“Launching the Assessment Century”

T.R. Lin
2001 IPMAAC President
June 13, 2001 - Newport Beach, CA
Outline

- Mission & Professional Principles
- Challenges for Assessment Professionals
- Input from Past Presidents
- Back to Basics
Overview – 2001

Mission Statement

IPMAAC Professional Principles
See:  http://www.ipmaac.org/principles.html

Strategic Planning
See:  http://www.ipmaac.org/strategy.html
IPMAAC Mission:

“IPMAAC strives to enhance the contributions of assessment professionals to the effective management of organizations.”
21st Century Agenda for Assessment Professionals

Assessment Professionals face:
- Partnering with Business
- Changing Workforce
- Information Technology Revolution
- Fostering adaptive workforce
- Newly emerging assessment topics
21st Century Agenda for Assessment Professionals

Partnering with Business
- Personnel assessment is part of HR
- Recruiting
- Validation of assessment instruments
- Response time
21st Century Agenda for Assessment Professionals

Partnering with Business (cont.)

- User-friendly hiring processes
- Preserving fundamental merit principles
- Complimenting business strategies / goals
- Deliver expectations
Employment Contract - 4 Trends


Trend 1: Shorter career life cycles
- Linear career-building vs. fast skill-building
- Retirement vs. self-driven investment opportunities
- Employed vs. self-employment
  - Free agency
  - Temp-work
  - Consulting
  - Project workforce
Employment Contract - 4 Trends

Trend 2: Increasing acceptance of technology
- 1995: 50 million had Internet access
- 2001: over 300 million worldwide
- Communications have changed
- Cultural cost / trust / employment relationship
Employment Contract - 4 Trends

Trend 2: Increasing acceptance of technology (cont.)

- Issues to watch:
  1. Computer security
  2. Ability to work at home
  3. Facilitating communication across national borders
  4. Employee monitoring: ethical / privacy issues
Trend 3: Increase demand - learning at work

- 99% of workers want training
  (ASTD, Training (37)8:50-56, 2000)
  - Workers value continuous learning
  - Paycheck / Health benefits – not enough
  - “What will I learn in this job that will help me achieve my future goals?”
Employment Contract - 4 Trends


Trend 3: Increase demand - learning at work (cont.)

99% of workers want training (cont.)

Training – helps retain Star Performer

- Seminars
- Conferences
- Tuition reimbursement
- Computer-delivered training
- Modules
- Coaching
- Mentoring
- Career Development
Trend 4: Increase focus on lifestyle

- Work / life balance
  - Telecommuting
  - Alternative working schedules
  - Compressed workweeks
  - Pet insurance
  - Domestic partner benefits
  - Adoption aid
Changing Workforce

Current / Future Workforces:
- Baby Boomers – retire in one decade (1946-1964)
- Generation X’ers – nontraditional view of work (1965-1977)
- Net Generation or Generation Y’ers (> 1978)
Training may be key to future

Group differences:
- Distinctive work ethics
- Various levels of technological skills
- Different values regarding work-leisure balance

Need different strategies:
- Recruiting (especially)
- Assessment
- Retention for each group (especially)
Future recruiting – Nontraditional

D. Doverspike, M.A. Taylor, K.S. Shultz, & P.F. McKay (Public Personnel Management, Volume 29 No. 4 Winter 2000, p. 445-458)

For Baby Boomers
- Advertising appeal for older adults
- Retain current employees as consultants
- “Unretirement job fair” – retiree job banks
- Alternative / flexible work arrangements – job sharing
Future recruiting – Nontraditional

D. Doverspike, M.A. Taylor, K.S. Shultz, & P.F. McKay (Public Personnel Management, Volume 29 No. 4 Winter 2000, p. 445-458)

For Generation X’ers

- Emphasize social value
- Work-leisure balance (life outside of work)
- Internet recruiting and selection
- Streamlining recruitment, selection, and hiring
Future recruiting – Nontraditional

D. Doverspike, M.A. Taylor, K.S. Shultz, & P.F. McKay (Public Personnel Management, Volume 29 No. 4 Winter 2000, p. 445-458)

- For Minority Groups
  - Perception / reality
    - Selection process fairness / nondiscriminatory
  - Advertising appeal for minority applicants
  - Activities – oriented to minority applicants
  - Emphasize individual merit and achievement
Succession Planning

Succession planning:
- Conflict with spirit of merit??
- Fair?
- Equal?
- Prepares people for assignments (long-term)?

