[University of Baltimore](http://home.ubalt.edu/tmitch/645/Gion%20%20PPTS/Chapter%2013.pptx)  
[University of Baltimore: Division of Applied Behavioral Sciences in the College of Arts and Sciences](http://www.ubalt.edu/cla_template.cfm?page=729)

**SYLLABUS for**   
**Personnel Assessment**  
APPL 645.185 Fall 2017 (3 credit hours)

***Instructor*:** Tom Mitchell, Ph.D. 837-5348

***Email:*** [**TMITCHELL@ubalt.edu**](mailto:tmitchell@ubmail.ubalt.edu) ***Home Page:*** [**http://home.ubalt.edu/tmitch**](http://home.ubalt.edu/tmitch) ***Office Phone*:  410 837 5348  
*Office hrs:***  Mon**/Wed 12:30 -1:30 PM  *Classes meet:*Wednesdays  5:30 PM to 8:PM; Room AC 401**

***WEB BOARD FOR CLASS IS:***  [Sakai](https://ubonline.ubalt.edu/xsl-portal/)

Schedule of dates and assignments - Overview:    

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
| **Date** | **Session** | **Chapters** | **Topic / Activity** | **Due** |
|  |  |  |  |  |
| [**Aug 30**](http://home.ubalt.edu/tmitch/645/645.htm#%281%29) | 1 | **1 Understanding Personnel Assessment     2 Analyzing Organizations and Jobs** | Personnel Assessment & Job Analyses |  |
| [**Sept** 6](http://home.ubalt.edu/tmitch/645/645.htm#%282%29_) | 2 | **3** **Developing Predictive Hypotheses** | Status of Predictors | **PAP O\*Net job** |
| [**Sept 1**3](http://home.ubalt.edu/tmitch/645/645.htm#%283%29) | 3 | **10 Assessing via Tests** | Guest speakers:  Greg Kowalewski & Joe Ranzau Predictors: Cognitive & Non Cog |  |
| [**Sept 2**0](http://home.ubalt.edu/tmitch/645/645.htm#%284%29) | 4 | **11 Assessing Via  Inventories and Interviews** | Predictors: Personality / Leadership |  |
| [**Sept 2**7](http://home.ubalt.edu/tmitch/645/645.htm#__%285%29_) | 5 | **12 Assessing Via Ratings** | Criterion Measures  Guest: Kristi Grimes, Deloite | PAP draft (opt) |
| **[Oct 4](http://home.ubalt.edu/tmitch/645/645.htm" \l "%286%29_)** | 6 | **5 Minimizing Error in Measurement** |  |  |
| [**Oct 1**](http://home.ubalt.edu/tmitch/645/645.htm#%287%29)**1** | 7 |  |  | **\*\*\* Midterm \*\*** |
| [**Oct 18**](http://home.ubalt.edu/tmitch/645/645.htm#%288%29_) | 8 | **4 Knowing What's Legal** |  | **PAP Report Due** |
| [**Oct 25**](http://home.ubalt.edu/tmitch/645/645.htm#%289%29) | 9 | **9 Analyzing Bias and Assuring Fairness** | Legal issues and bias Guest: Regan Miller, OPM |  |
| [**Nov** 1](http://home.ubalt.edu/tmitch/645/645.htm#%2810%29_) | 10 | **6 Predicting Future Performance** |  |  |
| [**Nov** 8](http://home.ubalt.edu/tmitch/645/645.htm#%2811%29_) | 11 |  | PTC Fall Event GWU | **DAP Draft** |
| [**Nov 1**5](http://home.ubalt.edu/tmitch/645/645.htm#%2812%29_) | 12 | **7 Using Multivariate Statistics 8 Making Judgments and Decisions** |  | **DAP Report 11/20** |
| Nov 22 | 13 |  | \*\*\* Thanksgiving \*\* no class |  |
| [**Nov** 29](http://home.ubalt.edu/tmitch/645/645.htm#%2814%29_) | 14 | **13 Individual and Group Assessment** |  | DAP Report PAP PPT |
| [**Dec 6**](http://home.ubalt.edu/tmitch/645/645.htm#%2815%29_) | 15 |  | PAP Presentations |  |
| **Dec 1**3 | 16 |  | **\*\* Final Exam \*\*\*** | **\*** |

