Tests, Tests, Tests, and then....... 
More tests!!!!!! 
March 29, 2010

Tests

• Tests 
• Tests 
• Tests 
• And more tests

Typos and Spellcheck

• “Seeking a job in public relations....”

• “Seeking a job in pubic relations....”

Manners

Uggggggly ties......
Fit in a New World

- Person-job fit
  - Job requirements
  - Applicant traits
- Person-organization fit
- Person-team fit

Graphology

- Also known as......
  - Brainwriting
  - I kid you not......
  - and it's free!!!!!

Personality tests

- Objective vs. projective
- Problems:
  - applicants may fake responses
  - job relevance
  - have not been shown to predict job performance

Personality Tests - Objective

- Myers-Briggs
  - Extraversion (E) / Introversion (I)
  - Sensing (S) / iNtuition (N)
  - Thinking (T) / Feeling (F)
  - Judging (J) / Perception (P)
Personality Tests

• ISTJ
  Quiet, serious, earn success by thoroughness and dependability. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized – their work, their home, their life. Value traditions and loyalty.

Personality Tests - Projective

The red details of card II are often seen as blood, and are the most distinctive features. Responses to them can provide indications about how a subject is likely to manage feelings of anger or physical harm. This card can induce a variety of sexual responses.

Personality Tests

• Big 5 Factors/Dimensions
  – Introversion/extraversion
    • Talkative
    • Optimistic
    • Friendly
  – Emotional stability/Neuroticism
    • Relaxed
    • Calm
    • Secure
    • Even-tempered

Personality Tests - Self-report inventories
Personality Tests

- Big 5 Factors/Dimensions
  - Agreeableness
    - Compassionate
    - Good-natured
    - Trusting
    - Helpful

Personality Tests

- Big 5 Factors/Dimensions
  - Openness to Experience/Intellect
    - Imaginative
    - Creative
    - Adventurous

Personality Tests

- Big 5 Factors/Dimensions
  - Conscientiousness
    - Disciplined
    - Organized
    - Ambitious
    - Goal-oriented

Personality Tests – The Good

- Valid for performance (?)
- Adverse impact
- Paper and pencil or computer
- Not expensive to administer.
- Does not require skilled administrators.

Personality Tests – The Bad

- Appears not job related
- Intrusive if not well developed
- Faking
- Medical conditions not employment?

Big 5 for free!!!

- [http://www.personal.psu.edu/j5j/IPIP/i pipneo120.htm](http://www.personal.psu.edu/j5j/IPIP/ipipneo120.htm)
Integrity tests

• Predicts predisposition to counterproductive or dishonest behavior
• Types:
  – polygraphs
  – overt integrity tests
  – personality integrity tests

Integrity Tests - Example

• Your next-door neighbor offers to hook you up with free cable television. Do you take the offer?
• You're a CEO with a chance to make $100 million by cooking the books. The worst penalty you could face is two years in a country club prison - and you could keep the $100 million. Do you cook the books?
• You're a minor league baseball player trying to make the majors. Most of your teammates are taking steroids to hit better. Do you also dope?
• An HMO denies a certain treatment to a patient under your care. Do you lie to the HMO to make the patient's condition seem worse so they will get the treatment they need?

Integrity Tests – Sample Report

• This is real

Integrity Tests – The Good

• Valid predictor (e.g., performance, inventory shrinkage).
• Absences/counterproductive behaviors
• Shows importance of integrity - culture
• Less adverse impact
• Paper and pencil or computer – large numbers
• Not expensive to administer.
• Does not require skilled administrators.

Integrity Tests – The Bad

• Faking
• Turn-offs to test takers
  – Intrusive
  – Unrelated to the job.

Assessment Centers

• Interpersonal skills, communication skills, planning and organizing, and analytical skills
  – managerial and other white collar jobs
• Exercises
  – Group discussions
  – Presentations
  – Role plays
  – In-basket exercises
• Multiple trained raters
Assessment Centers

- Valid (e.g., hiring, training, promotion rates)
- Test takers see job relatedness
- Useful feedback to test takers
  - needed training and development
- Focus on behavior not traits
- Trained raters
- Less adverse impact

Assessment Centers – The Bad

- Expensive
- Much labor (e.g., assessors, role-players)
- Time consuming
- Difficult to standardize across time and locations.

Work Samples/Simulations – The Good

- Valid (what kind?)
- Little adverse impact
- Acceptable to test takers
- Hard to fake
- Specific developmental feedback.
- RJP

Work Samples/Simulations – The Bad

- Complex tasks?
- Speed of learning
- Not conducive for groups
- Hard to keep updated.
- May be expensive to administer.
- Time consuming - develop and administer

Performance Testing

- Cognitive ability
  - GMAT
  - ACT/SAT
- Wonderlic Personnel Test
Cognitive Ability Tests

• Measures
  – Ability to learn quickly, logic, reasoning, reading comprehension, etc.
  – Mental abilities such as verbal or mathematical

Cognitive Ability Tests – The Good

• Valid inferences (e.g., performance, training).
  – more complex jobs.
• Paper and pencil or computer
• Not expensive
• No skilled administrators
• Can’t fake

Cognitive Ability Tests – The Bad

• Likely adverse impact
• Expensive