

Implementing Selection
Assessments in Small
Organizations:
It's a Small World After All!

Setting

- ▶ Over 4 million organizations have *less than* 20 employees¹
- ▶ Solutions are available for establishing validity in a Small N settings
 - ▶ Small organizations
 - ▶ Few incumbents within jobs
- ▶ Unique issues/challenges faced by smaller organizations

¹ U.S. Census Bureau, 2007

Challenges

- ▶ Cost
- ▶ Time
- ▶ Knowledge/SME
- ▶ Personnel
- ▶ Incumbents tenure

What is Validity?

- ▶ Validity as a unitary concept
- ▶ Validation is a science and practice
- ▶ Validation evidence is:
 - ▶ “case-building”
 - ▶ a continuous process
 - ▶ cumulative

What is Validity?

- ▶ Classic validity evidence
 - ▶ Construct
 - ▶ Criterion
 - ▶ Content

Introduction

- ▶ Methods for small N settings
 - ▶ Job Component Validity/Validity Generalization
 - ▶ Meta-analysis/Consortium Studies
 - ▶ Transportability

Transportability

▸ Defined

“Formally extending empirical, criterion–related validation evidence obtained in one setting by applying it to similar jobs in another setting, where no empirical validation research has been conducted.”

(Gibson & Caplinger, 2007)

“Users may, under certain circumstances, support the use of selection procedures by validity studies conducted by other users or conducted by test publishers or distributors and described in test manuals.”

– Uniform Guidelines

Transportability

- › Advantages

- › Cost-effective

- › Both the Standards and the Principles support transporting validity evidence

Transportability

›Challenges

- ›Fluidity of job
- ›Degree of job similarity
- ›Establishing validity done out of necessity
- ›Permission to use a study

Transportability

- Legal References / Case Law
 - Bernard v. Gulf Oil Corp (1986)
 - Albemarle Paper v. Moody (1975)
 - Friend v. Leidinger (1977)
 - Pegues v. Mississippi Employment Service (1980)
 - Dickerson v. United States Steel Corp (1978)
 - Vanguard Justice Society v. Hughes (1979)

Transportability

Method

- Three requirements for transporting validity
 1. Criterion-related evidence that satisfies Uniform Guideline requirements
 - Comprehensive documentation
 - Solid validity demonstrated
 - Adequate sample size
 - Reliable data
 - Timeliness of the study

Transportability

Case Study

1. Criterion-related evidence that satisfies Uniform Guideline requirements

Transportability

Method

- Three requirements for transporting validity
 1. Criterion-related evidence that satisfies Uniform Guideline requirements
 2. Job analysis evidence of similarity between jobs
 - Substantially similar work behaviors
 - Consistent KSAOs
 - Lack of fluidity (constancy)

Transportability

Case Study

2. Job analysis evidence of similarity between jobs
 - Substantially similar work behaviors
 - Consistent KSAOs
 - Lack of fluidity (constancy)

Transportability

Method

- Three requirements for transporting validity
 1. Criterion-related evidence that satisfies Uniform Guideline requirements
 2. Job analysis evidence of similarity between jobs
 3. Fairness
 - Analysis in source sample (where feasible)
 - Analysis in target sample (where feasible)
 - Replicated with applicant data post-implementation

Transportability

Case Study

3. Fairness

- Analysis in source sample (where feasible)
- Analysis in target sample (where feasible)
- Replicated with applicant data post-implementation

Conclusion

- ▶ A “world of viable options” for selection in small N settings
- ▶ There is no single recipe for success
- ▶ Professional judgment is required
- ▶ Goal to diminish the subjectivity in the selection process

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