

Three Critical Questions to Answer for Pre-Employment Testing: A Best Practices Approach at the State of Washington

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Today's Discussion

- 3 Critical Questions
 - Which test(s) should I use?
 - What is a “passing” score on the test?
 - Is my use of the test legally defensible?



State of Washington Background

- Issues
 - Turnover in Adjudicator position
 - Too much time interviewing candidates
- Goals
 - Identify assessment(s) that predict success
 - Implement assessment(s) to streamline hiring process
 - Ensure EEOC compliance



Which test(s) should I use?

- Key points to consider:
 - Job-Relatedness
 - Type of test
 - Which test scales to use
 - How test fits into overall hiring process
 - Test administration



Job-Relatedness

- Most important factor!
- Definition: *The assumption that scores on a test are relevant to performance.*
- Method #1:
 - Analyze the job
 - Identify success factors
 - Identify test(s) with content that links to success factors



Job Analysis at SOW

- Archival Review
 - Position descriptions
 - Performance review forms
 - Development plans
- Job Analysis Surveys
 - Abilities taxonomy
 - Task and requirements questionnaire
- Focus Groups
 - Work activities, performance differences, etc.



Which test to use?

- Depends on what you intend to measure
- Competency: *Measurable, behaviorally based characteristics related to on-the-job success*
 - Can-Do Competencies
 - Abilities
 - Skills
 - Will-Do Competencies
 - Personality
 - Work preferences



SOW Competency Model

- Problem Solving
- Analytical Reasoning
- Communication
- Time Management
- Conscientiousness
- Customer Service
- Interpersonal Sensitivity
- Conflict Management
- Flexibility
- Teamwork
- Learning Orientation
- Policy Compliance