Merit principles:
- Fair?
- Equal?
- Filling vacancies (short-term)?
Succession Planning (cont.)

William Byham, DDI, DDI factsheet – Succession Management, 1999

Average organizations:
- 33% turnover
- Next 5 years
- Executive ranks
Talent Management

- Proactive efforts on:
  - Recruitment
  - Selection
  - Staff development
  - Retention

- Focus on strategic needs of organization
Talent Management


Six key elements:

1. Alignment of organizational strategy with core values
2. Top management leadership
3. Line management ownership
4. Substantial and frequent talent review
5. Focus on development from within
6. Incentives for investment in development
Talent Management in Action

Job rotation:
- "Top Gun" approach
  - Training and coaching for Star Performers
- 360-degree feedback for employee personal development
  - Personal coach potential / current leaders
  - Outsourcing hard-to-fill functions
  - Diverting existing staff to more strategic roles
Beyond Talent Management

- Retain older workers / maximize their contributions
  - Phased-retirement program
  - Hire-back program
  - Knowledge management efforts
- Using assessment centers for development
- Flexible civil service rules (e.g., co-manager)
- Win-Win outsourcing
The Information Technology Revolution

- Will transform everything it touches
- Will touch everything
- Massive / organized information available to workers
- Dictates need for every organization to launch its own competitive recruiting / assessment
- No organization exempted
Quest for Qualified Job Surfers

Without an adequate number of applicants,

Selection procedures are unlikely to capture qualified employees
Web-based On-line Recruitment – a Strategic Human Resource Solution

- 45% of American households on-line by 2002
- Effective advertising employment sites
- Surfer curiosity: **dynamic, multimedia presentations**
- Organizational culture, vision, mission, value, goals
- When does an individual become an applicant?
Quest for Qualified Job Surfers

- Cost of Recruitment
  - $8,000-$10,000 traditionally per applicant

- Time spent recruiting
  - 25% decrease using Internet

- Passive job seekers: organizations place a high premium on effective recruiting in a tight labor market
Quest for Qualified Job Surfers

- Communicate unique organizational qualities
  - Internet job board
  - Distinguish your organization from others
Quest for Qualified Job Surfers

First-impression advantage
- Image accounts for 60% of applicant’s decision to apply

Applicant-Organization Fit
- Possibility of posting more realistic organizational information on the Internet

Expediting the application process
- Sourcing -- Screening -- Testing
Designing a Corporate Employment Website—3 Stages


1. Attract job surfer to employment web page
   - Brand-name recognition decreases time needed to address applicant attraction
   - Use traditional means to promote the site
   - Register corporate employment sites with different search engine
2. Maintain the interest of potential applicants at the website

- Foster interest: curiosity factor
- Engage interest: design from applicant’s perspective
- Building a relationship: include employee testimonials about their work life
Designing a Corporate Employment Website—3 Stages


3. On-line applications / pre-screening
   • Apply on-line
   • Screen on-line
Adaptive Workers

- Formerly, stability was a constant
- Now, change is the constant
- Skills needed also differ
- Must proactively identify key KSAOs needed
  - Consider stages of organizational growth
  - Develop valid measures of adaptability for use in selection
Adaptive Performance


Eight-dimension taxonomy

1. Handling emergencies or crisis situations
2. Handling work stress
3. Solving problems creatively
4. Dealing with uncertain and unpredictable work situations
5. Learning work tasks, technologies, and procedures
Adaptive Performance


6. Demonstrating interpersonal adaptability

7. Demonstrating cultural adaptability

8. Demonstrating physically oriented adaptability
How to train employees to adapt?

- Expose them to situations like those they will encounter on-the-job
- Team or organizational levels??
- Measurement for selection??
New Merit Concepts/Systems: Personnel Laws, Rules & Procedures

Most public entities – civil service merit principles

- Decades-old
- Cannot meet HR challenges of the New Century

To remain competitive in a tight market:
- Keep the concept of merit
- Revolutionize fundamental governing laws and rules
Emerging Topics in Personnel Selection


- Better taxonomies - better selection decisions
- Changing nature / analyses of work behaviors
  - Influence selection practices
- Personality research - new measurement methods
  - Personality constructs
  - Compound constructs – well-known traits
  - New research
  - Applications to personnel selection
Job and Work Analysis


- Recognition of changing nature of work
- Conducted by personnel assessment specialists
- Focus of “Work” Analysis
  - Tasks
  - Cross-functional skills of workers
- Focus of “Job” Analysis
  - Static jobs
Job and Work Analysis


