (WPT)

Source: Wonderlic

<http://www.wonderlic.com/>

Purpose: Measures cognitive ability as an accurate predictor of employment success

Attributes/Abilities Assessed:

- Candidate's ability to:
 - learn a specific job
 - solve problems
 - understand instructions
 - apply knowledge to new situations
 - benefit from specific job training
 - be satisfied with a particular job

Logistics:

- 50 items
- Exactly 12 minutes to complete
- Paper/pencil administration; hand-scoring

Sample Items:

Q1: *Two people caught 36 fish; X caught 8 times as many as Y. How many did Y catch?*

Q2: *Are the meanings of the following two sentences: 1. similar, 2. contradictory, 3. neither similar or contradictory?*

It is always well to moor your ship with two anchors.

Don't put all your eggs in one basket.

Output: Score which is compared against norms

COGNITIVE ABILITIES TESTS: MULTIPLE APTITUDE BATTERY-II (MAB-II)

Source: Sigma Assessment Systems

<http://www.sigmahr.com>

Purpose: Assess candidate's aptitudes and intelligence

Attributes/Abilities Assessed:

- Verbal IQ
- Performance IQ
- Full Scale IQ

Logistics:

- Subtests, which can be individually or group administered
- 7 minutes to complete each subtest; 100 minutes to complete full battery
- Paper/pencil administration; Mail-in scoring

Sample Items:

Q1: *In throwing three dice together, what are the chances of obtaining three 5's?*

- a. *1 in 6*
- b. *1 in 15*
- c. *1 in 18*
- d. *1 in 36*
- e. *1 in 216*

Q2: *A synonym of insipid is:*

- a. *treacherous*
- b. *enduring*
- c. *poisonous*
- d. *fearless*
- e. *dull*

Output: Scales with interpretive instructions:

"...indicating a significantly higher degree of aptitude relating to knowledge of diverse facts, suggesting a wide range of interests and an excellent long term memory."

EMPLOYEE SELECTION: TESTING AND ASSESSMENT

PERSONALITY AND TEMPERAMENT TESTS

- 16 PERSONALITY FACTORS (16PF)
- GUILFORD-ZIMMERMAN TEMPERAMENT SURVEY
- NEO PERSONALITY INVENTORY, REVISED
- HOGAN PERSONALITY INVENTORY
- EMPLOYEE SCREENING QUESTIONNAIRE
- EMOTIONAL QUOTIENT INVENTORY (EQ-I)

PERSONALITY AND TEMPERAMENT TESTS: 16 PERSONALITY FACTORS, 5TH ED. (16PF)

Source: IPAT

<http://www.ipat.com/>

Purpose: Assist with selection through measurement of five primary management dimensions that frequently forecast management potential and style

Attributes/Abilities Assessed:

- Warmth
- Reasoning
- Emotional Stability
- Dominance
- Liveliness
- Rule-Consciousness
- Social Boldness
- Sensitivity
- Vigilance
- Abstractedness
- Privatness
- Apprehension
- Openness to Change
- Self-Reliance
- Perfectionism
- Tension

Logistics:

- 185 items
- Approximately 35-50 minutes to complete
- Online administration and scoring

Sample Items:

Q1: *I get new ideas about all sorts of things, too many to put into practice.*
True – ? – False

Q2: *I let little things upset me more than they should. True – ? – False*

Output: Basic Interpretive Report

“At times, Mr. X may show the self-discipline and conscientiousness needed to meet his responsibilities. At other times, he may be less restrained, following his own wishes.”

“Typically Mr. X tends to take things in stride and adapt to circumstances.”

PERSONALITY AND TEMPERAMENT TESTS: GUILFORD-ZIMMERMAN TEMPERAMENT SURVEY (GZTS)

Source: Pearson Assessments

<http://www.pearsonassessments.com>

Purpose: Measures attributes related that may help predict successful performance in various occupations

Attributes/Abilities Assessed:

- Personality traits
- Temperament factors

Logistics:

- 300 items
- Approximately 30-60 minutes to complete
- Paper/pencil administration; mail-in scoring

Sample Items:

Q1: *You give little thought to your failures after they are past.* Y – ? – N

Q2: *You like to sell things (that is, to act as a salesperson).* Y – ? – N

Q3: *You often crave excitement.* Y – ? – N

Q4: *You speak out in meetings to oppose those who you feel sure are wrong.*

Y – ? – N

Output: Interpretive Report

“He usually avoids being surrounded by other people, and he tends not to initiate conversations with strangers.”