Type of Test

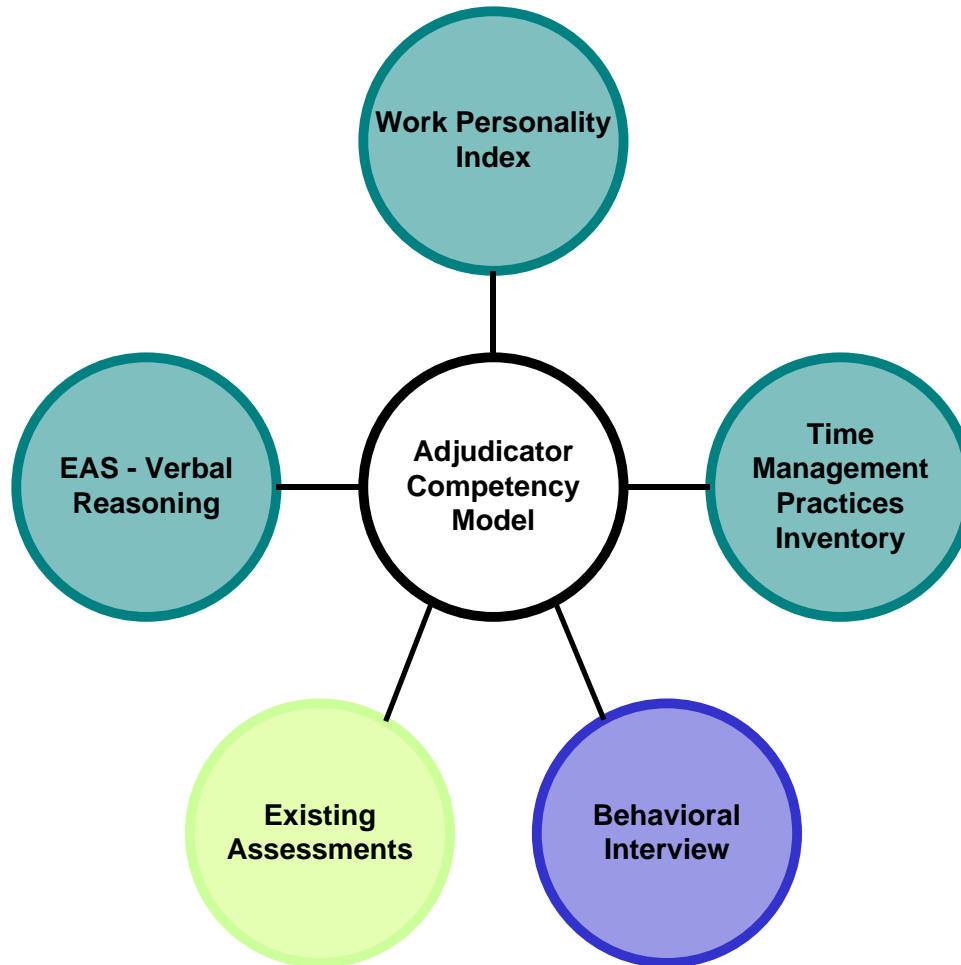
- **CAN-DO COMPETENCIES**

- Cognitive Ability
- Skills
- Knowledge

- **WILL-DO COMPETENCIES**

- Personality
- Integrity

SOW Assessments





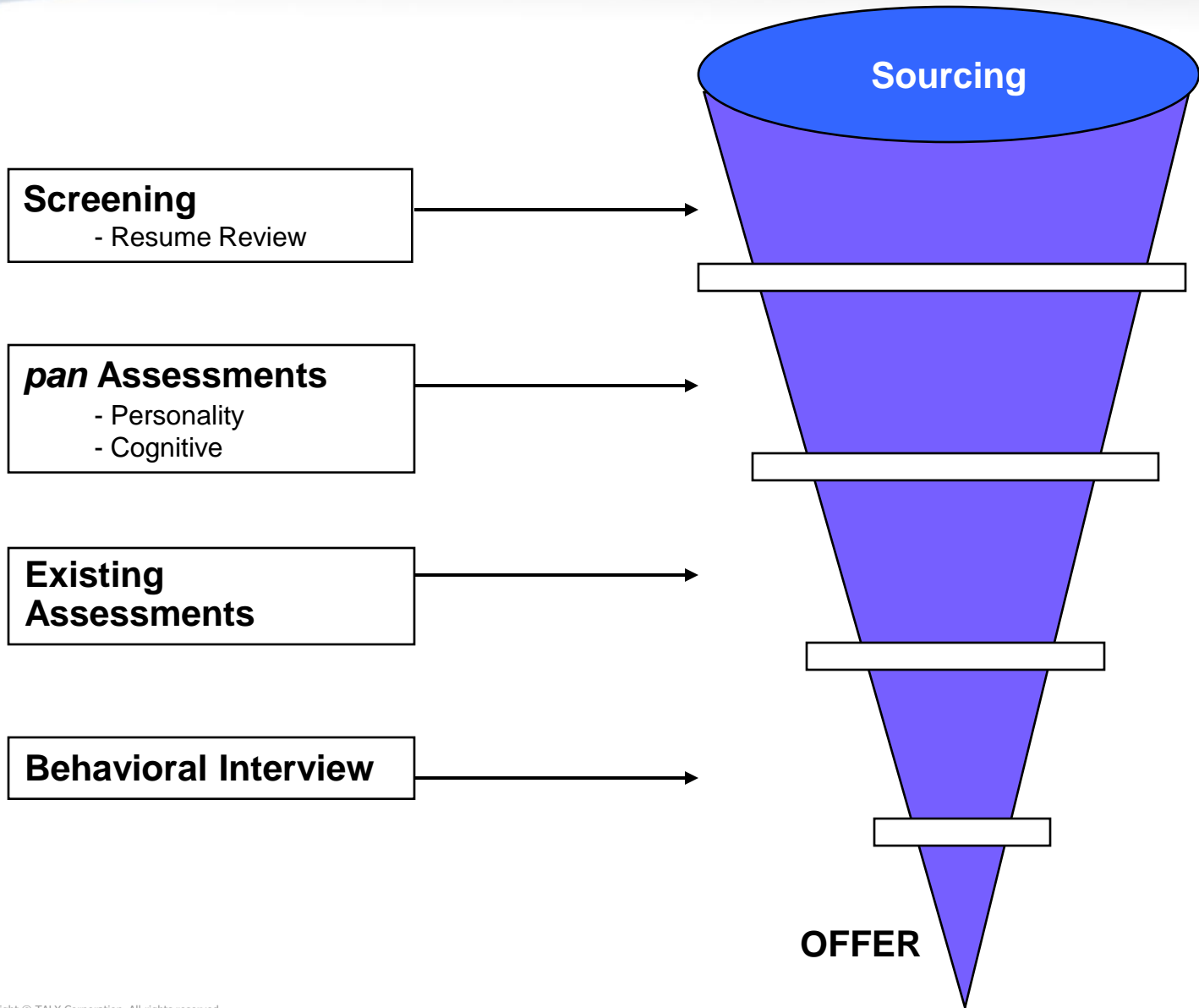
Test Scales Used at SOW

- Cognitive Assessment
 - Verbal Reasoning
- Personality Test Battery
 - Democratic
 - Innovation
 - Time Management



How does testing fit into the process?

- What does the hiring funnel look like?
 - Where should the test(s) occur?
- Multi-Method approach is best





SOW Approach: Multi-Method

Competency	WPI	TMPI	EAS - Verbal Reasoning
Time Management	X	X	
Problem Solving	X	X	X
Communication			X
Learning Orientation	X	X	
Policy Compliance	X		
Conscientiousness	X	X	
Customer Service	X	X	
Interpersonal Sensitivity	X		
Conflict Management	X		
Flexibility	X	X	
Analytical Reasoning	X		X
Teamwork	X	X	



Test Administration

- Proctored
 - Onsite
 - Testing Center
- Remote
 - Internet
 - Security
- Factors
 - Type of test
 - Characteristics of candidate pool



SOW Test Administration

- Personality Assessment Battery
 - Remote administration
- Cognitive Assessment
 - Proctored setting



What is a passing score?

