

Using Personality Assessments in Community Service Organizations: Breaking the Mold

Introduction

- ▶ Discuss a case study where an organization applied personality assessment to personnel selection.
- ▶ Discuss research into common personality traits among community service positions.
- ▶ Discuss the practical challenges and advantages of using selection assessments in nonprofit organizations.

Purpose

- ▶ Over 1 million 501(c)(3) Public charities, Private foundations, and 501(c) Nonprofit organizations in 2006¹.

- ▶ Common themes among case studies
 - ▶ Small N setting
 - ▶ Primarily competency driven
 - ▶ People-focused positions
 - ▶ Several key players involved
 - ▶ Constrained resources
 - ▶ Implemented the Craft Personality Questionnaire (CPQ) for help in reducing turnover and improving performance

¹ Source NCSS (National Center for Charitable Statistics, www.ncssdataweb.urban.org)

Personality Assessment

- ▶ Craft Personality Questionnaire
 - ▶ 75 items
 - ▶ Measures “Basic Eight” traits
- ▶ Numerous equivalent assessments available for selection purposes
- ▶ Resources to consult:
 - ▶ Association of Test Publishers
 - ▶ SIOP
 - ▶ APA
 - ▶ Trade Associations (peers)
 - ▶ Consultants

Case Study: Child Care Workers & Directors





VisionQuest

- › Founded in 1973, VisionQuest provides safe way houses, camps, programs, and alternative schools in six states.
- › Each location handles their own selection process and has their own HR personnel.
- › The HR professional that contacted CraftSystems was a previous user of the personality assessment from another job.
- › VisionQuest conducted a pilot program at one location to evaluate a selection model for their Child Care Worker and Child Care Director positions.

“...there are many struggles when making personnel decisions. Even though the CPQ says the candidate is a low or moderate fit we may still have to hire them because of our limited candidate pool. More time will have to be spent developing the new hire.”

Kate Gaston, VisionQuest



Child Care Worker

O*NET: 39-9011.00

›Position Summary:

“Provides youth with guidance, support, compassion, and structure through mentoring, role modeling, and the integration of VisionQuest fabric to promote personal growth and development...”

›Developed a CPQ model using the following criteria

- ›Performance Rating

- ›Ratings on 9 job-related competencies

›Examples of job-related competencies include:

- ›Problem Sensitivity

- ›Professionalism

- ›Identifying Learning Strategies

- ›Analytical Thinking



Child Care Director

O*NET: 11-9031.00

›Position Summary:

“Dynamic, assertive leader who oversees program norms and standards in assigned living unit(s) to ensure safety and delivery of comprehensive program services for youth...”

›Developed a CPQ model using the following criteria

- ›Performance Rating

- ›Ratings on 8 job-related competencies

›Examples of job-related competencies include:

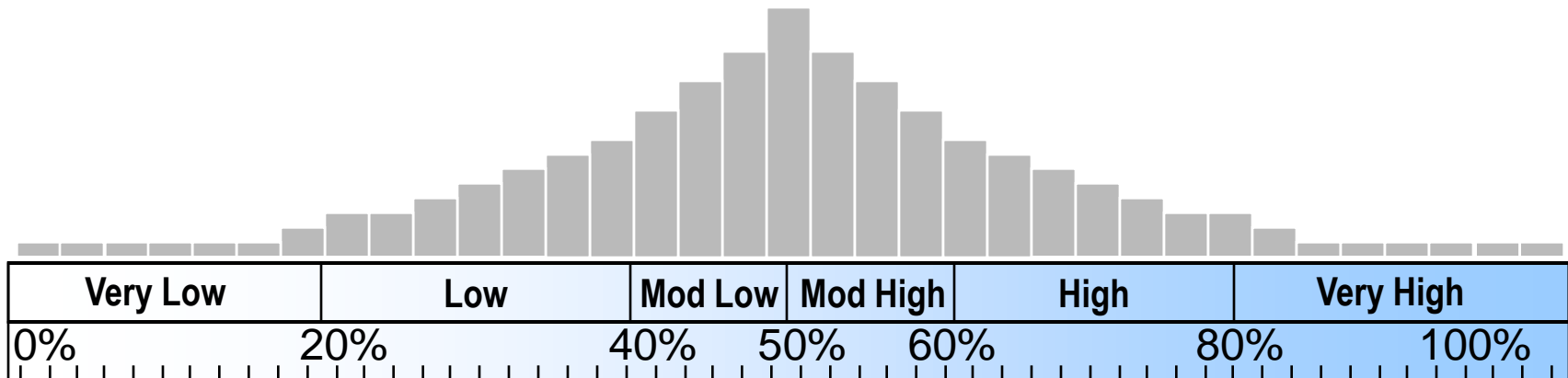
- ›Critical Thinking

- ›Management of Personnel Resources

- ›Multitasking

- ›Social Perceptiveness

Detail-orientation (Do)

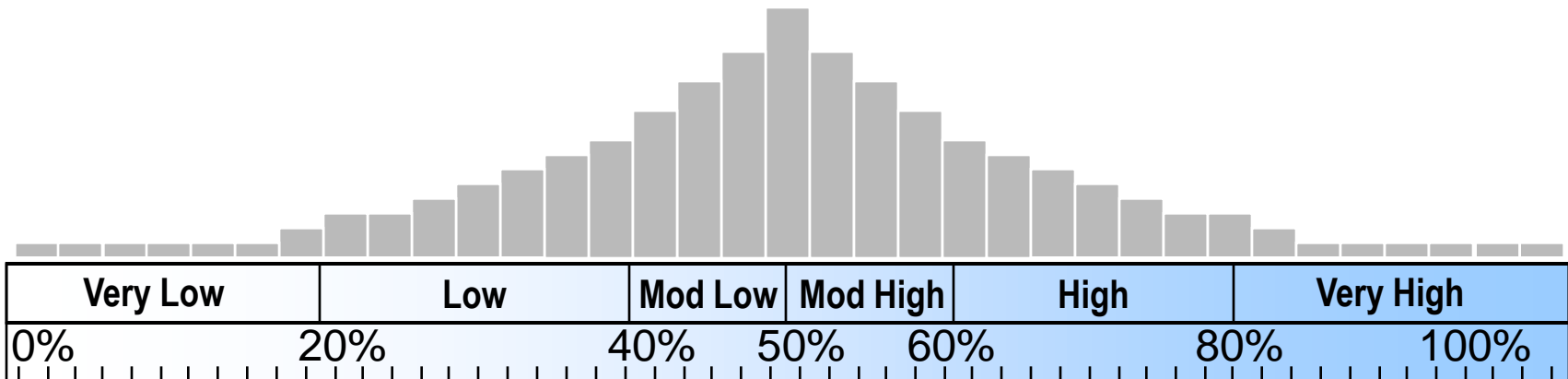


► This trait measures the individual's desire to rely on analysis or intuition/experience to make decisions.

- Intuitive
- Perceptive
- Visionary

- Analytical
- Calculating
- Logical

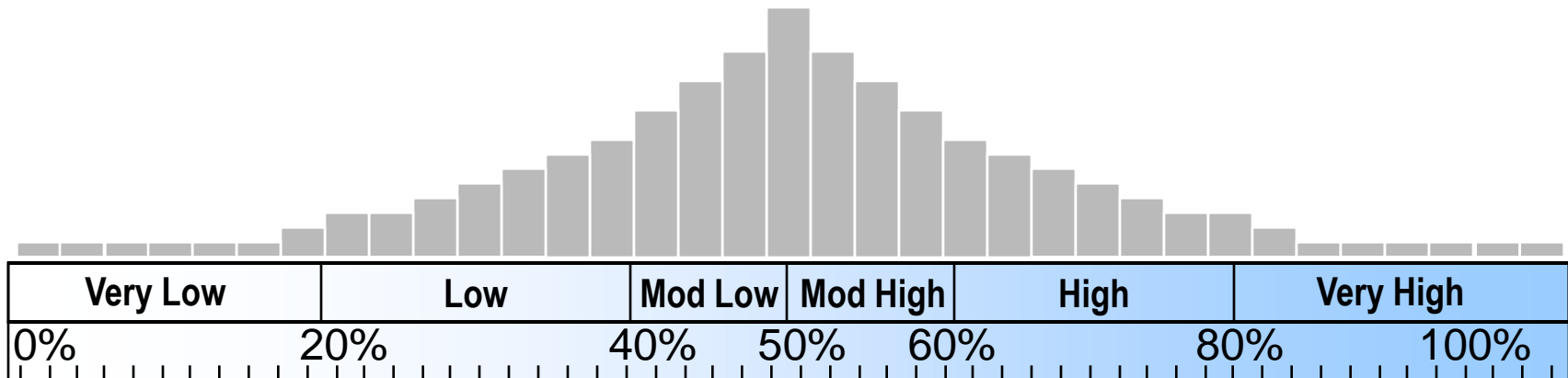
Do-Convergent Validity



- Extraversion (MBTI)
- Intuition (MBTI)
- Feeling (MBTI)
- Perceiving (MBTI)
- Dominance (DiSC)
- Persuasive (OPQ32i)
- Variety Seeking (OPQ32i)
- Competitive (OPQ32i)

