The Validity of Selection Procedures

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Situation Assessment as an Ignored Factor in the Behavioral Consistency Paradigm Underlying the Validity of Personnel Selection Procedures

-Joey Tran
Key Terms

- Behavioral Consistency
- AC (Assessment Center)
- Situational Assessment
- Cognitive Ability
Hypothesis

“Individual difference in assessing situational demands will predict job performance.”
Method

➢ N = 124 (67 men, 57 women)
➢ 2Assessors
➢ 7 Dimensions assessed (Analytical, Creativity, Presentation, Organizing, Persuasiveness, Assertiveness, Consideration)
Result
Take Home Message

★ Determine if AC is right for your company/role.
★ Filter out insignificant criterions or use other alternatives.
★ Implement situational judgement tests to predict success.
“The Ability to Identify Criteria: Its Relationship With Social Understanding, Preparation, and Impression Management in Affecting Predictor Performance in a High-Stakes Selection Context”

-Casey Procopio
Key Terms

- **ATIC**: Ability to Identify Criteria
- **CAPS**: Cognitive-Affective Identify Criteria
- **ATAR**: Australian Tertiary Admission Rank) Percentile score based on the performance of the high school examinations.
“The effect of ATIC on MMI will depend on a degree of IM, whereby ATIC will have a weaker effect on performance for those who engage in high impression management”
Method
Social understanding and preparation had a positive effect on MMI performance though ATIC, only when they have a low IM Score.
Take Home Message

- In this case IM did not have a strong effect on ATIC or MMI scores; I would keep the standardized tests and remove the IM ranking.

-Patrick Catalan
Purpose

- Unstructured Interviews can lead to differences when evaluating interview answers

- Increase in structure can reduce individual differences

- “Combining both anchored rating scales and FOR training will lead to more accurate ratings”
Key Terms

- **Anchored Rating Scales**: pre-determined scales
- **FOR (Frame-of-Reference) Training**: providing raters with appropriate standards pertaining to the dimensions to be rated and its emphasis on practice and feedback
- **Differential Accuracy**: accuracy in detecting differences in interviewees’ specific pattern of strengths and weaknesses across questions.
Method

4 Experimental Groups

- No Anchored Rating Scales/ No FOR Training
- Using Only Anchored Rating Scales
- Using Only FOR Training
- Using Both Anchored Rating Scales and FOR Training
## Results

<table>
<thead>
<tr>
<th></th>
<th>Control Training</th>
<th>FOR Training</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No anchors</td>
<td>Anchors</td>
</tr>
<tr>
<td>DA (Differential Accuracy)</td>
<td>0.75 a</td>
<td>0.37 b</td>
</tr>
</tbody>
</table>
Take Home Message

● Increase interview structure by creating anchored rating scales for jobs and implement FOR training to employees who interview candidates.

● Improve productivity and legal issues
Group Take Home Message

As a great Professor once said…. .
Group Take Home Message

Not all assessment centers are the same for every job.

Assess the job defined.

Decide if a job knowledge test, personality test, situational test or a structured interview may better fit the needs for your applicant.
Q&A