- Key points to consider:
 - Job-Relatedness
 - Type of validation study
 - How to pick a cut-off score
 - Evidence of adverse impact



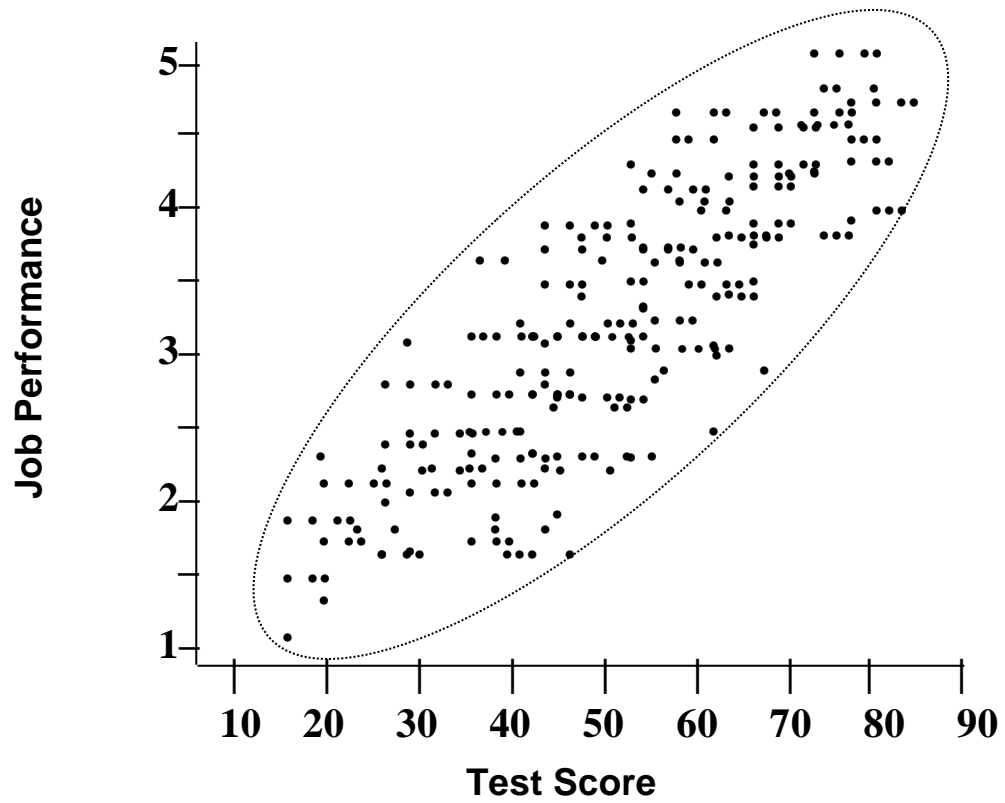
Job-Relatedness

- Most important factor!!
- Method #2: Criterion-Related Validation Study
- Definition: *Demonstration of statistical relationship between test scores and performance criteria.*
- Representative sample of testers
 - Sample size and statistical significance
 - Demographic similarities to population



Type of Validation Study

- Concurrent
 - Test employees currently in job
 - Simultaneously gather performance data
 - Analyze relationship
- Predictive
 - Test candidates going through hiring funnel
 - Gather performance data on those hired
 - 6 to 12 months after testing
 - Analyze relationship