**I. Course Description**

APPL 645 Application of the technical material learned in Personnel Psychology related to assessment techniques used to select, promote and evaluate personnel. Hands

-on experience with these methods, including development of the most common ones. Assessment techniques discussed may include ability tests, personality and honesty tests, drug testing, work samples, interviews, training and evaluation forms and performance appraisals. Students go through the process of

developing surveys for attitude assessment.

**II. Student Learning Outcomes:** *At the end of the course you should be able to:*

* Discuss the predominant methods for assessing personnel attribute and characteristics
* Conduct a job analysis
* Develop criteria for measuring job performance
* Develop a valid applicant test battery
* Develop an effective training and development program
* Demonstrate in written form an ability to:
* Analyze employment selection data using SPSS
* Write a technical report for management
* Discuss concepts of Reliability and validity
* Discuss Job performance and performance ratings
* Discuss Issues associated with fairness and decision makings in selection
* Discuss Legal and ethical issues relevant to personnel psychology
* Identify strengths and weakness of various selection measures/methods
* Discuss applicant reactions to personnel assessments

**III. Class format:**

* Assigned chapters, readings, and projects will be discussed in class. Please be prepared to answer questions embedded in power points in ***Green italics*****and discussion questions at the end of each chapter (Guion)**
* Work on projects will be done outside of class
* Sakai may be used for discussion of course readings and projects: Two Projects (Criterion development & Selection battery)
* ***Attendance policy: Attendance is not required but will be recorded. Students are expected to be in seated in class before the beginning of class***

**IV Texts:**

* ***Required***: Guion., R. M., & Highhouse, S. (2016). *Essentials of Personnel Assessment and Selection: Personnel Assessment and Selection. 2nd Edition* Taylor & Francis ISBN: 978 113 891 4599
* ***Optional:*** Landy, Frank J., & Conte, Jeffrey M. (2010). [*Work in the 21st Century: An Introduction to Industrial and Organizational Psychology.*](http://www.wiley.com/WileyCDA/WileyTitle/productCd-EHEP001027,descCd-STUDENT.html) 3rd edition Blackwell Publishing ISBN- 978-1-4051-9025-1
* ***Optional*** : Cascio, W. F., & Aguinis, H. (2011). *Applied Psychology in Human Resource Management* (7th Ed.). Prentice Hall.     ISBN: 13: 978-0-13-609095-3

**V. Course requirements and % of grade for each component:**

* Completion of Midterm and Final          50% Both exams will be short-answer and essay questions (each worth 25%). Final is comprehensive
* [Personnel Assessment Proposal (PAP)](http://home.ubalt.edu/tmitch/645/PAP.htm) 20%
* [Data Analysis Project (DAP)](http://home.ubalt.edu/tmitch/645/DAP%20project.htm)                20%
* Contribution to class discussions           10%  This is a subjective instructor rating based primarily upon quality of responses to questions posed in class discussions   
                                                            100%
* Grade Scale:

|  |  |
| --- | --- |
| **Assignment/exam GRADE** | **TOTAL % (AVG)** |
| A | 90-100 |
| B | 80-89 |
| C | 70-80 |

[GRADE CALCULATOR to estimate your final grade (download Excel file)](http://home.ubalt.edu/tmitch/645/Grade%20Calculator%20APPL%20645.xlsx)

 Syllabus Resources:

* [Books and Tests](http://home.ubalt.edu/tmitch/645/books%20and%20tests.htm)
* [PAP Assessments Resources](http://home.ubalt.edu/tmitch/645/books%20and%20tests.htm)
* Tests and other predictors
* [Greek alphabet](https://www.ibiblio.org/koine/greek/lessons/alphabet.html)
* [How to write an executive summary](http://home.ubalt.edu/tmitch/642/execsumm.pdf) PDF file
* [Journal Of Applied Psychology](http://www.apa.org/journals/apl.html)
* [Personnel Psychology Readings](http://www.blackwellpublishing.com/journal.asp?ref=0031-5826&site=1/)

**Session /  Date /** **Chapters in texts**

**NOTE:** [**Consider PTCMW 2015 Graduate Student Consulting Competition sponsored by pdri Sept 10 - 12**](https://ubonline.ubalt.edu/portal/site/1154APPL645185http:/www.ptcmw.org/event-1994864)

**(1)**    **August 30** [**Chap 1 Understanding Personnel Assessment: *Assumptions, Validation and Its Limitations, Theory and Practice* (p. 3)**](http://home.ubalt.edu/tmitch/645/Gion%20%20PPTS/Chapter%201.pptx)

* [**Logic of Prediction PPT**](http://home.ubalt.edu/tmitch/645/articles/Logic%20of%20Prediction2.ppt)
* [**Selection Techniques**](http://home.ubalt.edu/tmitch/645/articles/Selection%20Techniques.ppt)

[**Chap 2 Analyzing Organizations and Jobs:  *Organizational Need Analysis, Job Analysis, Methods of Job Analysis*  (p. 16)**](http://home.ubalt.edu/tmitch/645/Gion%20%20PPTS/Chapter%202.pptx)

         \*\*\* [Announcement: PTCMW’s Fourth Annual Graduate Student Consulting Challenge Competition](http://www.ptcmw.org/announcements/5045308) Sept 14 - 16  \*\*\*\*

**(2)  September 6** [**Chap 3 Developing Predictive Hypotheses:  *Cognitive & Non Cognitive Abilities, Personality, Criteria* (p 44)**](http://home.ubalt.edu/tmitch/645/Gion%20%20PPTS/Chapter%203.pptx)

**Predictors: Cognitive & Non Cognitive Abilities**

**Required reading for exam:**

* [**McDaniel, M. & Banks, G. C. (2009). General Cognitive Ability (Chapter 9)**](http://home.ubalt.edu/tmitch/645/articles/General%20Cognitive%20Ability.PDF) ***Handbook of Workplace Assessment: Evidence-Based Practices for Selecting and Developing Organizational Talent.* Pfeiffer, Pub.**
* [**Schmidt, F.L., & Hunter, J.E. (1998).  The Validity and Utility of Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 85 Years of Research Findings. *Journal of Applied Psychology, 124, 2*, 262-274**](http://home.ubalt.edu/tmitch/645/articles/schmidt%20&%20Hunter%20val%20of%20sel%20meth%2085%20years.pdf)
* **Schmidt, F. (2013) PTC talk "Corrected validity Coefficients"** [**PPT slides**](http://home.ubalt.edu/tmitch/645/articles/2013-PTC-DC%20Talk%20Slides%2011-6.pptx)[**Tables**](http://home.ubalt.edu/tmitch/645/articles/2013-PTC-DCTalk-abstract%20and%20Tables%20%20Refs%2011-06.htm)

**Not required for exam:**

* **Cognitive Ability Testing white paper (EF Wonderlic)**
* **WGCTA Validation:** *Understanding the Relationship Between Critical Thinking and Job Performance*
* I[nterpreting Cohen's *d* effect size Kristoffer Magnusson](http://rpsychologist.com/d3/cohend/)

**(3)  September 13** [**Chap 10 Assessing via Tests: Paper & Pencil, Work Sample, Situational Judgment, Computer Adaptive (p. 195)**](http://home.ubalt.edu/tmitch/645/Gion%20%20PPTS/chapter%2010.pptx)

**\*\*\* DUE: PAP project O\*Net job choice \*\*\***

**Predictors: Personality, Leadership**

Guest speakers from Grant Thornton:  Greg Kowalewski, Senior Consultant and Joe Ranzau, Senior Manager