O*NET

- Flexible database
- Contains occupational information
- Structured around a “content model”
- Links work behaviors
  - (e.g., jobs, organizational contexts, and work characteristics)
- Linked to worker attributes (e.g., KSA + interests and motivation)
Work and/or Job Analyses now include:

- Personality variables
- Cognitive variables
- Behavioral variables
- Situational variables
Basic premise: People do have long term, dispositional traits that influence their behavior in work settings.
Prior to 1990,
- Views on usefulness of personality measures were pessimistic because
  1. Thousands of personality traits examined
     (e.g., ambitious, careful, persistent, outgoing, anxious, impulsive, creative, etc.)
  2. Inferences could not be drawn easily from long narrative reviews on personality traits
According to “Five-Factor Model” (FFM)

Personality consists of:
1. Extraversion
2. Agreeableness
3. Conscientiousness
4. Emotional Stability
5. Openness to Experience
Personality Predictors

Five-Factor Model
- Widely accepted taxonomy / Parsimonious
- Full-range of traits
- Allows integration of diverse traits
- Research has shown:
  - FFM accounts for bulk of common variance
- Personality variables: little, if any, adverse impact against minorities
# Relationship between Personality and Job Performance

*Barrick, Judge & Mount, 2001*

<table>
<thead>
<tr>
<th>Trait</th>
<th>Perf</th>
<th>Trng</th>
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<tbody>
<tr>
<td>Extraversion</td>
<td>.15</td>
<td>.28*</td>
</tr>
<tr>
<td>Agreeableness</td>
<td>.13</td>
<td>.14**</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>.27*</td>
<td>.27*</td>
</tr>
<tr>
<td>Emotional Stability</td>
<td>.13*</td>
<td>.09*</td>
</tr>
<tr>
<td>Openness to Experience</td>
<td>.07</td>
<td>.33*</td>
</tr>
</tbody>
</table>

*Correlation distinguishable from zero  
**N ranges from 23,000 to over 48,000*
Relationship between Personality and Job Performance

Barrick, Judge & Mount, 2001

Two personality traits are consistently useful predictors – nearly all jobs

1. Conscientiousness

2. Emotional stability
Relationship between Personality and Job Performance
Barrick, Judge & Mount, 2001

Conscientiousness:
- Higher scoring individuals:
  - Set higher goals
  - More persistent in achieving goals

Emotional stability
- Lower scoring individuals have harder time
  - Motivating self
  - Motivating others
Structured Interviews

- Continued acceptance by courts
- More favorable outcomes for organizations
  - In disparate impact cases
  - In disparate treatment cases
- 3 reasons:
  - Standardized administration
  - High job-relatedness
  - Multiple raters
Assessment Centers

- Typically designed / implemented on basis of research

- Also, on basis of professional-practice guidelines
  (i.e., Task Force on Assessment Center Guidelines)
Assessment Centers (cont.)

- Yield significant incremental validity over personality variables
  - Vice versa, when predicting managerial performance
- Emphasis on interpersonal skills (over cognitive abilities)
  - Resulted in less or no adverse impact for African-Americans
Other Emerging Topics:
Team Selection – **Conscientiousness**: Example findings

**DID NOT PREDICT:**
- Team performance on creative tasks

**DID PREDICT:**
- Overall team performance in manufacturing work teams
  - (where team members contributed independently to the outcome)
Team Selection – **Agreeableness**: Example findings

- One “disagreeable” team member
  - Often enough to disrupt team performance
- Indicates importance of selecting on “Interpersonal Skills” for some teams
- Need other good team taxonomies:
  - “Team difference” variables (analog of individual-difference variables for individuals)
  - Situational variables relevant to teams
Other Emerging Topics:

- Emotional Intelligence
- Emotional Competency
- Practical Intelligence
- Critical Thinking
Next 10 Years

Thank you:
- Michael Harris – SIOP
- IPMAAAC past presidents:

  Nancy Abrams
  Marianne Bays
  Susan Christopher
  Bruce Davey
  David Dye
  Kaye Evleth
  Anita Ford
  Dennis Joiner
  Doris Maye
  Kris Smith
  Joel Wiesen
Next 10 Years

1. How has the field of personnel assessment changed over the years since you have been a practicing assessment professional?
   - Much broader focus
   - Purpose of assessment and outcome / effect
   - IPMA HR Model
Next 10 Years

- More sophisticated assessment tools
- Acceptance of tests for soft skills (e.g., personality, affective domain)
- Faster pace technology, web-based applications:
  - Recruitment – testing – survey – performance feedback
Next 10 Years

- Fairness, adverse impact, union
- Streamlining and expediting testing processes
- Less theoretical – more practical
- Concern: Speed vs. Good selection
- CEO / HR Director does not appreciate selection
- Pendulum: Recruitment vs. Selection
Next 10 Years

2. What will be the KEY new and emerging topics that personnel assessment practitioners will need to address in the next 10 years?