“He does not take things too seriously and is inclined to act impulsively.”

PERSONALITY AND TEMPERAMENT TESTS: NEO PERSONALITY INVENTORY, REVISED (NEO PI-R)

Source: Psychological Assessment Resources

<http://www.parinc.com>

Purpose: Provide a general description of normal personality

Attributes/Abilities Assessed:

- Conscientiousness
- Agreeableness
- Neuroticism
- Openness to experience
- Extraversion

Logistics:

- 243 items
- Approximately 45 minutes to complete
- Paper/pencil administration; mail-in scoring

Sample Items:

Q1: *I am not a worrier.*

Strongly Agree – Agree – Neutral – Disagree – Strongly Disagree

Q2: *If I don't like people, I let them know it.*

Strongly Agree – Agree – Neutral – Disagree – Strongly Disagree

Q3: *Sometimes I'm not as dependable or reliable as I should be.*

Strongly Agree – Agree – Neutral – Disagree – Strongly Disagree

Output: Scores and Narrative Report

“He is forceful and dominant, preferring to be a group leader rather than a follower.”

“This individual is rational, prudent, practical, resourceful, and well-prepared.”

HOGAN PERSONALITY INVENTORY

Source: Hogan Assessment Systems
800-756-0632
<http://www.hoganassessments.com/HPI.aspx>

Purpose: Can be used either for selecting or developing high-caliber employees

Attributes/Abilities Assessed:

7 dimensions that influence occupational success; scales divided into percentile scores (high=above 65th percentile, average=between 35th and 65th percentile, low=below 35th percentile):

- Adjustment
- Ambition
- Sociability
- Interpersonal Sensitivity
- Prudence
- Inquisitive
- Learning Approach

Logistics:

- 206 True/False items
- 15-20 minutes to complete
- Paper and pencil or online

Certifications:

User must have a BA or advanced degree in psychology or a related field, or have received accreditation through Hogan Systems; workshops are \$1,100 and are usually held in Atlanta, GA

Output: PDF file, various report options available

Cost: \$150 onetime setup fee, plus \$40 per report

EMPLOYEE SCREENING QUESTIONNAIRE (ESQ)

Source: Sigma Assessment Systems

<http://www.sigmahr.com/>

Purpose: Predict positive and counterproductive work behaviors

Attributes/Abilities Assessed:

- Org commitment and job satisfaction
- Customer service
- Productivity
- Accuracy
- Promotability
- Employee theft
- Absenteeism
- OTJ alcohol and drug abuse
- Lateness
- Sabotage
- Driving delinquency
- Security, confidentiality, and safety violations
- Loafing
- Unauthorized giveaways to friends and family

Logistics:

- 27 items
- Approximately 15 minutes to complete
- Online administration and scoring

Sample Item:

Of the four statements below, select the Most and Least:

I get along with people at parties quite well.

Changes in routine bother me.

I often make people angry by teasing them.

If someone gave me too much change, I would point it out.

Output: ESQ Narrative Report

“Will not approach clients to seek out ways to be helpful.”

“Demonstrates care and attention when performing the job.”

EMOTIONAL QUOTIENT INVENTORY (EQ-I)

Source: Multi-Health Systems <http://www.mhs.com/>

Purpose: To assess the emotional intelligence of job candidates

Attributes/Abilities Assessed:

- Intrapersonal skills
 - Emotional self awareness
 - Assertiveness
 - Self-regard
 - Self-actualization
 - Independence

- Interpersonal skills, Stress Management
 - Interpersonal relationships
 - Social responsibility
 - Empathy

- Adaptability
 - Problem solving
 - Reality testing
 - Flexibility

- General Mood
 - Happiness
 - Optimism

Logistics:

- 133 items
- Approximately 30 minutes to complete
- Paper and pencil or online administration and scoring

Certifications:

“B-level” certification from MHS

Output:

Individual Summary Reports provide the overall EQ score, scores for each of the 15 areas measured, and scores for validity indices.

