

# EMPLOYEE SELECTION: TESTING AND ASSESSMENT

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# EMPLOYEE SELECTION: TESTING AND ASSESSMENT

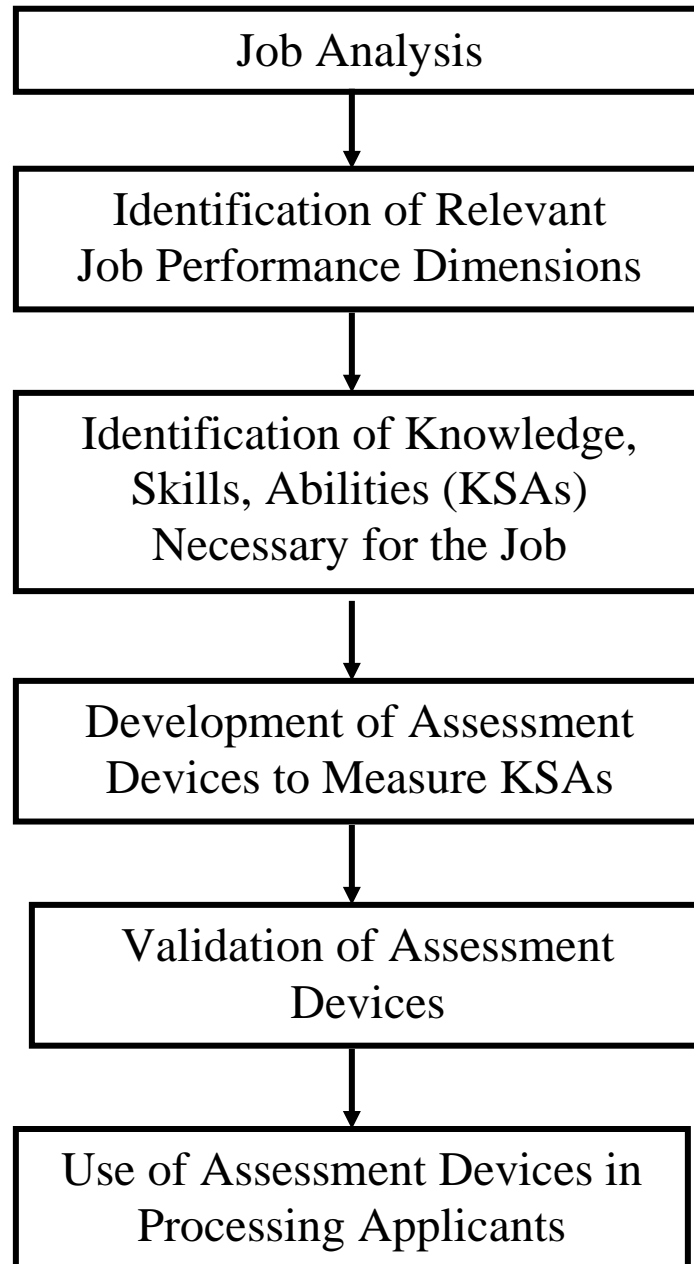
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## TESTING AND ASSESSMENT OVERVIEW

- STEPS IN THE DEVELOPMENT OF A SELECTION PROGRAM
- MAJOR CONSIDERATIONS WHEN TESTING

## TESTING AND ASSESSMENT OVERVIEW: STEPS IN THE DEVELOPMENT OF A SELECTION PROGRAM

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# TESTING AND ASSESSMENT OVERVIEW: MAJOR CONSIDERATIONS WHEN TESTING

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## Appropriateness

- Validity
- Reliability
- Legality

## Usefulness

- Job Responsibilities
- Industry
- Level
- Multiple Measurements
- Report Options and Quality

## Logistics

- Scoring/Results Turnaround Time
- Ease of Use
- Administration Options
- Cost

## User Experience

- Face Validity
- Time to Complete

## EMPLOYEE SELECTION: TESTING AND ASSESSMENT

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### COGNITIVE ABILITIES TESTS

- WATSON-GLASER CRITICAL THINKING
- WONDERLIC PERSONNEL TEST
- MULTIPLE APTITUDE BATTERY-II

# COGNITIVE ABILITIES TESTS: WATSON-GLASER CRITICAL THINKING (WGCTA)

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Source: The Psychological Corporation

<http://www.pantesting.com/products/PsychCorp/WGCTA.asp>

Purpose: Predict an employee's career path based on critical thinking skills

Attributes/Abilities Assessed:

- Inference
- Recognition of assumptions
- Deduction
- Interpretation
- Evaluation of arguments

Logistics:

- 80 items
- Approximately 60 minutes to complete
- Paper/pencil administration; hand-scoring

Sample Item:

*Mr. Brown, who lives in the town of Salem, was brought before the Salem municipal court for the sixth time in the past month on a charge of keeping his pool hall open after 1 a.m. He again admitted his guilt and was fined the maximum, \$500, as in each earlier instance.*

*On some nights it was to Mr. Brown's advantage to keep his pool hall open after 1 a.m., even at the risk of paying a \$500 fine.*

*True - Probably True - Insufficient Data - Probably False - False*

Output: Score which is compared against norms

## COGNITIVE ABILITIES TESTS: WONDERLIC PERSONNEL TEST (WPT)

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Source: Wonderlic

<http://www.wonderlic.com/>

Purpose: Measures cognitive ability as an accurate predictor of employment success

Attributes/Abilities Assessed:

- Candidate's ability to:
  - learn a specific job
  - solve problems
  - understand instructions
  - apply knowledge to new situations
  - benefit from specific job training
  - be satisfied with a particular job

Logistics:

- 50 items
- Exactly 12 minutes to complete
- Paper/pencil administration; hand-scoring

Sample Item:

*Assume the first two statements are true*

*Is the final one:*

*True   False   Not certain*

*The boy plays baseball. All baseball players wear hats. The boy wears a hat.*

Output: Score which is compared against norms



## COGNITIVE ABILITIES TESTS: MULTIPLE APTITUDE BATTERY-II (MAB-II)

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Source: Sigma Assessment Systems

<http://www.sigmahr.com>

Purpose: Assess candidate's aptitudes and intelligence

Attributes/Abilities Assessed:

- Verbal IQ
- Performance IQ
- Full Scale IQ

Logistics:

- Subtests, which can be individually or group administered
- 7 minutes to complete each subtest; 100 minutes to complete full battery
- Paper/pencil administration; Mail-in scoring

Sample Items:

Q1: *In throwing three dice together, what are the chances of obtaining three 5's?*

- a. *1 in 6*
- b. *1 in 15*
- c. *1 in 18*
- d. *1 in 36*
- e. *1 in 216*

Q2: *A synonym of insipid is:*

- a. *treacherous*
- b. *enduring*
- c. *poisonous*
- d. *fearless*
- e. *dull*

Output: Scales with interpretive instructions:

*"...indicating a significantly higher degree of aptitude relating to knowledge of diverse facts, suggesting a wide range of interests and an excellent long term memory."*

## EMPLOYEE SELECTION: TESTING AND ASSESSMENT

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### PERSONALITY AND TEMPERAMENT TESTS

- 16 PERSONALITY FACTORS (16PF)
- GUILFORD-ZIMMERMAN TEMPERAMENT SURVEY
- NEO PERSONALITY INVENTORY, REVISED
- HOGAN PERSONALITY INVENTORY
- EMPLOYEE SCREENING QUESTIONNAIRE
- EMOTIONAL QUOTIENT INVENTORY (EQ-I)

# PERSONALITY AND TEMPERAMENT TESTS: 16 PERSONALITY FACTORS, 5<sup>TH</sup> ED. (16PF)

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Source: IPAT

<http://www.ipat.com/>

Purpose: Assist with selection through measurement of five primary management dimensions that frequently forecast management potential and style

Attributes/Abilities Assessed:

- |                       |                      |
|-----------------------|----------------------|
| ➤ Warmth              | ➤ Vigilance          |
| ➤ Reasoning           | ➤ Abstractedness     |
| ➤ Emotional Stability | ➤ Privateness        |
| ➤ Dominance           | ➤ Apprehension       |
| ➤ Liveliness          | ➤ Openness to Change |
| ➤ Rule-Consciousness  | ➤ Self-Reliance      |
| ➤ Social Boldness     | ➤ Perfectionism      |
| ➤ Sensitivity         | ➤ Tension            |

Logistics:

- 185 items
- Approximately 35-50 minutes to complete
- Online administration and scoring

Sample Items:

Q1: *I get new ideas about all sorts of things, too many to put into practice.*  
*True – ? – False*

Q2: *I let little things upset me more than they should. True – ? – False*

Output: Basic Interpretive Report

*“At times, Mr. X may show the self-discipline and conscientiousness needed to meet his responsibilities. At other times, he may be less restrained, following his own wishes.”*

*“Typically Mr. X tends to take things in stride and adapt to circumstances.”*

# PERSONALITY AND TEMPERAMENT TESTS: GUILFORD-ZIMMERMAN TEMPERAMENT SURVEY (GZTS)

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Source: Pearson Assessments

<http://www.pearsonassessments.com>

Purpose: Measures attributes related that may help predict successful performance in various occupations

Attributes/Abilities Assessed:

- Personality traits
- Temperament factors

Logistics:

- 300 items
- Approximately 30-60 minutes to complete
- Paper/pencil administration; mail-in scoring