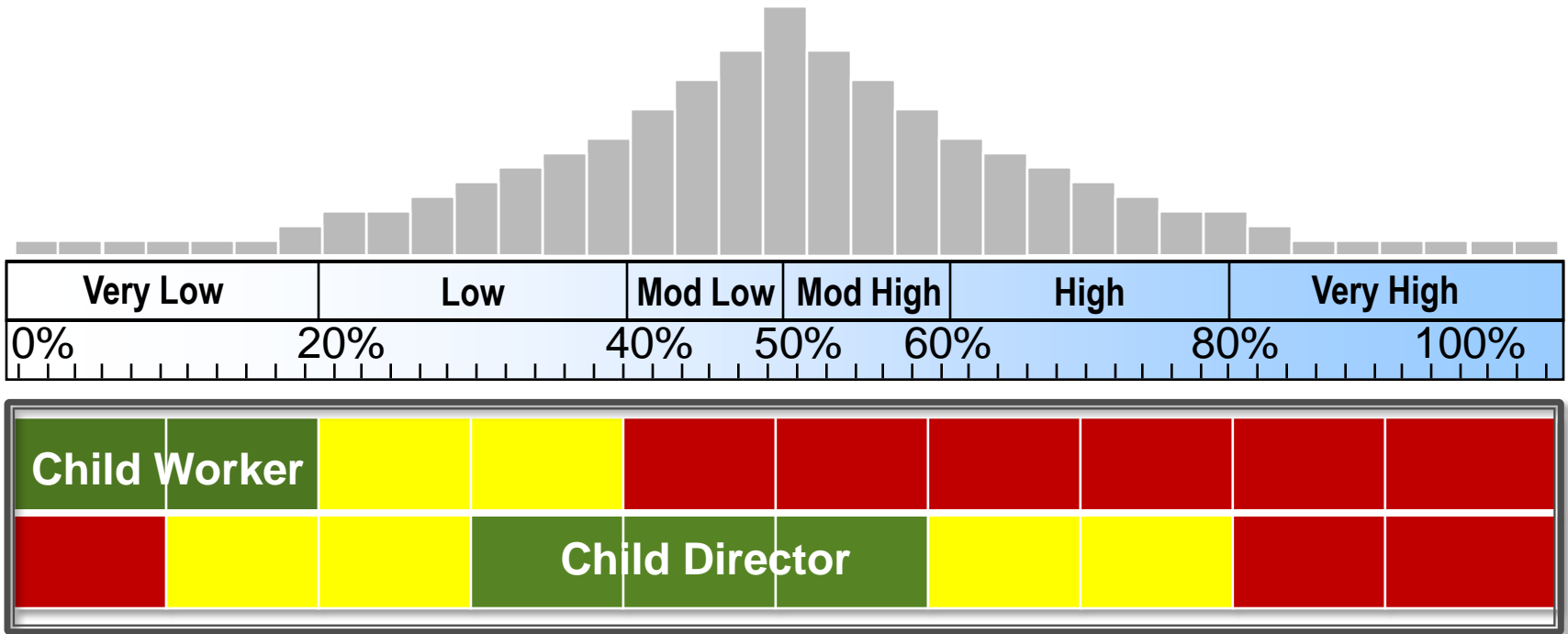
- Introversion (MBTI)
- Sensing (MBTI)
- Thinking (MBTI)
- Judging (MBTI)
- Conscientiousness (DiSC)
- Data Rationale (OPQ32i)
- Conventional (OPQ32i)
- Detail Conscious (OPQ32i)
- Perfectionism (16 PF)

Do-Competencies



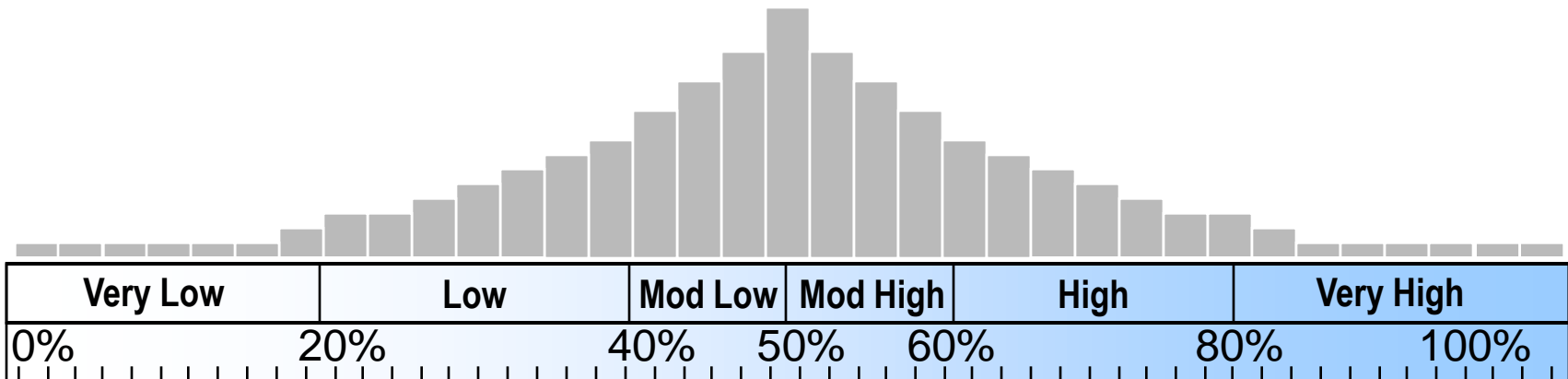
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| <ul style="list-style-type: none"> • Client Relations • Identifying Learning Strategies • Creativity • Social Perceptiveness • Multitasking | <ul style="list-style-type: none"> • Recruiting • Technology • Professionalism | <ul style="list-style-type: none"> • Adherence to Policies • Planning/Organizing • Problem Analysis • Conflict Resolution • Persistence |
|--|---|--|

Do-Model Comparison



High
 Moderate
 Low

Good Impression (Gi)

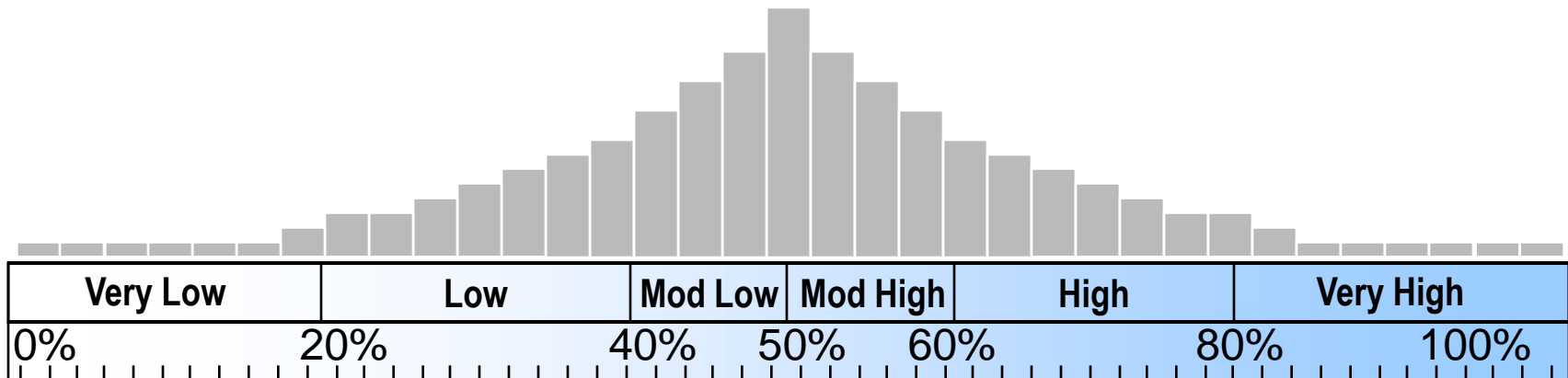


► This trait measures the individual's desire to leave a good impression by exaggerating strengths and downplaying weaknesses.

- Reflective
- Fallible
- Humble

- Perfectionist
- Socially desirable
- Conscientious

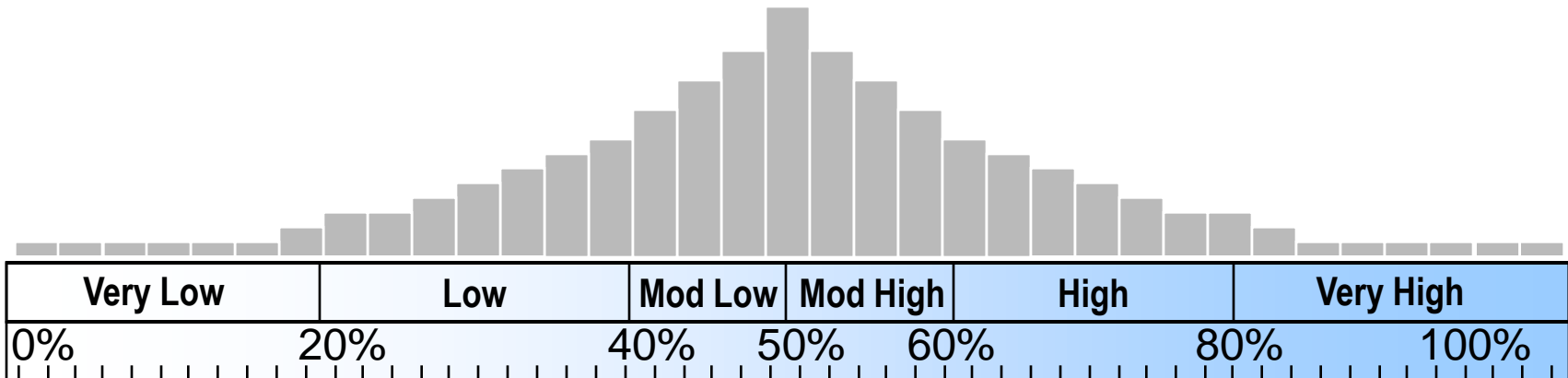
Gi-Convergent Validity



- Independence (16PF)
- Abstractedness (16PF)
- Dominance (DiSC)

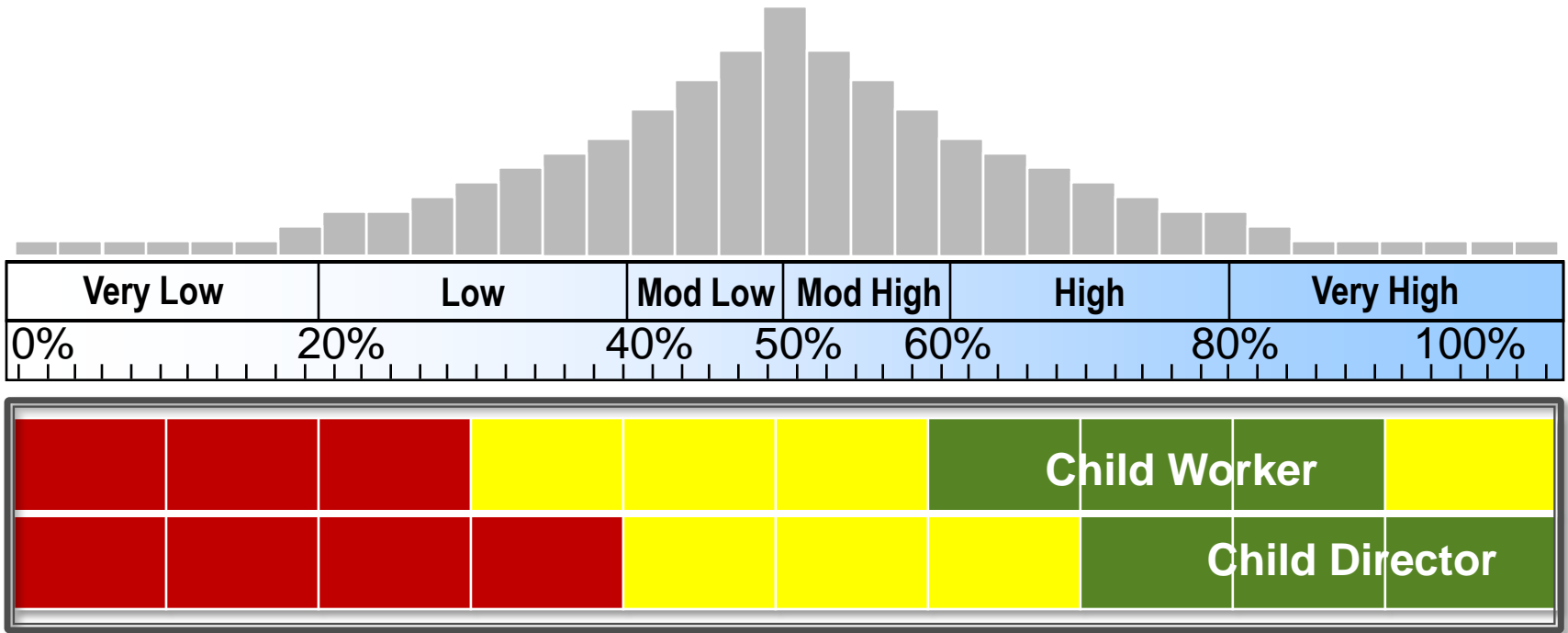
- Impression Management (16PF)
- Perfectionism (16PF)
- Self-control (16PF)
- Conscientiousness (Big 5)
- Dependability (Big 5)
- Steadiness (DiSC)
- Modest (OPQ32i)