EMPLOYEE SELECTION: TESTING AND ASSESSMENT

SALES ABILITIES TESTS

- SIGMA SURVEY FOR SALES PROFESSIONALS
- CALIPER FIRST STEP FOR SALES
- WALDEN SALES SKILLS TEST

SALES ABILITIES TESTS: SIGMA SURVEY FOR SALES PROFESSIONALS (3SP)

Source: Sigma Assessment Systems
<http://www.sigmahr.com/>

Purpose: Selection and placement for a wide range of sales positions

Attributes Assessed:

- | | | |
|---------------------------|----------------------------|-------------------------------|
| ➤ Technical Orientation | ➤ Formal Presentation | ➤ Dependability |
| ➤ Creativity | ➤ Persuasiveness | ➤ Ambition |
| ➤ Thoroughness | ➤ Negotiation | ➤ Assuming Responsibility |
| ➤ Risk Taking | ➤ Listening | ➤ Vision |
| ➤ Open Mindedness | ➤ Achievement / Motivation | ➤ Organizational Spokesperson |
| ➤ First Impression | ➤ Self Discipline | ➤ Short-term Planning |
| ➤ Interpersonal Relations | ➤ Flexibility | ➤ Strategic Planning |
| ➤ Sensitivity | ➤ Independence | ➤ Productivity |
| ➤ Social Astuteness | ➤ Self-Esteem | |
| ➤ Communication | ➤ Emotional Control | |

Logistics:

- 352 items
- Approximately 35-40 minutes to complete
- Online administration and scoring

Sample Items:

Q1: *“I am careful to plan for my distant goals.”*

Strongly Disagree – Agree – Neutral – Disagree – Strongly Disagree

Q2: *“If someone criticizes the way I work, I point out their deficiencies.”*

Strongly Disagree – Agree – Neutral – Disagree – Strongly Disagree

Output: 3SP Report

“Warm helpful people, like Mr. X, are quite ready to assist customers with creative solutions.”

“His self-confidence makes him particular effective at promoting ideas, products, or services.”

SALES ABILITIES TESTS: CALIPER FIRST STEP FOR SALES

Source: Caliper

<http://www.calipercorp.com>

Purpose: Assess and eliminate candidates who do not have the qualities needed to succeed in sales

Attributes/Abilities Assessed:

- Ego Drive
- Empathy
- Confidence
- Sociability
- Helpfulness
- Thoroughness

Logistics:

- 75 items
- Approximately 20 minutes to complete
- Online administration and scoring

Sample Items:

Q1: *Select the term that is Most and Least descriptive of you:*

Solitary Assertive Impulsive Consistent

Q2: *Complete the analogy: bruise – fall; bump - ?*

Wound Lump Knock Limp

Q3: *I cannot stand being distracted once I'm involved in something.*

Strongly Disagree – Agree – Neutral – Disagree – Strongly Disagree

Output: Narrative Report

“In a sales situation, her motivation to persuade will often fuel her efforts to convince her clients to make a commitment.”

“...she should naturally seek out opportunities to be with prospects and clients.”

SALES ABILITIES TESTS: WALDEN SALES SKILLS TEST

Source: Walden Personnel Testing and Consulting
<http://www.waldentesting.com/>

Purpose: Assess the knowledge, skills and abilities required to succeed in sales positions, including Selecting Sales Representatives, District Sales Managers, and Sale Clerks

Attributes Assessed:

- Knowledge of general sales principles
- Knowledge of sales terms
- Relevant vocabulary skills
- Understanding of issues that can affect the sales process
- Ability to deal with several sales situations
- Basic mathematical and calculation skills
- Logic and attention to detail

Logistics:

- 6 items
- Exactly 65 minutes to complete
- Online administration and scoring

Sample Items:

Q1: *Below are seven key steps (a to g) in the selling cycle. They are in random order. On the lines provided, place the digits 1 to 7 to indicate the best logical order to execute these steps for a successful sale.*

- | | |
|-------------------------------|---------------------------------------|
| <i>a. addressing concerns</i> | <i>b. presentation of the product</i> |
| <i>c. getting referrals</i> | <i>d. closing the sale</i> |
| <i>e. prospecting</i> | <i>f. qualification</i> |
| <i>g. original contact</i> | |

Output: Candidate Score and Hiring Recommendation

“With an overall score of 81%, Ms. Logan strongly demonstrates the skills needed to succeed in a sales position.”