- Effects of technology on workers
- Document imaging
- Web-based job analysis
- Web-based testing
Next 10 Years

- Virtual reality testing
- Secured web testing
- Privacy
- Measurement of impact or return on investment (ROI)
- Diversity
Next 10 Years

- Integrating selection / training
- Testing in new ways and new areas (e.g., personality, work style, emotionality)
- Workforce planning
- Consortia testing?
- Drug testing?
- Bilingual testing?
- Competency
Next 10 Years

3. What will be the key challenges to the assessment field in the next 10 years?

- Skill deficiencies / gaps of emerging workforce
- Demographic change
- Retirement
- Turnover
Next 10 Years

- More than a test developer – involved in reorganizations and job restructuring
- Defining jobs creatively to match the available labor pool
- Maintaining the concept of merit yet changing the systems of merit
Next 10 Years

- Delivering quality service to avoid outsourcing
- Communications
- Selection as a part of a bigger HR role
- Maintaining organizational interest and investment in selection
4. What would you like IPMAAC to be 10 years from now?
   - Much the same as it is now
   - Nationally recognized forum / professional resource
   - State-of-the-art selection tool / information
   - Mentoring, round table, ethics
Next 10 Years

- 10 times larger membership
  - Private – Public – Academic – Other counties – Sectors – Marketing
- Competency standards and sophisticated training for assessment professionals
- Looking at the assessment field in a broader sense
Next 10 Years

- Developing students for the field
- Watching the legislature
- Old wine is good – share the good / old selection practices
- Membership is more versatile – able to sell to the CEO, CIO, CHR
Next 10 Years

5. What advice do you have for assessment professionals who are just beginning their career?

- Be sure you like it
- Personal skills (e.g., Do not talk down to people.)
- Network
- Multi-purpose job analysis
Next 10 Years

Future advice

- See the big picture – develop vision – think broadly and strategically
- Become familiar with a wide repertoire of assessment techniques
- Learn assessment *principles* and *merit concept*, not just rules – regulations - methods
- Be aware that assessment impacts individuals and organizations
Back to Basics

When was the last time you sat down and reviewed what you learned in your first graduate or upper-undergraduate Personnel Testing or related classes?

Especially true for Baby Boomers

Recommend: Robert Guion’s recent book:

Assessment, Measurement, and Prediction for Personnel Decisions
Back to Basics

Guion’s book covers so many “basics”
- Important to know / review
- Discusses various assessment topics
- Strong research
- Strong theoretical support
- Will, no doubt, be another classic in our field
L. Hough (2000) said:

“[Guion’s book] is readable, practical, thoughtful, and thorough, and it assures its readers that much has been learned in personnel selection.”

Selection systems may become

- More complex
- May mirror today’s realities
- Basic principles of good personnel assessment system remain the same
Back to Basics

- While labor market is tight (as now)
  - Creative recruitment is important
  - Valid assessment is important

- When labor market is loose (not ideal but likely in a few years)
  - Valid assessment becomes more important
# Adapting to Change
The Adaptation of Mankind -- in a 50-Year Timeline

<table>
<thead>
<tr>
<th>Change is a Survival Skill</th>
<th>In the last 3 Minutes</th>
<th>ATMs, Fax Machines, Mobile Phones, Space Shuttle, Artificial Heart, Jet Airplane, Microchip, Computer, Laser Technology, Microwave Ovens, Personal Pagers, Office Copiers</th>
</tr>
</thead>
</table>
| Necessary Adaptation       | In the Last 10 Years   | 5 Days Ago – TV  
10 Days Ago – Radio  
18 Days Ago – Wright Brothers flew  
19 Days Ago – Telephone invented  
20 Days Ago – Electricity is discovered  
5 Months Ago – Printing Press  
2 Years Ago – Rome Burns  
5 Years Ago – Primitive Writing  
10 Years Ago – Humans leave dwellings |
| Change not Necessary       | First 40 Years         | 11 to 50 Years Ago: Nothing Happened |