Gi-Competencies



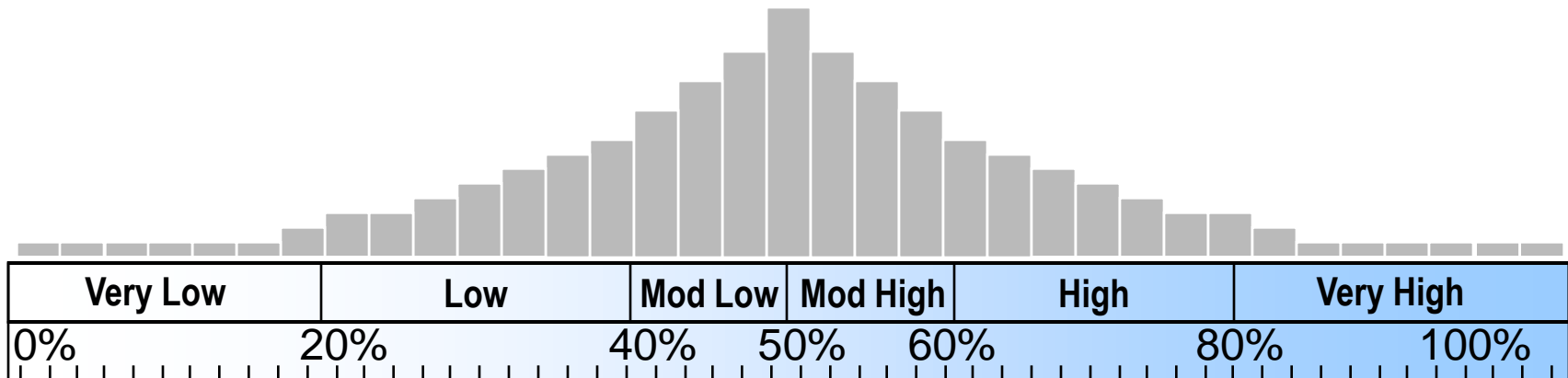
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|---|--|---|
| <ul style="list-style-type: none"> • Creativity • Customer Focus • Judgment • Receptivity to Coaching | <ul style="list-style-type: none"> • Communicating • Social Perceptiveness • Technology | <ul style="list-style-type: none"> • Attention to Policies • Consistency • Organization/Planning • Quality Management |
|---|--|---|

Gi-Model Comparison



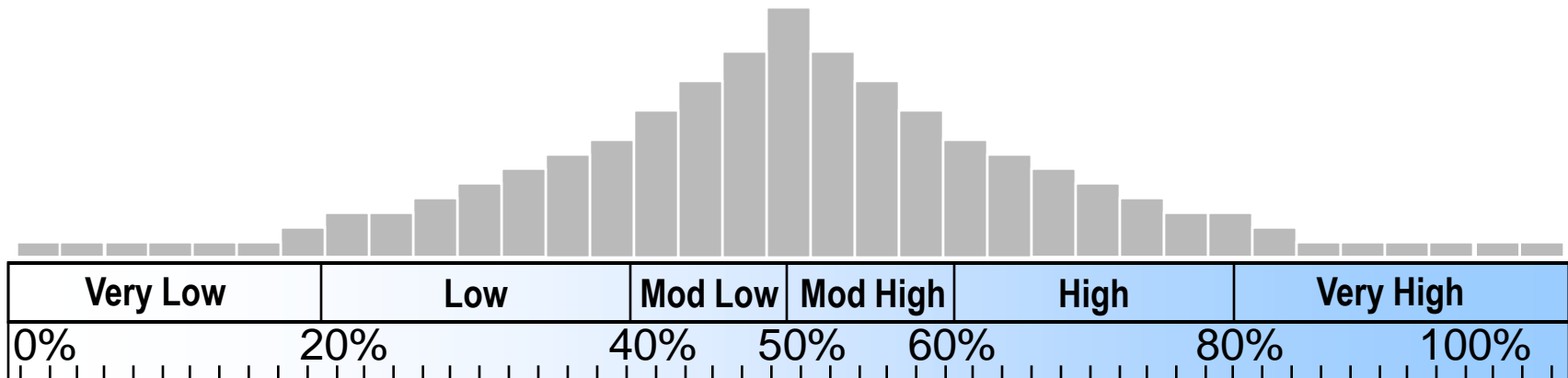
■ High
 ■ Moderate
 ■ Low

Need to Nurture (Nn)



- ▶ This trait measures an individual's need to nurture and care for others.
- Emotionally controlled
- Task focused
- Cold demeanor
- Emotionally expressive
- Relationship focused
- Warm demeanor

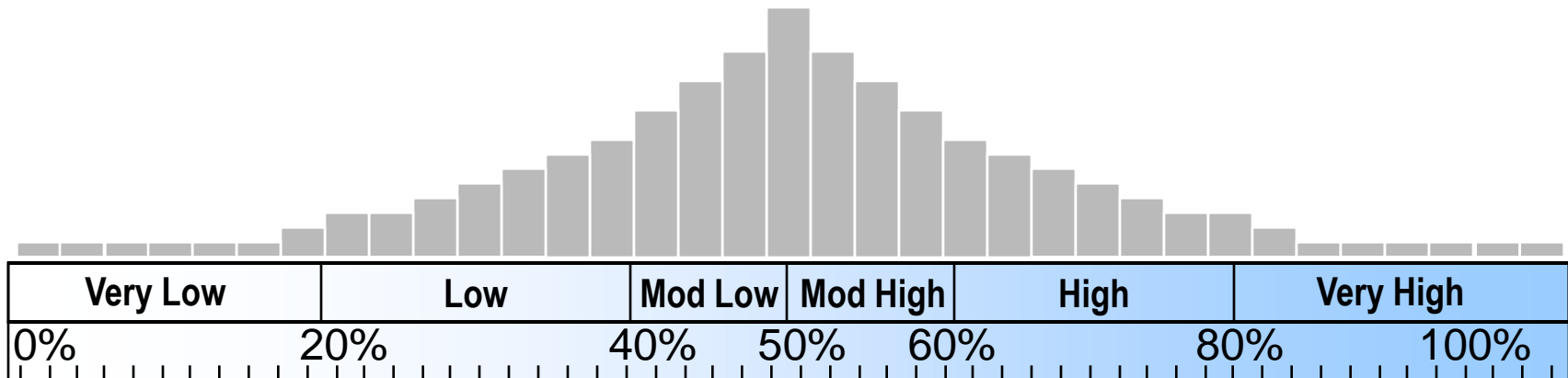
Nn-Convergent Validity



- Introversion (MBTI)
- Thinking (MBTI)
- Tough-Mindedness (16PF)
- Privatness (16PF)
- Controlling (OPQ32i)
- Emotionally Controlled (OPQ32i)

- Extraversion (MBTI)
- Feeling (MBTI)
- Cooperation (Big 5)
- Sensitivity (16PF)
- Affiliative (OPQ32i)
- Trusting (OPQ32i)