**Required reading for Exam:**

* [**Barrick, Mount, and Judge (2001). Personality and performance at the beginning of the new millennium: What do we know and where do go next?  *International Journal of Selection and Assessment. 9,* 1/2.**](http://home.ubalt.edu/tmitch/645/articles/Barrick%20&%20mount%20Pers%20and%20perf%20new%20millennium%202001.pdf)
* [**Roth, P, Bobko, P. & McFarland (2005).  A meta-analysis of work sample test validity: Updating and integrating some classic literature. *Personnel Psychology, 58,* 1009-1037.**](http://home.ubalt.edu/tmitch/645/articles/A%20META-ANALYSIS%20OF%20WORK%20SAMPLE%20TEST.pdf)
* [**Can Pre-employment Tests Predict Employee Success Better than a Human? Criteria**](http://www.criteriacorp.com/resources/whitepaper_tests_versus_humans.php)

**Not required reading for Exam:**

* [**Neo PI-R Job Profiler 1996**](http://home.ubalt.edu/tmitch/645/articles/NEO%20PI%20R%20Job%20Profiler%20Costa%201996.pdf)
* [**Are Workplace Personality Tests Fair? Growing us of tests sparks scrutiny amid questions of effectiveness and work-place discrimination. L. Weber & E. Dwoskin NYT 9-30-14**](http://home.ubalt.edu/tmitch/645/articles/Are%20workplace%20personality%20tests%20fair%20%20-%20Yahoo%20Finance.htm)
* [**Use of Online Testing**](http://home.ubalt.edu/tmitch/645/articles/Use_of_OnlineTesting.ppt)

**(4)    September 20** [**Chap 11 Assessing Via  Inventories and Interviews: *Self-Report, Biodata, Unstructured 7 Structured Interviews***](http://home.ubalt.edu/tmitch/645/Gion%20%20PPTS/Chapter%2011.pptx)

**Required reading for Exam:**

* [**Mael, F. & Hirsh, A. C. (1993). Rainforest Empiricism and Quasi-Rationality: Two Approaches to Objective Biodata. *Personnel Psychology, 46,* 719-738.**](http://home.ubalt.edu/tmitch/645/articles/Mael%20BIODATA.pdf)
* [**McDaniel, M. A., Whetzel, D. L., Schmidt, F., & Maurer, S. D. (1991). The Validity of Employment Interviews: A Comprehensive Review and Meta-Analysis. *Journal of Applied Psychology, 79,* 599-616.**](http://home.ubalt.edu/tmitch/645/articles/McDanieletal1994CriterionValidityInterviewsMeta.pdf)
* [**Huffcutt, A. I., & Arthur, w. (1994). Hunter and Hunter (1984) Revisited: Interview validity for entry-level jobs.  *Journal of Applied Psychology, 79,* 184-190.**](http://home.ubalt.edu/tmitch/645/articles/Hunter%20and%20Hunter%20%281984%29%20Revisited%20Interview%20Validity%20for%20Entry-Level%20Jobs.pdf)

  **Not required reading for Exam:**

* [**Assessment of Training and Experience Technology**](http://home.ubalt.edu/tmitch/645/articles/Assessment%20of%20Training%20and%20Experience%20Technology%20%20for%20Assessment%20-%20Copy.pptx)
* **Spurious Correlations** [**http://www.tylervigen.com/spurious-correlations**](http://www.tylervigen.com/spurious-correlations)

**(5)  September 27**[**Chap 12 Assessing Via Ratings:*Rating Formats, Rater Training, Evaluation Process***](http://home.ubalt.edu/tmitch/645/Gion%20%20PPTS/Chapter%2012.pptx)

**Guest Speaker: Kristi Grimes, Deloitte Consulting**

**Not required reading for Exam:**

* [**Summated Rating Scales**](http://home.ubalt.edu/tmitch/645/articles/Summated%20Rating%20Scales.pdf)
* [Kappa in SPSS to compute agreement for categorical data](http://www.stattutorials.com/SPSS/TUTORIAL-SPSS-Interrater-Reliability-Kappa.htm)**\*\*\* PAP Draft Report due (Optional) \*\*\***