Sample Items:

Q1: *You give little thought to your failures after they are past.* Y – ? – N

Q2: *You like to sell things (that is, to act as a salesperson).* Y – ? – N

Q3: *You often crave excitement.* Y – ? – N

Q4: *You speak out in meetings to oppose those who you feel sure are wrong.*

Y – ? – N

Output: Interpretive Report

*“He usually avoids being surrounded by other people, and he tends not to initiate conversations with strangers.”*

*“He does not take things too seriously and is inclined to act impulsively.”*

## PERSONALITY AND TEMPERAMENT TESTS: NEO PERSONALITY INVENTORY, REVISED (NEO PI-R)

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Source: Psychological Assessment Resources

<http://www.parinc.com>

Purpose: Provide a general description of normal personality

Attributes/Abilities Assessed:

- Conscientiousness
- Agreeableness
- Neuroticism
- Openness to experience
- Extraversion

Logistics:

- 243 items
- Approximately 45 minutes to complete
- Paper/pencil administration; mail-in scoring

Sample Items:

Q1: *I am not a worrier.*

*Strongly Agree – Agree – Neutral – Disagree – Strongly Disagree*

Q2: *If I don't like people, I let them know it.*

*Strongly Agree – Agree – Neutral – Disagree – Strongly Disagree*

Q3: *Sometimes I'm not as dependable or reliable as I should be.*

*Strongly Agree – Agree – Neutral – Disagree – Strongly Disagree*

Output: Scores and Narrative Report

*"He is forceful and dominant, preferring to be a group leader rather than a follower."*

*"This individual is rational, prudent, practical, resourceful, and well-prepared."*

# HOGAN PERSONALITY INVENTORY

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Source: Hogan Assessment Systems  
800-756-0632  
<http://www.hoganassessments.com/HPI.aspx>

Purpose: Can be used either for selecting or developing high-caliber employees

Attributes/Abilities Assessed:

7 dimensions that influence occupational success; scales divided into percentile scores (high=above 65<sup>th</sup> percentile, average=between 35<sup>th</sup> and 65<sup>th</sup> percentile, low=below 35<sup>th</sup> percentile):

- Adjustment
- Ambition
- Sociability
- Interpersonal Sensitivity
- Prudence
- Inquisitive
- Learning Approach

**Logistics:**

- 206 True/False items
- 15-20 minutes to complete
- Paper and pencil or online

**Certifications:**

User must have a BA or advanced degree in psychology or a related field, or have received accreditation through Hogan Systems; workshops are \$1,100 and are usually held in Atlanta, GA

Output: PDF file, various report options available

Cost: \$150 onetime setup fee, plus \$40 per report

# EMPLOYEE SCREENING QUESTIONNAIRE (ESQ)

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Source: Sigma Assessment Systems

<http://www.sigmahr.com/>

Purpose: Predict positive and counterproductive work behaviors

Attributes/Abilities Assessed:

- |                                       |  |
|---------------------------------------|--|
| ➤ Org commitment and job satisfaction | ➤ Lateness   |
| ➤ Customer service                    | ➤ Sabotage   |
| ➤ Productivity                        | ➤ Driving delinquency                              |
| ➤ Accuracy                            | ➤ Security, confidentiality, and safety violations |
| ➤ Promotability                       | ➤ Loafing  |
| ➤ Employee theft                      | ➤ Unauthorized giveaways to friends and family     |
| ➤ Absenteeism                         |  |
| ➤ OTJ alcohol and drug abuse          |  |

Logistics:

- 27 items
- Approximately 15 minutes to complete
- Online administration and scoring

Sample Item:

*Of the four statements below, select the Most and Least:*

*I get along with people at parties quite well.*

*Changes in routine bother me.*

*I often make people angry by teasing them.*

*If someone gave me too much change, I would point it out.*

Output: ESQ Narrative Report

*“Will not approach clients to seek out ways to be helpful.”*

*“Demonstrates care and attention when performing the job.”*

# EMOTIONAL QUOTIENT INVENTORY (EQ-I)

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Source: Multi-Health Systems <http://www.mhs.com/>

Purpose: To assess the emotional intelligence of job candidates

Attributes/Abilities Assessed:

- Intrapersonal skills
  - Emotional self awareness
  - Assertiveness
  - Self-regard
  - Self-actualization
  - Independence
- Interpersonal skills, Stress Management
  - Interpersonal relationships
  - Social responsibility
  - Empathy
- Adaptability
  - Problem solving
  - Reality testing
  - Flexibility
- General Mood
  - Happiness
  - Optimism

Logistics:

- 133 items
- Approximately 30 minutes to complete
- Paper and pencil or online administration and scoring

Certifications:

“B-level” certification from MHS

Output:

Individual Summary Reports provide the overall EQ score, scores for each of the 15 areas measured, and scores for validity indices.