Nn-Competencies

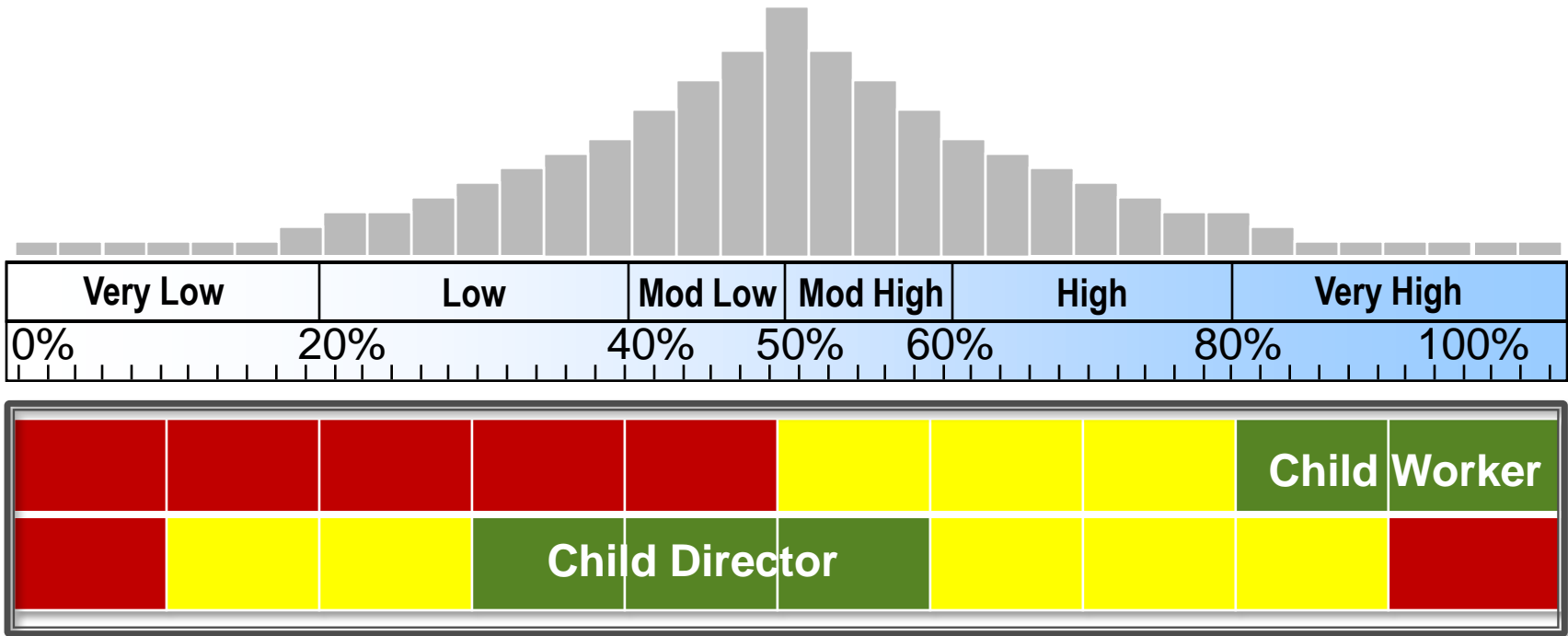


- Consistency
- Organization/Planning
- Results Orientation
- Client Targeting

- Customer Focus
- Networking
- Supervising
- Teamwork
- Mentoring

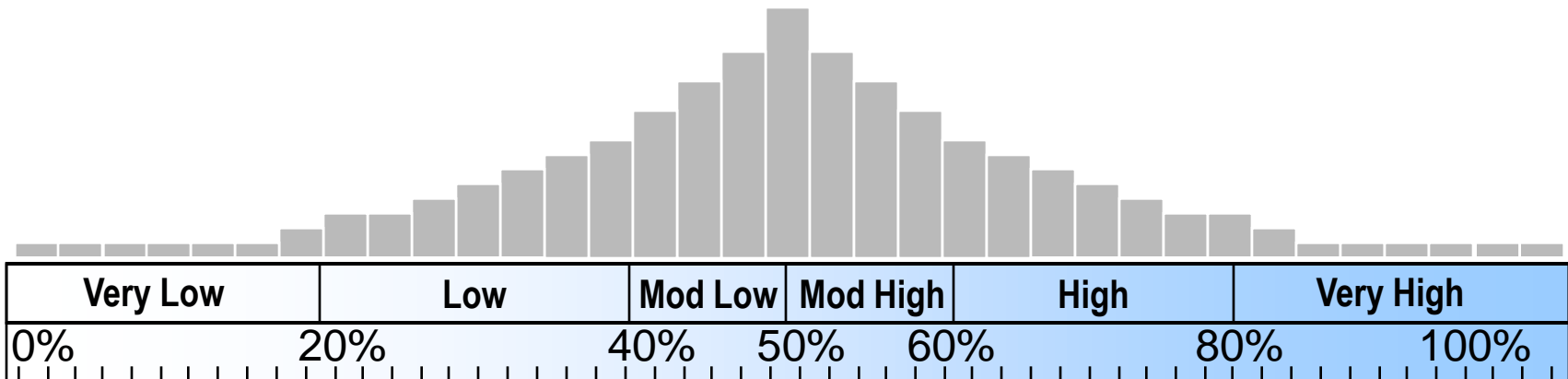
- Adherence to Policies
- Collaboration
- Customer Relations
- Teamwork
- Therapy & Counseling
- Problem Sensitivity

Nn-Model Comparison



■ High
 ■ Moderate
 ■ Low

Skepticism (Sk)

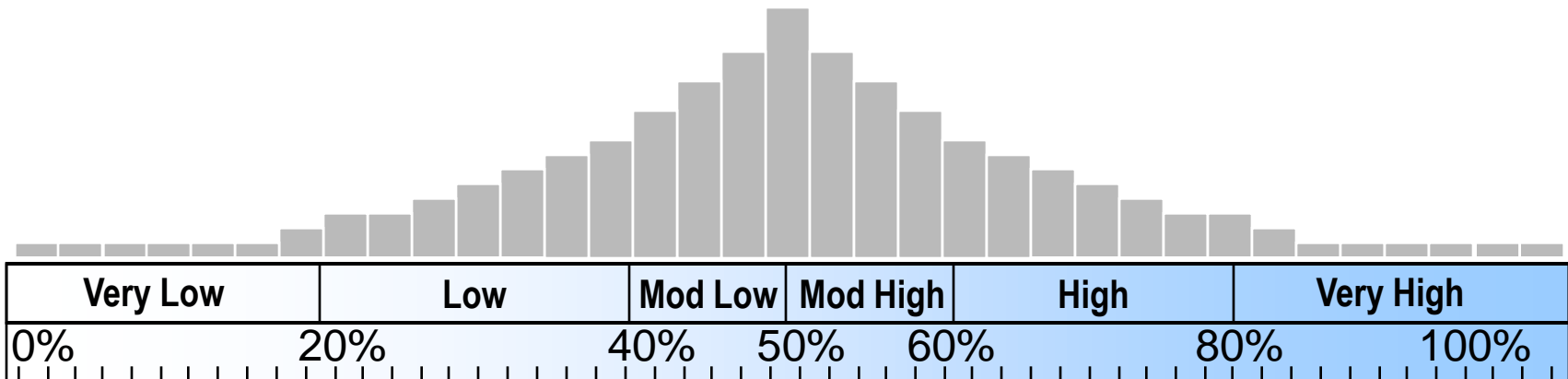


► This trait measures an individual's trust of fellow employees/managers and openness with others.

- Trusting
- Naïve
- Unquestioning

- Distrusting
- Inquisitive
- Synical

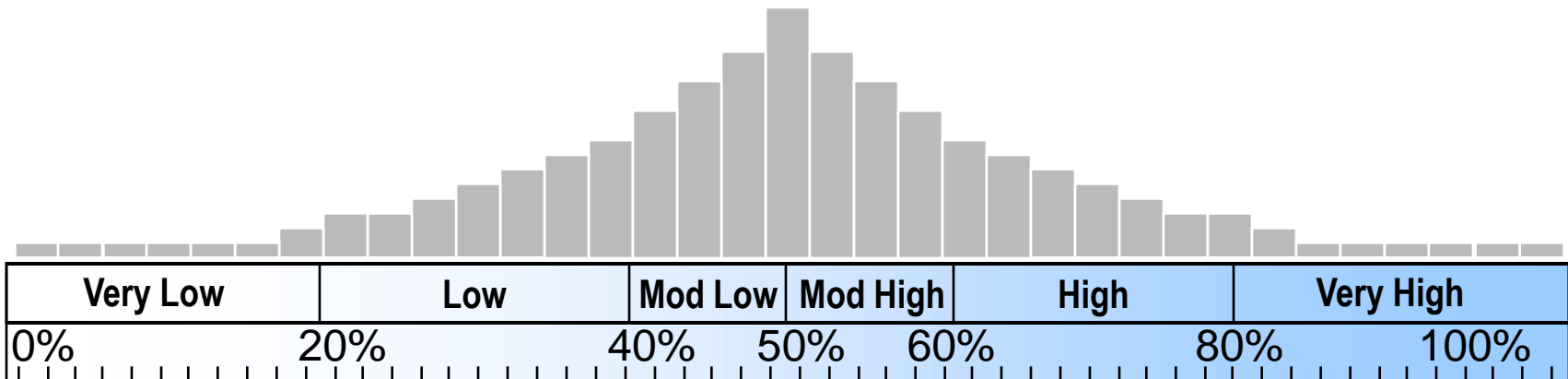
Sk-Convergent Validity



- Emotional Stability (16PF)
- Extraversion (16PF)
- Trusting (OPQ32i)
- Dependability (Big 5)

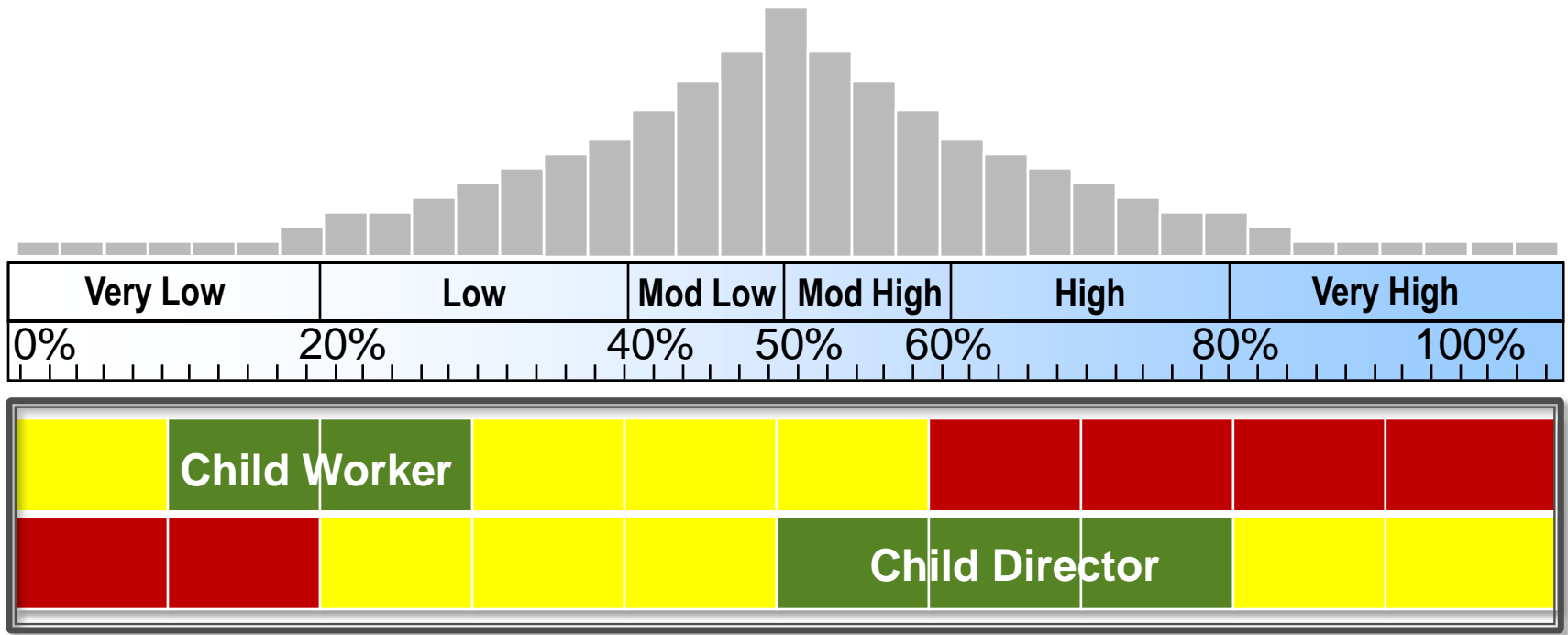
- Anxiety (16PF)
- Infrequency (16PF)