**(6)      October 4** [**Chap 5 Minimizing Error in Measurement: Minimizing Error in Measurement: Measurement Theory, Reliability, Validity (p. 97)**](http://home.ubalt.edu/tmitch/645/Gion%20%20PPTS/Chapter%205.pptx)

* [Rwg calculator (Peter Leeds)](http://home.ubalt.edu/tmitch/651/Copy%20of%20rWG%20interrator%20agreement%20calculator.xlsx)
* [Correction for aattenuation](https://en.wikipedia.org/wiki/Correction_for_attenuation)
* Descriptives and Sd error mean for tasks (see files in Sakai: SMEs as case and Tasks as vars.spv)
* ICC and r for Tasks (see Files directory in Sakai: SPSS reliability files (ICC TASK as case and SMEs as vars.spv)

**(7)     October 11   \*\*\* Midterm Exam \*\*\***

**(8)**  **October 1**8  [**Chap 4 Knowing What's Legal (and What's Not):  *Title VII, Uniform Guidelines, Affirmative Action, Negligent Hiring* (p. 67)**](http://home.ubalt.edu/tmitch/645/Gion%20%20PPTS/Chapter%204.pptx)

**\*\*\* PAP Report due \*\*\*      A**

* **Article: REQUIRED reading (PPT)**[**Uniform Guidelines are Detrimental t the Field of Selection PPT (McDaniel et al.)**](http://home.ubalt.edu/tmitch/645/articles/The%20Uniform%20Guidelines%20are%20a%20Detriment%20to%20the.pptx)
* [**Guidelines**](http://www.uniformguidelines.com/)
* [Summary of Uniform Guidelines on Employee Selection Procedures *California State Personnel Board*](http://home.ubalt.edu/tmitch/645/articles/summary_of%20_uniform_guidelines-1.pdf)
* [Code of Federal Regulations DOL](https://www.gpo.gov/fdsys/pkg/CFR-2011-title29-vol4/xml/CFR-2011-title29-vol4-part1607.xml)
* [Q & A on Uuidelines from EEOC](https://www.eeoc.gov/policy/docs/qanda_clarify_procedures.html)
* [Principles for the Validation adn Use of Personnel Selection Procedures](http://home.ubalt.edu/tmitch/645/articles/principles%20and%20standards%20SIOP.pdf)

**(9)   October 25** [**Chap 9 Analyzing Bias and Assuring Fairness: *Analyzing Bias and Assuring Fairness* (p. 172)**](http://home.ubalt.edu/tmitch/645/Gion%20%20PPTS/Chapter%209.pptx)

**Please be prepared to ask any question about  the DAP project. (look at your DAP data please)**

Guest speaker: Regan Miller, Human Resources Specialist, Workforce Planning, U.S. Office of Personel Management

**Required reading for Exam:**

* [**Roth et al. (2001). Ethnic group differences in cognitive ability in employment and educational settings: A meta-analysis. Personnel Psychology, 54, 297-330.**](http://home.ubalt.edu/tmitch/645/articles/roth%20et%20al%20ethnic%20grp%20diff%20in%20cog%20abil%20ppsych%202001.pdf)
* [**Gottfredson, L. S. (2004). Social consequences of group differences in cognitive ability. Unpub manuscript.**](http://home.ubalt.edu/tmitch/645/articles/Gottfredson%202004socialconsequences.pdf)

**Not required reading for Exam:**

* [**Adverse Effects Cases**](http://home.ubalt.edu/tmitch/645/articles/Adverse%20Effect%20Cases.pptx)
* [**PTC 2014 Summer news letter: "LEGAL WATCH"**](http://home.ubalt.edu/tmitch/645/articles/2014%2009_Summer_Newsletter.pdf)
* [**Example of accommodation of disability for a job**](http://home.ubalt.edu/tmitch/645/Accommodation@itsfinest.jpg)