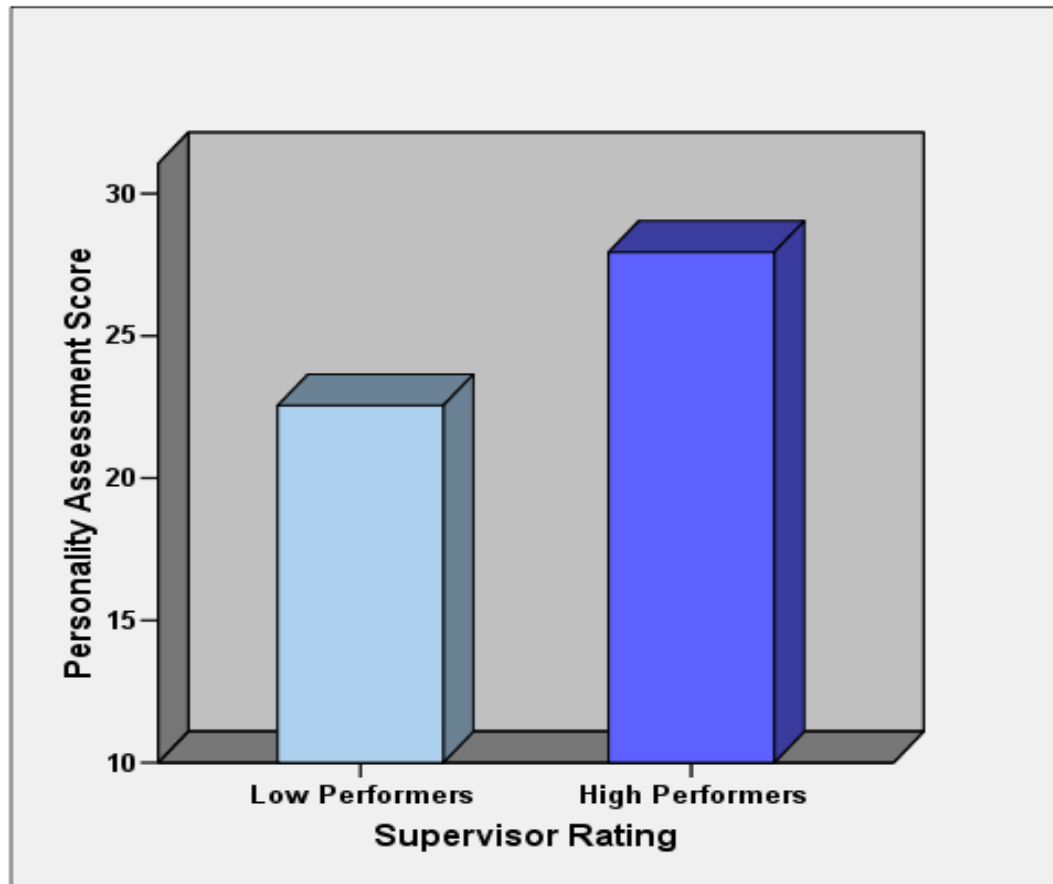


SOW Concurrent Validation Study

- Administered the test battery to 256 Level 2 & 3 Adjudicators
 - 211 Adjudicators completed the test battery (82%)
- Administered a performance rating form to respective Supervisors
 - All Supervisors completed all assigned rating forms (100%)
 - Objective data was not available in this study



Personality Assessment Score Relationship to Performance Ratings





How To Pick a Cut-Off Score

- Maximize hits and minimize misses
- Score range 1 to 99
 - 10's fail
 - 90's pass
 - Majority of scores are 30 to 70
- Cut-score makes a big difference
 - Don't want to
 - Miss out on competent candidates
 - Interview low potential candidates



What is Your Goal?

- Screen-out low potentials based on lack of ability/trait
 - High likelihood for turnover
- Screen-in high potentials based on presence of ability/trait
 - Minimum level of competence
- Screen-out based on HR resources and capacity
 - Eliminate a portion of the candidate pool
 - Create a manageable group of interviewees



Multiple Tests and Scale Scores

- 2 tests
- 6 total scale scores
- Create an equation for overall score
 - Sum of 6 weighted scores
 - Emphasizes true drivers of performance
- Identify scoring bands
 - 1 to 25 = Low Fit
 - 26 to 75 = Moderate Fit
 - 76 to 99 = High Fit



SOW Cut Scores

- Goals
 - Screen out low scoring candidates
 - Screen in potential top performers early on
 - Ranges
 - 30% Not Recommended
 - 40% Recommended
 - 30% Highly Recommended
- Multiple Hurdles
 - Personality Assessment
 - Verbal Reasoning Assessment
- Manageable interview pool remained



Is there adverse impact?

- Sources of evidence:
 - Analysis of research sample
 - Monitoring of candidate testing
- Four-Fifths Rule
- Job-Relatedness is the most important factor!!!



Personality	Male	Female
Rec/Highly Rec	44	94
Not Recommended	21	39
Total	65	133
Rate	24%	32%

Four-Fifths 104%

Verbal Reasoning	Male	Female
Rec/Highly Rec	39	86
Not Recommended	26	47
Total	65	133
Rate	60%	65%

Four-Fifths 108%



Is my use of the test legally defensible?

- YES (if we've answered the first 2 questions appropriately)
 - Demonstrated job relatedness based on test content
 - Job Analysis and linkages to the test
 - Demonstrated job relatedness based on test relationship to job performance
 - Criterion-Related Validation Study
 - Selected cut-off score based on job related factors
 - Document the above methods and monitor online candidate testing for adverse impact



Overall Considerations

- Practicality
- Price
- Psychometrically Sound

- Effectiveness
 - Make better screening/hiring decisions
- Efficiency
 - Decrease time, cost, and effort for screening/hiring