Sk-Competencies



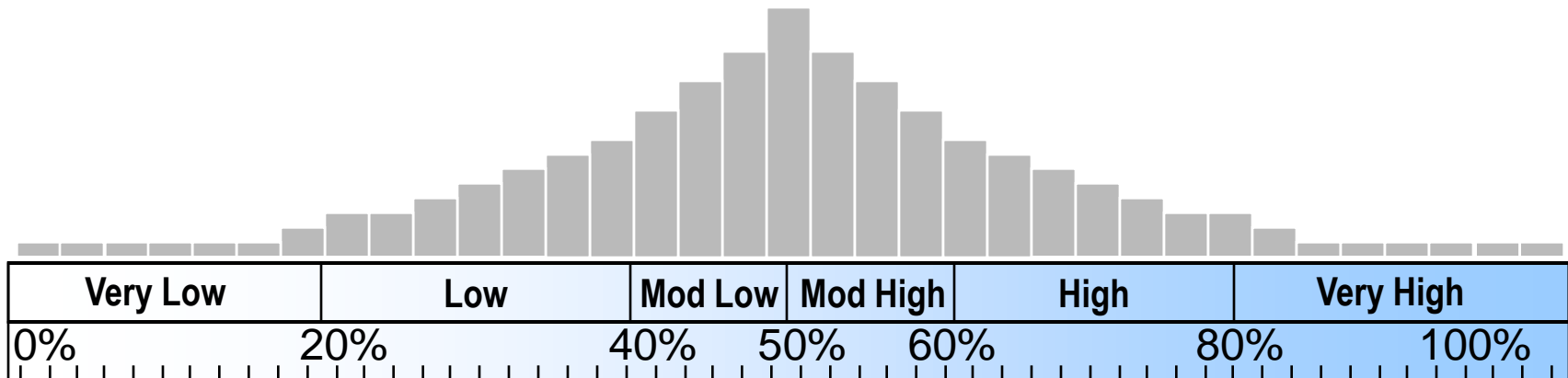
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| <ul style="list-style-type: none"> • Adherence to Policies • Customer Contact • Navigating Change • Gathering Information • Social Perceptiveness | <ul style="list-style-type: none"> • Customer Focus • Decision-making • Influencing • Receptivity to Coaching • Supervising | <ul style="list-style-type: none"> • Networking • Professionalism • Influencing • Recruiting • Technology |
|--|--|--|

Sk-Model Comparison



■ High
 ■ Moderate
 ■ Low

Goal-orientation (Go)

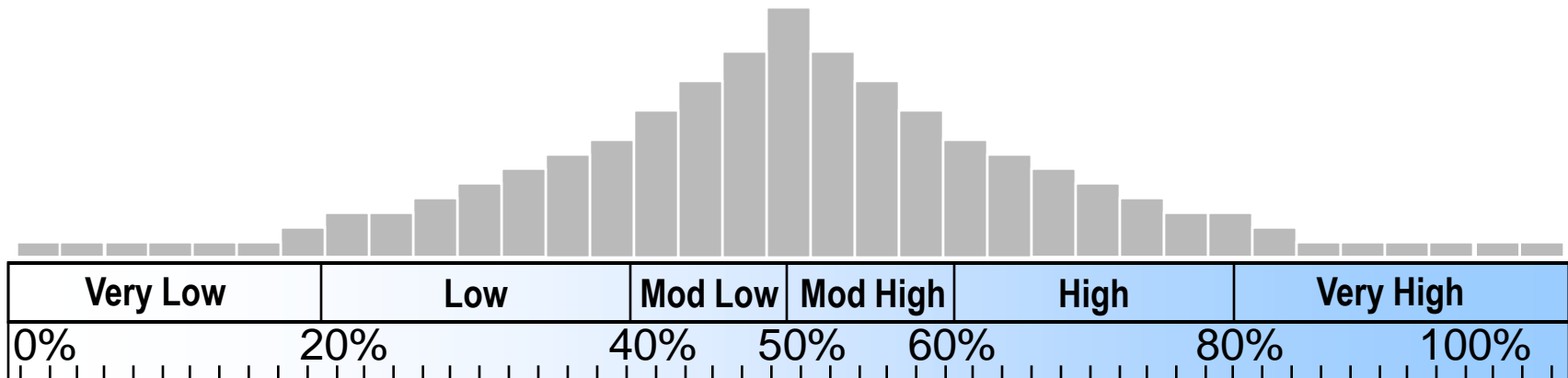


► This trait measures an individual's physical, goal-oriented drive and intensity level.

- Methodical
- Consistent
- Even-paced

- Results oriented
- Driven
- Impatient

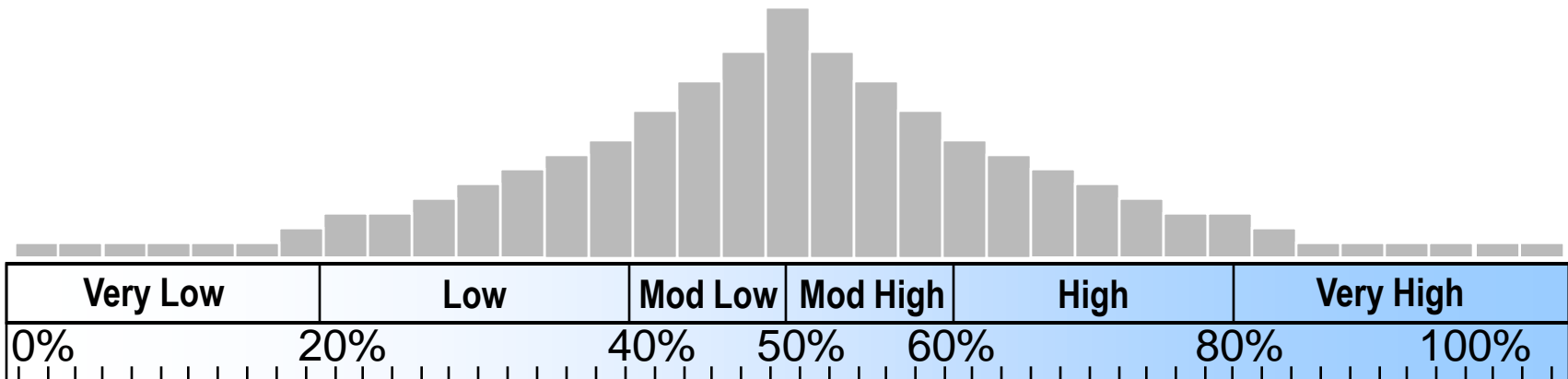
Go-Convergent Validity



- Stability (Big 5)
- Agreeableness (Big 5)
- Steadiness (DiSC)
- Modest (OPQ32i)
- Conventional (OPQ32i)
- Relaxed (OPQ32i)

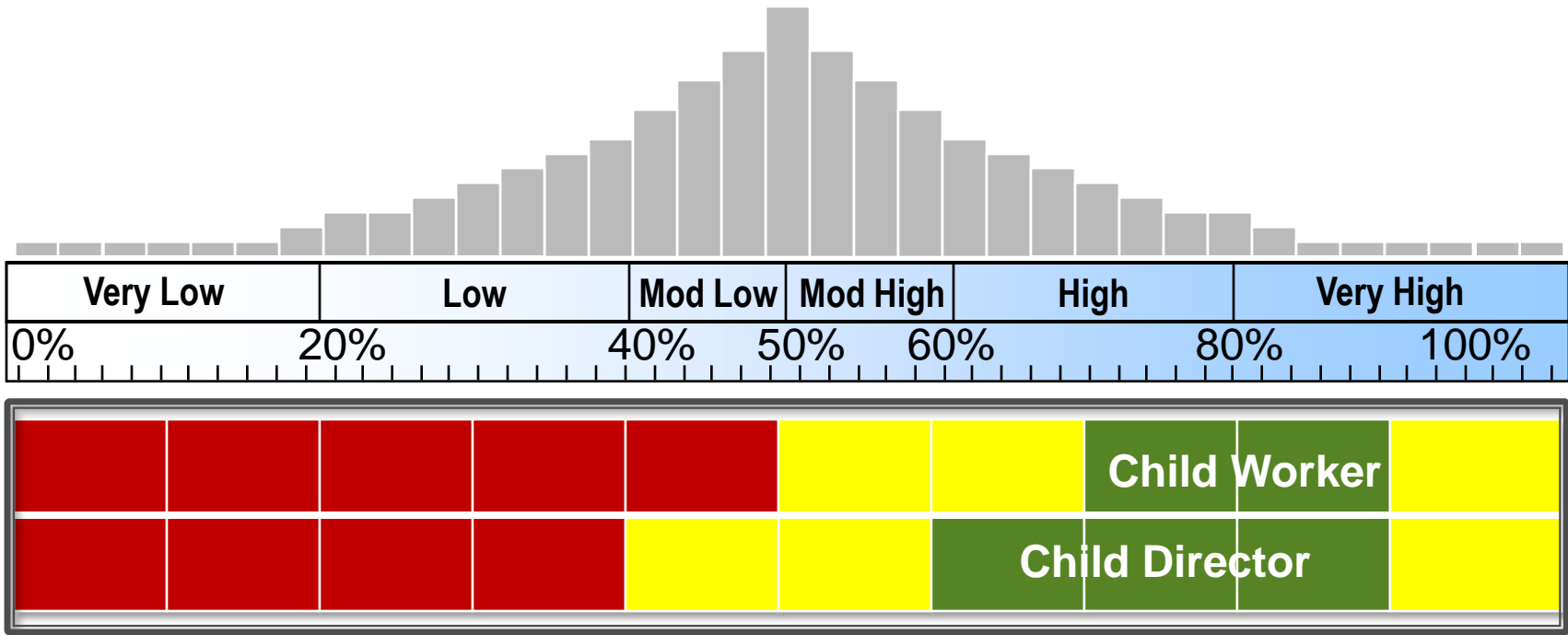
- Tension (16PF)
- Dominance (DiSC)
- Achieving (OPQ32i)
- Persuasive (OPQ32i)
- Vigorous (OPQ32i)
- Competitive (OPQ32i)

