



# ***Narrowing Down Candidate Pools: Navigating Employment Law and Assessment Standards***

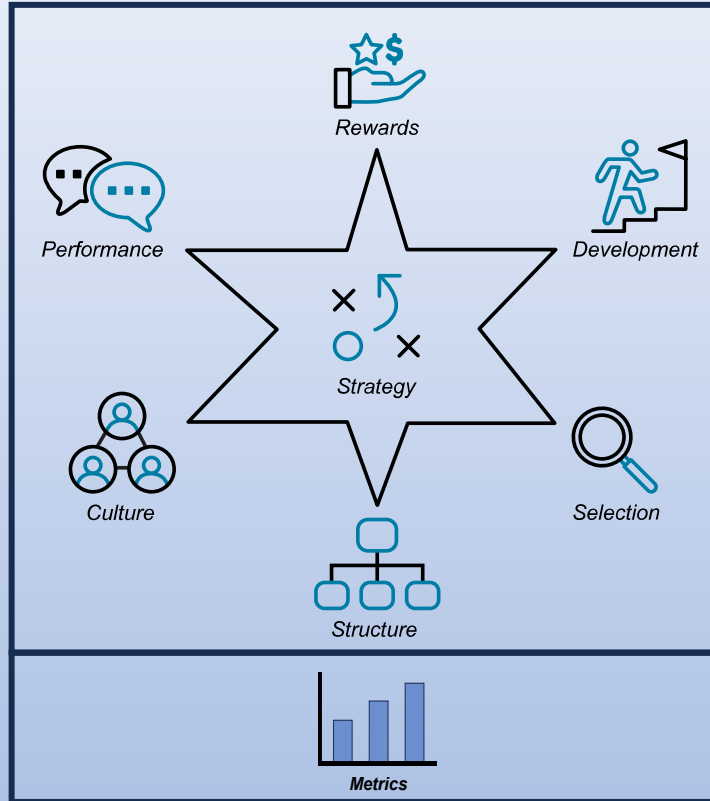
***December 10, 2024***

***S. Richard Park, Ph.D.***

***Principal – Talent Alignment, LLC***



# About Talent Alignment, LLC



## What We Do

- Publishing
- Organizational Effectiveness
- Assessment
- HR Consulting

## Why We're Different

- Tailored Solutions
- Art and Science
- Ease of Use



*Alan Mead, Ph.D.*










*Tiffany Watson*



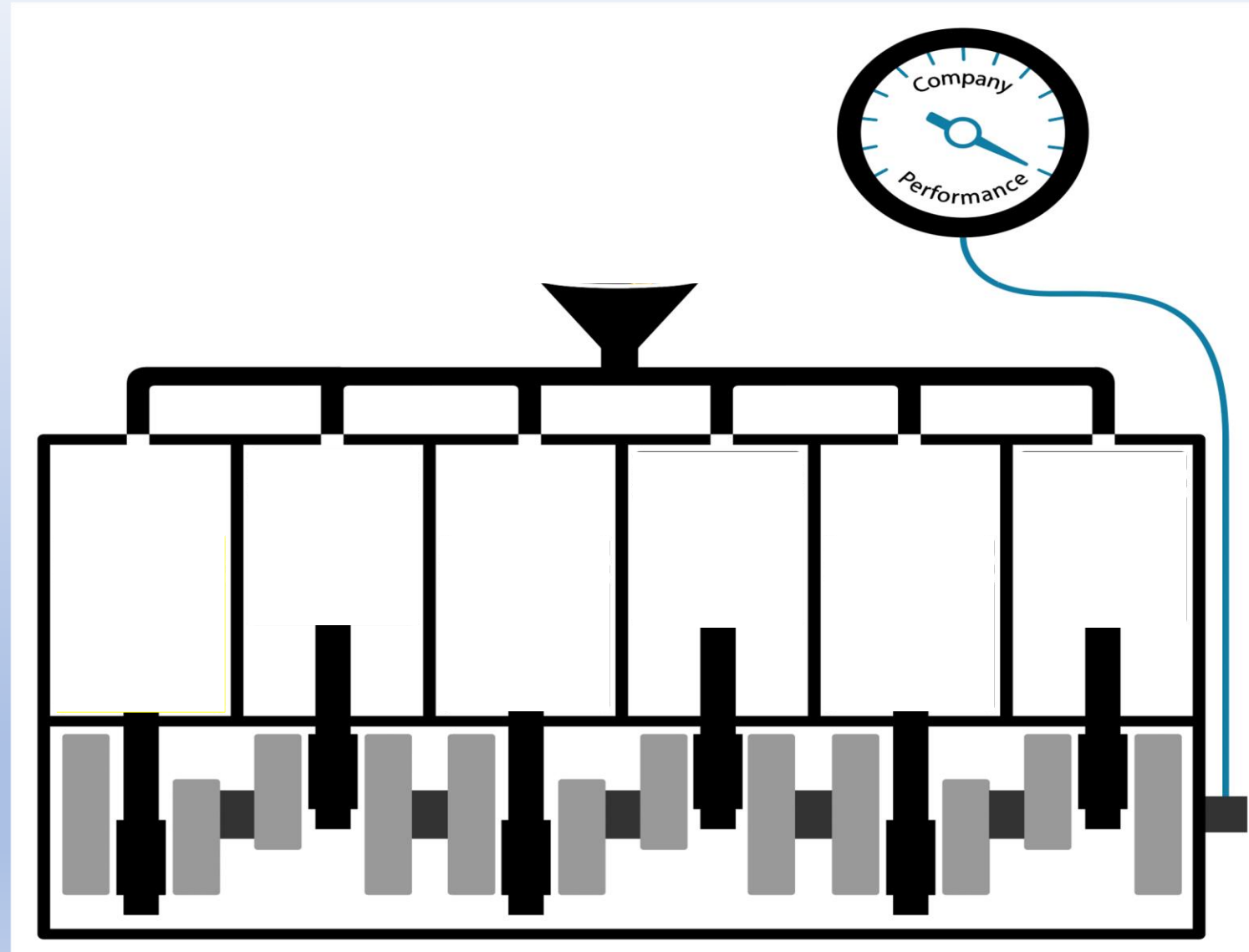
*Eric Paul*