## EMPLOYEE SELECTION: TESTING AND ASSESSMENT

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### SALES ABILITIES TESTS

- SIGMA SURVEY FOR SALES PROFESSIONALS
- CALIPER FIRST STEP FOR SALES
- WALDEN SALES SKILLS TEST

# SALES ABILITIES TESTS: SIGMA SURVEY FOR SALES PROFESSIONALS (3SP)

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Source: Sigma Assessment Systems

<http://www.sigmahr.com/>

Purpose: Selection and placement for a wide range of sales positions

Attributes Assessed:

- |                           |                            |                               |
|---------------------------|----------------------------|-------------------------------|
| ➤ Technical Orientation   | ➤ Formal Presentation      | ➤ Dependability               |
| ➤ Creativity              | ➤ Persuasiveness           | ➤ Ambition                    |
| ➤ Thoroughness            | ➤ Negotiation              | ➤ Assuming Responsibility     |
| ➤ Risk Taking             | ➤ Listening                | ➤ Vision                      |
| ➤ Open Mindedness         | ➤ Achievement / Motivation | ➤ Organizational Spokesperson |
| ➤ First Impression        | ➤ Self Discipline          | ➤ Short-term Planning         |
| ➤ Interpersonal Relations | ➤ Flexibility              | ➤ Strategic Planning          |
| ➤ Sensitivity             | ➤ Independence             | ➤ Productivity                |
| ➤ Social Astuteness       | ➤ Self-Esteem              |                               |
| ➤ Communication           | ➤ Emotional Control        |                               |

Logistics:

- 352 items
- Approximately 35-40 minutes to complete
- Online administration and scoring

Sample Items:

Q1: *"I am careful to plan for my distant goals."*

*Strongly Disagree – Agree – Neutral – Disagree – Strongly Disagree*

Q2: *"If someone criticizes the way I work, I point out their deficiencies."*

*Strongly Disagree – Agree – Neutral – Disagree – Strongly Disagree*

Output: 3SP Report

*"Warm helpful people, like Mr. X, are quite ready to assist customers with creative solutions."*

*"His self-confidence makes him particular effective at promoting ideas, products, or services."*

# SALES ABILITIES TESTS:

## CALIPER FIRST STEP FOR SALES

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Source: Caliper

<http://www.calipercorp.com>

Purpose: Assess and eliminate candidates who do not have the qualities needed to succeed in sales

Attributes/Abilities Assessed:

- Ego Drive
- Empathy
- Confidence
- Sociability
- Helpfulness
- Thoroughness

Logistics:

- 75 items
- Approximately 20 minutes to complete
- Online administration and scoring

Sample Items:

Q1: *Select the term that is Most and Least descriptive of you:*

*Solitary      Assertive      Impulsive      Consistent*

Q2: *Complete the analogy: bruise – fall; bump - ?*

*Wound      Lump      Knock      Limp*

Q3: *I cannot stand being distracted once I'm involved in something.*

*Strongly Disagree – Agree – Neutral – Disagree – Strongly Disagree*

Output: Narrative Report

*“In a sales situation, her motivation to persuade will often fuel her efforts to convince her clients to make a commitment.”*

*“...she should naturally seek out opportunities to be with prospects and clients.”*

# SALES ABILITIES TESTS:

## WALDEN SALES SKILLS TEST

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Source: Walden Personnel Testing and Consulting  
<http://www.waldentesting.com/>

Purpose: Assess the knowledge, skills and abilities required to succeed in sales positions, including Selecting Sales Representatives, District Sales Managers, and Sale Clerks

### Attributes Assessed:

- Knowledge of general sales principles
- Knowledge of sales terms
- Relevant vocabulary skills
- Understanding of issues that can affect the sales process
- Ability to deal with several sales situations
- Basic mathematical and calculation skills
- Logic and attention to detail

### Logistics:

- 6 items
- Exactly 65 minutes to complete
- Online administration and scoring

### Sample Items:

Q1: *Below are seven key steps (a to g) in the selling cycle. They are in random order. On the lines provided, place the digits 1 to 7 to indicate the best logical order to execute these steps for a successful sale.*

- |                               |                                       |
|-------------------------------|---------------------------------------|
| <i>a. addressing concerns</i> | <i>b. presentation of the product</i> |
| <i>c. getting referrals</i>   | <i>d. closing the sale</i>            |
| <i>e. prospecting</i>         | <i>f. qualification</i>               |
| <i>g. original contact</i>    |                                       |

### Output: Candidate Score and Hiring Recommendation

“With an overall score of 81%, Ms. Logan strongly demonstrates the skills needed to succeed in a sales position.”