Go-Competencies



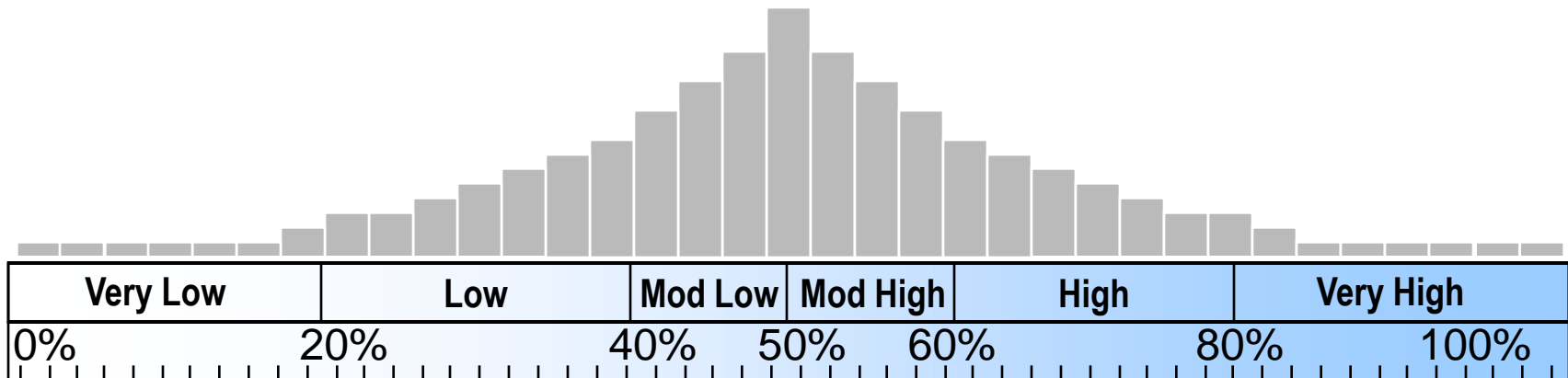
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| <ul style="list-style-type: none"> • Collaboration • Customer Service • Mentoring • Teamwork • Technology • Attention to Details | <ul style="list-style-type: none"> • Communication • Customer Service • Decision-making • Mgmt Personnel • Networking • Supervising | <ul style="list-style-type: none"> • Initiative • Social Perceptiveness • Navigating Change • Results Orientation • Client Relations • Multitasking |
|--|---|---|

Go-Model Comparison



■ High
 ■ Moderate
 ■ Low

Need for Control (Nc)

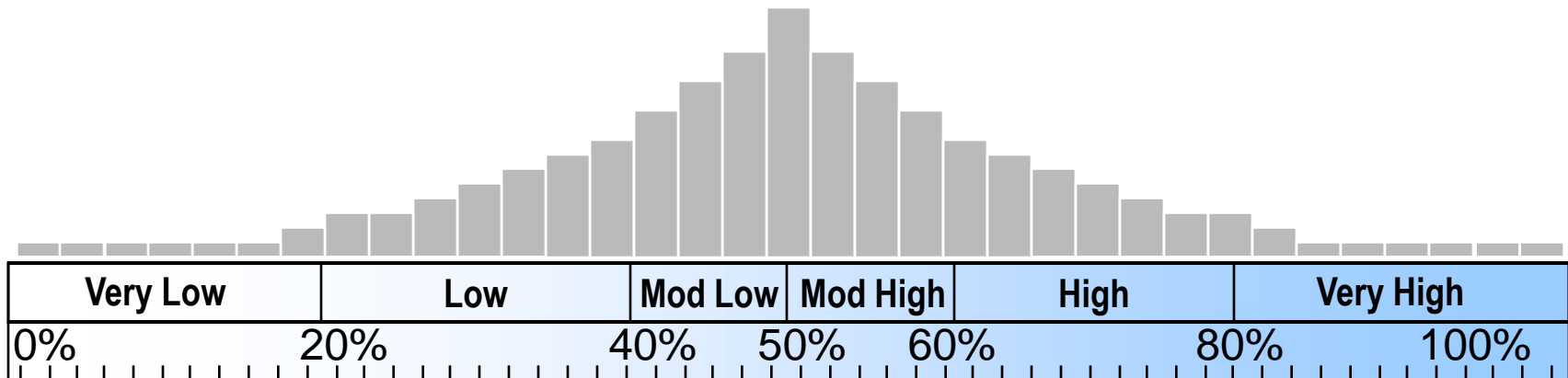


▶ This trait measures an individual's need for control and independence.

- Conformist
- Peace maker
- Follower

- Controlling
- Independent
- Opinionated

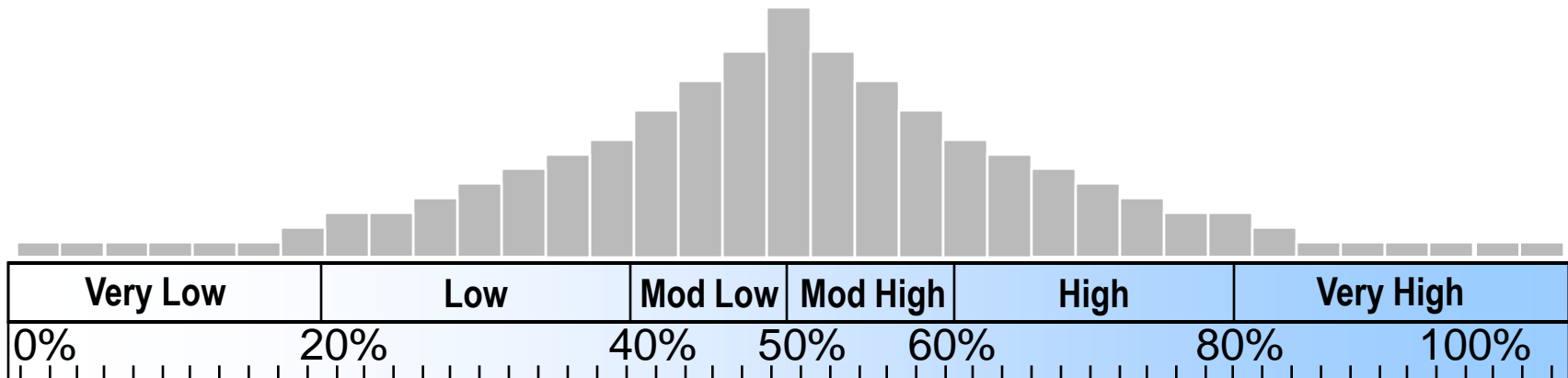
Nc-Convergent Validity



- Feeling (MBTI)
- Self-control (16 PF)
- Steadiness (DiSC)
- Caring (OPQ32i)
- Trusting (OPQ32i)
- Conventional (OPQ32i)

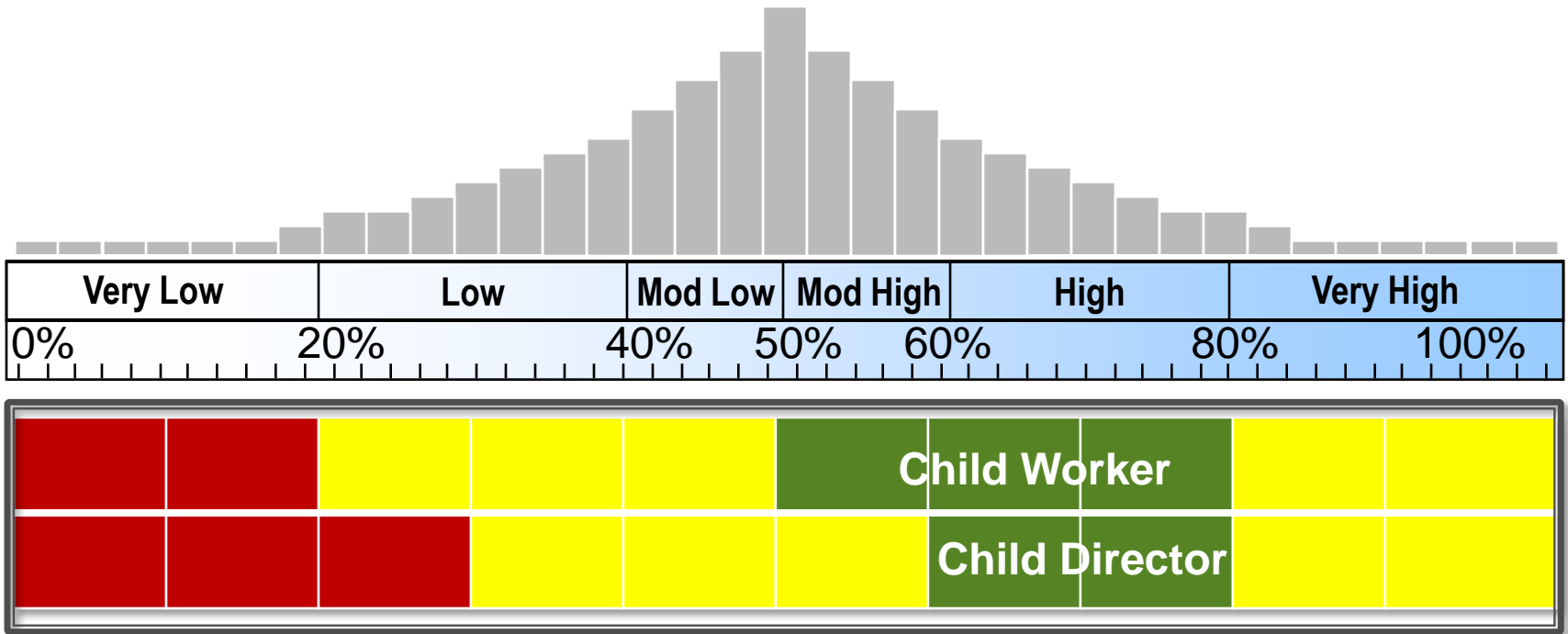
- Thinking (MBTI)
- Independence (16PF)
- Dominance (16PF)
- Extraversion (Big 5)
- Leadership (Big 5)
- Dominance (DiSC)
- Decisive (OPQ32i)
- Controlling (OPQ32i)

