

EMPLOYEE SELECTION: TESTING AND ASSESSMENT

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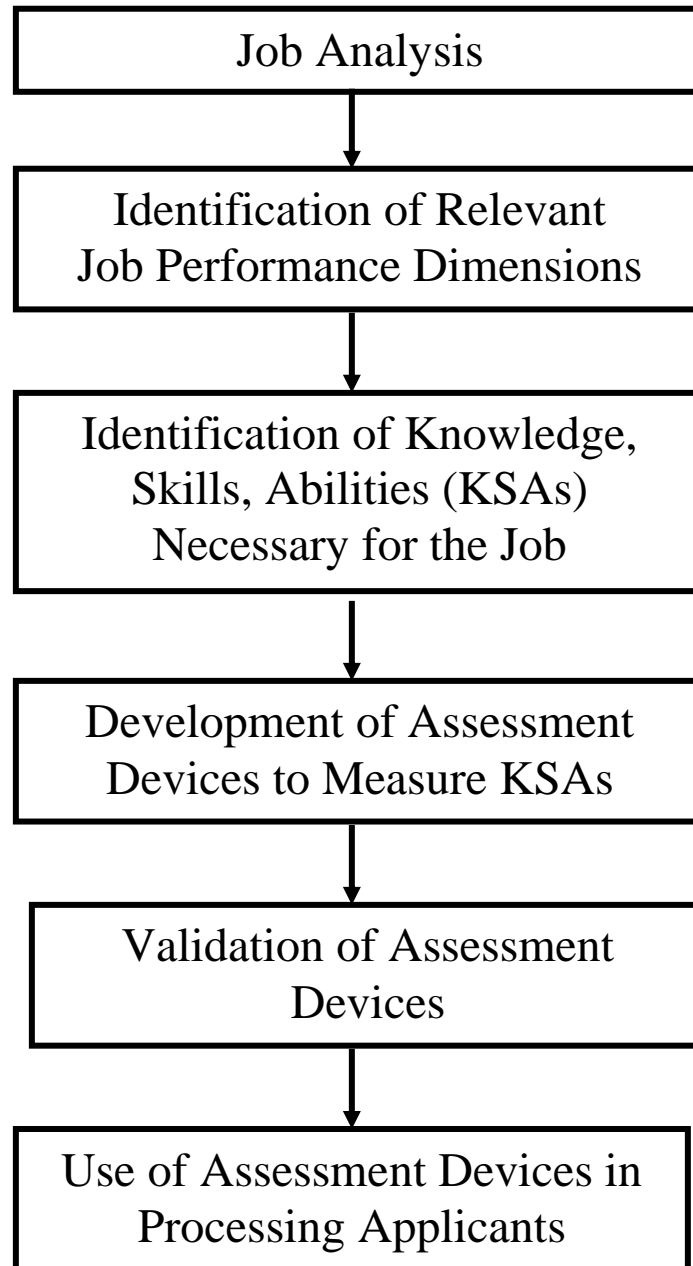
- TESTING AND ASSESSMENT OVERVIEW
- COGNITIVE ABILITIES TESTS
- PERSONALITY AND TEMPERAMENT TESTS
- SALES ABILITIES TESTS

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>

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

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

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

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

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

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

HOGAN PERSONALITY INVENTORY

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

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 around \$1,100 and are usually held in Atlanta, GA

Output: PDF file, various report options available

Cost: onetime setup fee, plus per-report fee

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

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

Logistics:

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

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

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

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.”