**(10)  November 1**[**Chap 6 Predicting Future Performance: *Criterion-Related Validation, Regression & Correlatio*n  (p,124)**](http://home.ubalt.edu/tmitch/645/Gion%20%20PPTS/Chapter%206.pptx)

[**Chap 7 Using Multivariate Statistics: *Multiple Regression, Multiple Correlation, Validity Generalization* (p. 140)**](http://home.ubalt.edu/tmitch/645/Gion%20%20PPTS/Chapter%207.pptx)

[Analyzing bias and differential validity (Cascio & Aguinis)](http://home.ubalt.edu/tmitch/645/diff%20valitity%20Cascio%20&%20Agunis.pdf)

**Required reading for Exam:**

* [**Thompson, F. T., & Levine, D. U. (1997). Examples of easily explainable suppressor variables in multiple regression research. *Multiple Linear Regression Viewpoints, v. 24.* p11-13.**](http://home.ubalt.edu/tmitch/645/articles/Thompson%20&%20Levine%20Ex%20supressor%20vars.pdf)
* [**Machines are Better than Humans at Hiring the Best**](http://www.bloomberg.com/news/articles/2015-11-17/machines-are-better-than-humans-at-hiring-top-employees)

**(11)   November 8    \*\*\* Class attends PTC Fall event \*\*\*   \*\*\* DAP Draft due \*\*\***

**(12)     November 15** [**Chap 8 Making Judgments and Decisions: *Making Judgments and Decisions* (p. 156)**](http://home.ubalt.edu/tmitch/645/Gion%20%20PPTS/Chapter%208.pptx)

**Required reading for Exam:**

* [**Hunter, J. I., & Hunter, R. F. (1984). Validity and utility of alternative predictors of performance *Psychological Bulletin, 96*, 72-98.**](http://home.ubalt.edu/tmitch/645/articles/Hunter%20and%20Hunter%20%20Validity%20and%20Utility.pdf)   
    
  ***Not* required reading for Exam:**  
    
  [**560 Personnel Selection lecture (Neil Swartz)**](http://home.ubalt.edu/tmitch/645/560%20Personnel%20Selection%20Lecture.pptx)[**Assessment Centers PPT**](http://home.ubalt.edu/tmitch/645/articles/Assessment%20Centers_Lecture%206.ppt)

(**(13)     November 22** \*\*\*\* Class canceled Thanksgiving \*\*\*\*

**(14)     November 29**  [**Chap 13 Individual and Group Assessments (p 258)**](http://home.ubalt.edu/tmitch/645/Gion%20%20PPTS/Chapter%2013.pptx)

**\*\*\* DAP Report due \*\*\***

\*\*\* PAP Powerpoint Presentations due \*\*\*

**(15)    December 6** **\*\*\* Class Presentations of Selection Procedure Proposals \*\*\***

**(16)    December 13     \*\*\*\*\* Final Exam \*\*\***

Additional Resources::

Tests and other Predictors:

Cognitive

GMA:

WGCTA Watson Glaser Critical Thinking

Personality:

Integrity:

[Employee Reliability Inventory (ERI)](http://home.ubalt.edu/tmitch/645/Predictors/ERI%20Interpretation%20PowerPoint.PDF) [ERI User Manual](http://home.ubalt.edu/tmitch/645/Predictors/ERI%20user%20manual.PDF)  [ERI Sample Results](http://home.ubalt.edu/tmitch/645/Predictors/ERI%20Sample%20Results.PDF)   [ERI Sample Results 2](http://home.ubalt.edu/tmitch/645/Predictors/ERI%20Sample%20Results2.PDF)

Non-Cognitive

Field Measures of Strength and Fitness for Firefighters (an assessment) Hender, Berry & Matic

Situational Judgment tests:

A Situational Judgment Test of Personal Initiative and its Relationship to Performance Ronald Bledow and Michael Frese

Biodata

Assessment Center