Nc-Competencies



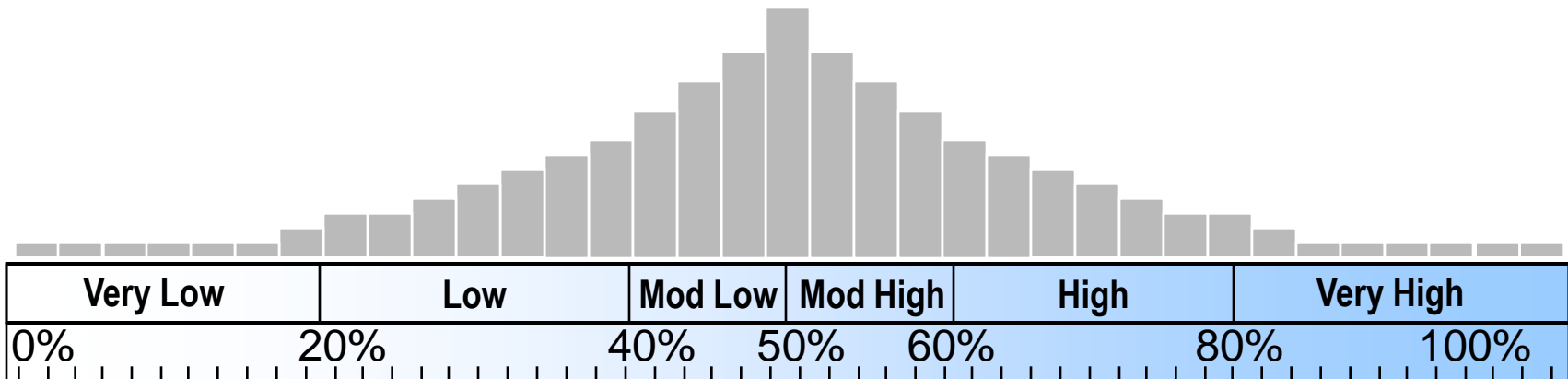
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|--|---|---|
| <ul style="list-style-type: none"> • Collaboration • Customer Service • Learning & Growing • Receptivity to Coaching • Teamwork | <ul style="list-style-type: none"> • Communication • Recruiting • Teambuilding • Flexibility • Organizing/Planning | <ul style="list-style-type: none"> • Initiative • Mentoring • Negotiating • Updating & Using Relevant Knowledge |
|--|---|---|

Nc-Model Comparison



■ High
 ■ Moderate
 ■ Low

Social Confidence (Sc)

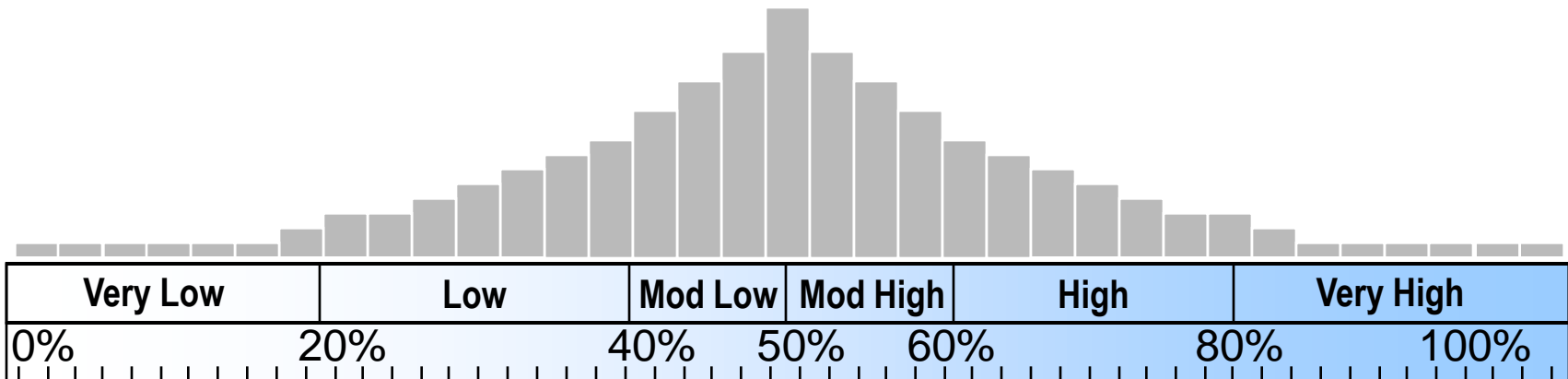


► This trait measures an individual's confidence to take the social initiative and be assertive when necessary.

- Unassertive
- Timid
- Shy

- Assertive
- Fearless
- Socially-interactive

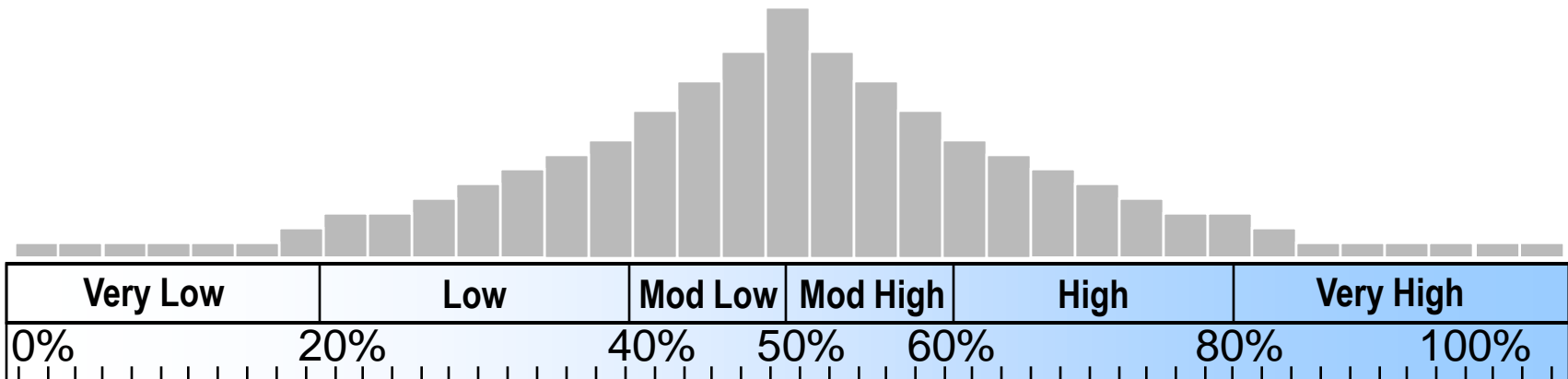
Sc-Convergent Validity



- Modest (OPQ32i)
- Caring (OPQ32i)
- Worrying (OPQ32i)
- Sensing (MBTI)
- Judging (MBTI)

- Extraversion (Big 5)
- Openness (Big 5)
- Leadership (Big 5)
- Independence (16PF)
- Social Boldness (16PF)
- Dominance (16PF)
- Influence (DiSC)
- Outspoken (OPQ32i)

Sc-Competencies

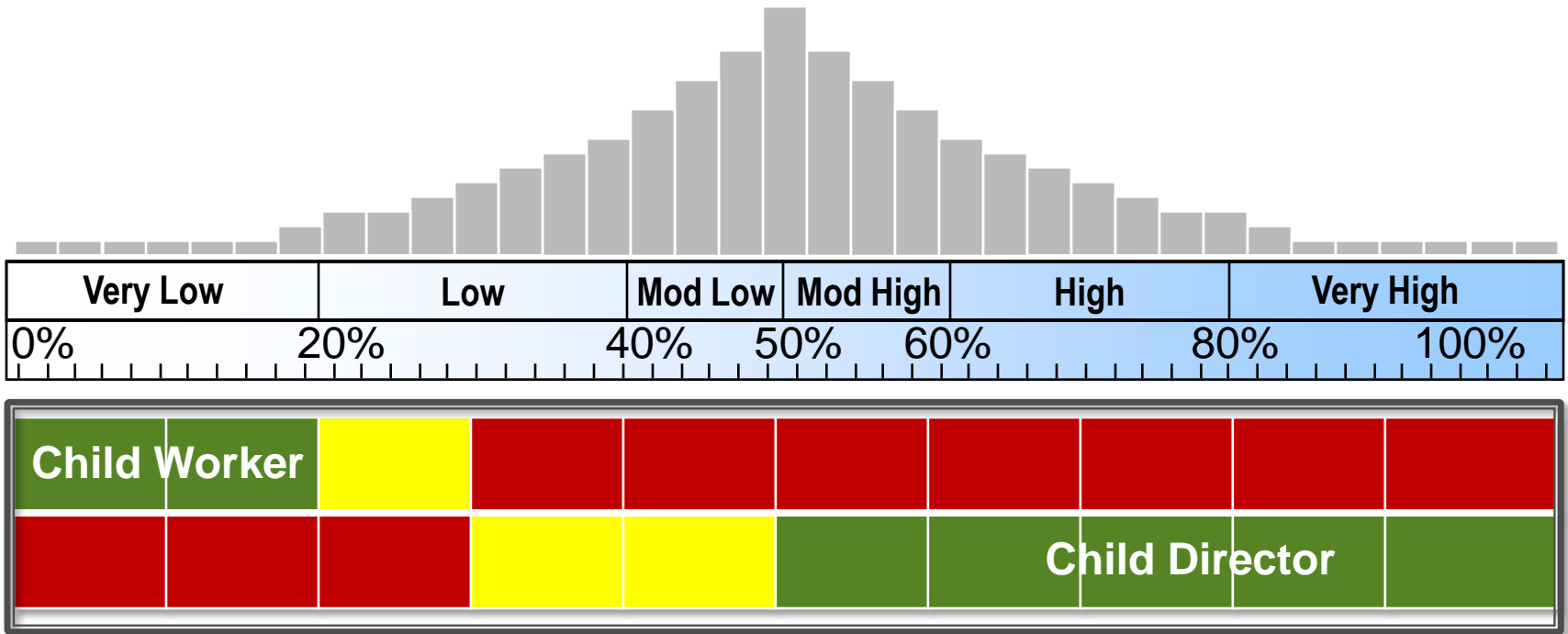


- Adherence to Policies
- Consistency
- Learning & Growing
- Receptivity to Coaching
- Flexibility
- Active Listening

- Communication
- Judgment
- Mentoring
- Professionalism
- Active Listening

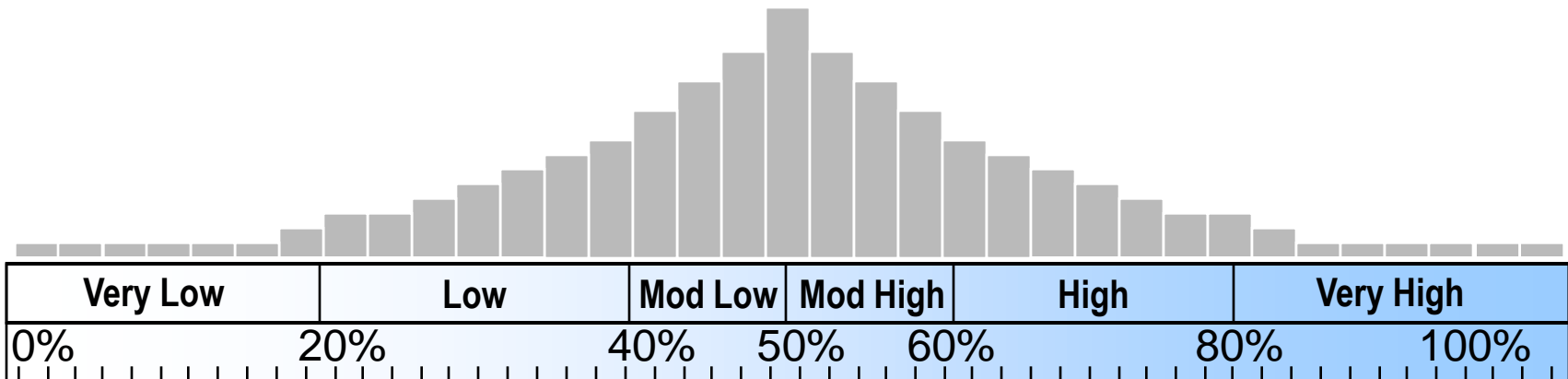
- Communication
- Social Perceptiveness
- Gathering Information
- Teambuilding
- Qualifying

Sc-Model Comparison



■ High
 ■ Moderate
 ■ Low

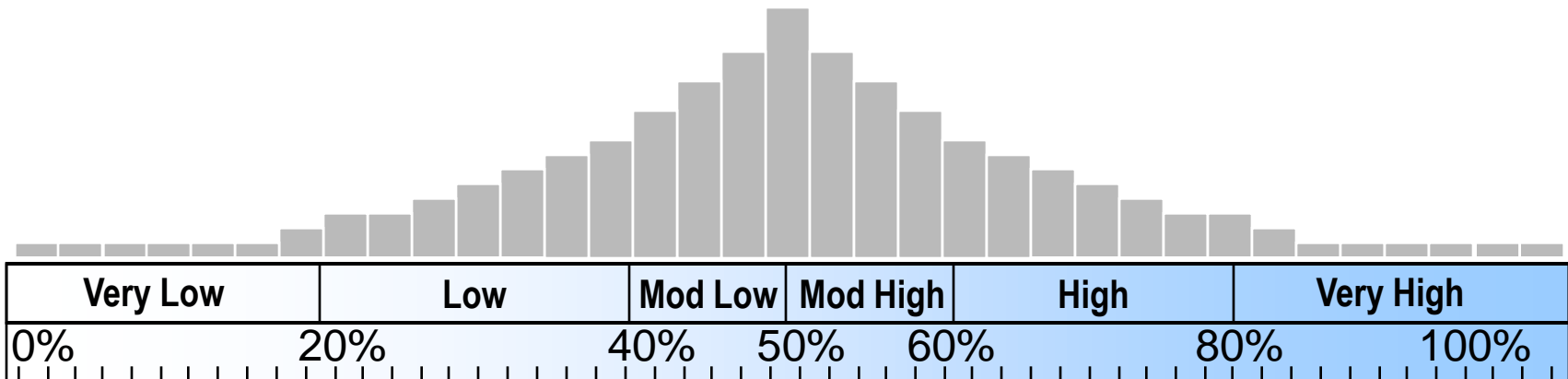
Social Drive (Sd)



► This trait measures an individual's social drive or need for public recognition.

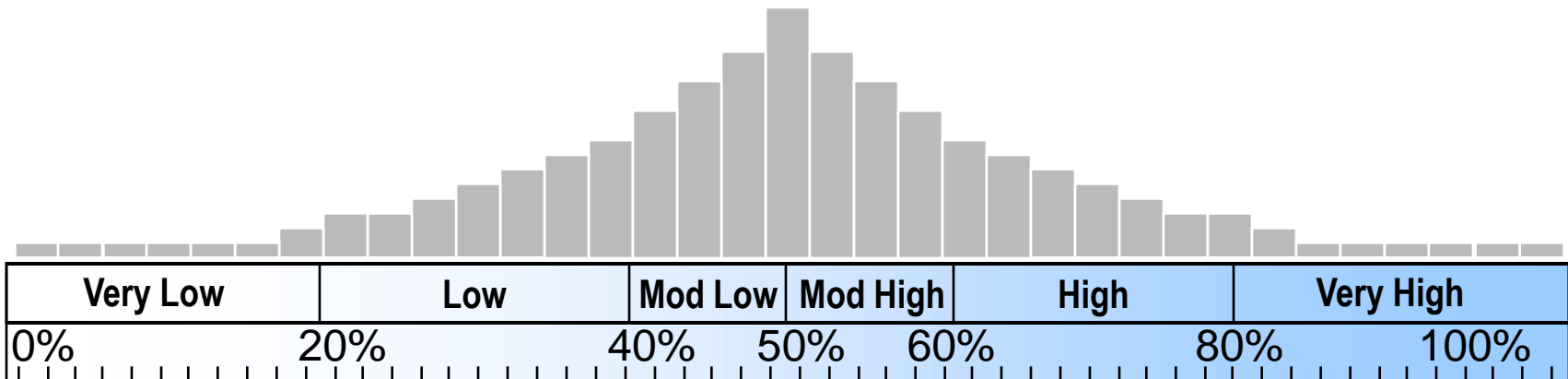
- Internally satisfied
- Selective
- Socially controlled
- Externally motivated
- Competitive
- Award collector

Sd-Convergent Validity



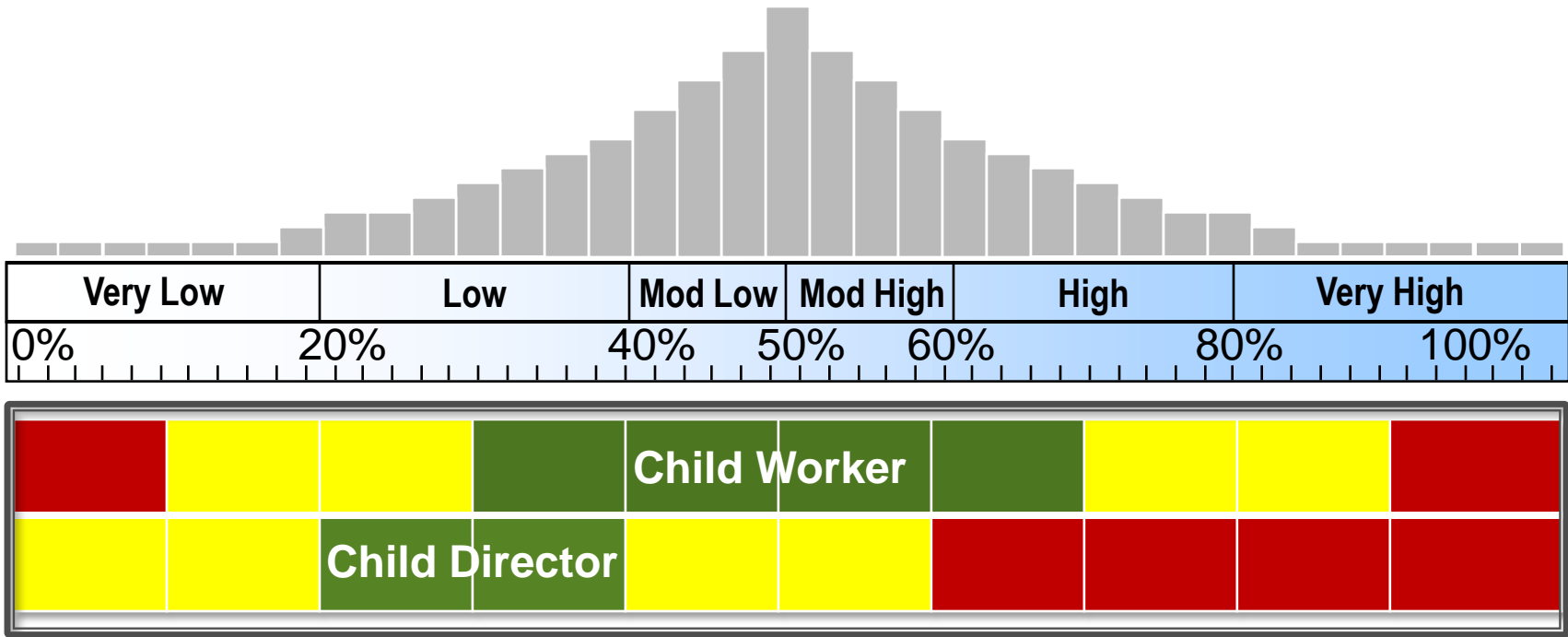
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| <ul style="list-style-type: none"> • Introversion (MBTI) • Conscientiousness (Big 5) • Efficiency (Big 5) • Steadiness (DiSC) • Conscientiousness (DiSC) • Modest (OPQ32i) • Conventional (OPQ32i) | <ul style="list-style-type: none"> • Extraversion (MBTI) • Extraversion (Big 5) • Need for Recognition (Big 5) • Influence (DiSC) • Innovative (OPQ32i) • Competitive (OPQ32i) • Achieving (OPQ32i) |
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Sd-Competencies



- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • Organizing/Planning • Customer Service • Receptivity to Coaching • Role Matching • Decision Making | <ul style="list-style-type: none"> • Adherence to Policies • Customer Service • Supervising • Mentoring • Teamwork | <ul style="list-style-type: none"> • Navigating Change • Networking • Presenting • Handling Rejection • Deductive Reasoning |
|--|---|--|

Sd-Model Comparison



High
 Moderate
 Low

Practical Challenges

- ▶ Data quality
- ▶ Data quantity
- ▶ Unique jobs
- ▶ Geographic dispersion



For more information on this case study or
other studies, please contact:

Dr. Amanda Evans aevens@craftsystems.com

or

Dr. Doug Waldo drdwaldo@craftsystems.com

(800)-228-5866