# About Rick...

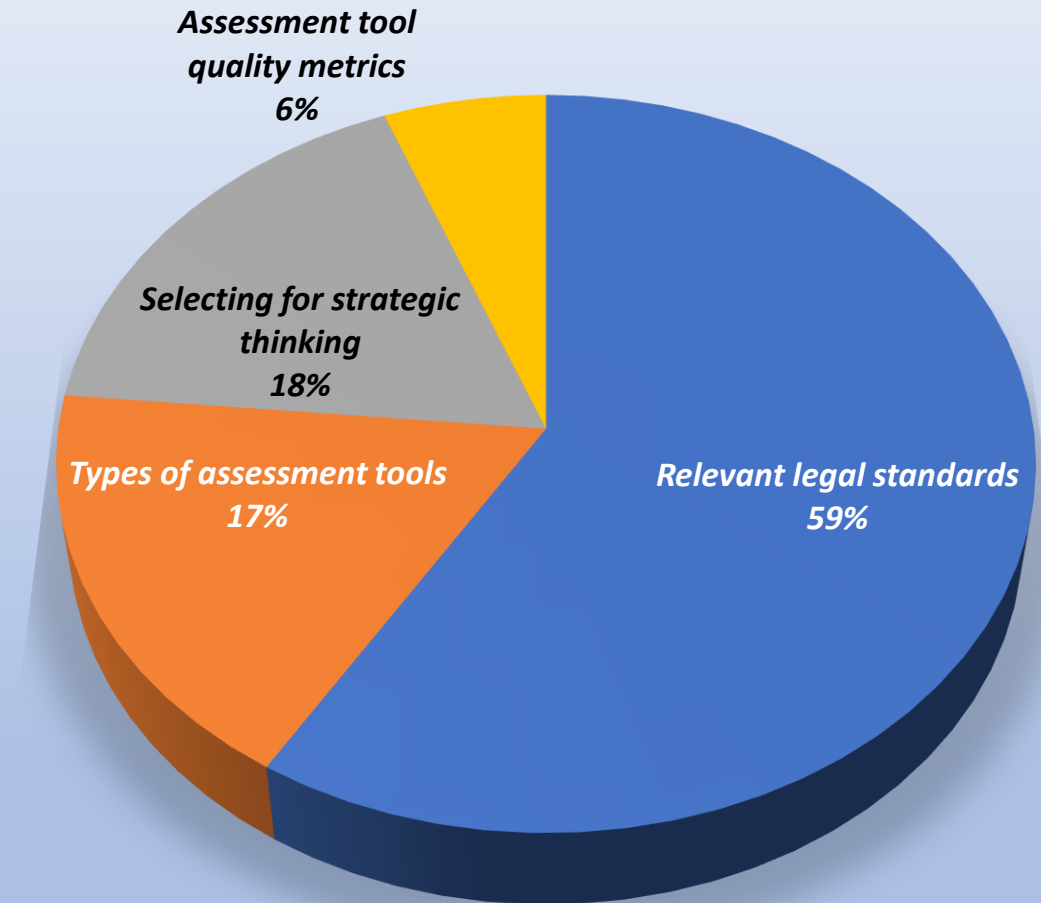
Industry	"Business Partner" Title	"Specialist" Title
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Technology		
Non-Profit	<b>1.5 Year Consulting</b>	
Engineering		N/A
Consulting		



# The People Engine: Six Cylinders that Convert Strategy to Company Performance



# *SURVEY – What HR Wants to Learn*



# *Selection Program Decisions*

We need  
**PROBLEM  
SOLVERS.**



**CEO**

I agree! Give  
me a  
second.



**Manager**



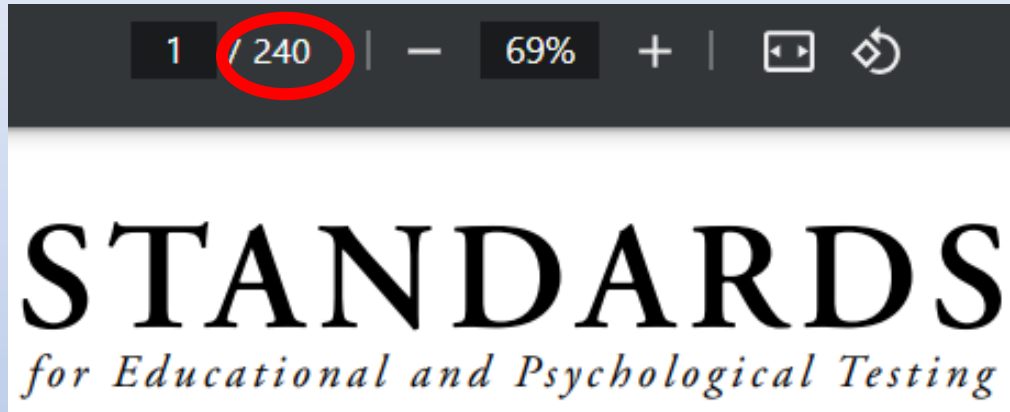
🔍 PROBLEM SOLVING TEST

Here's one.  
It's free!



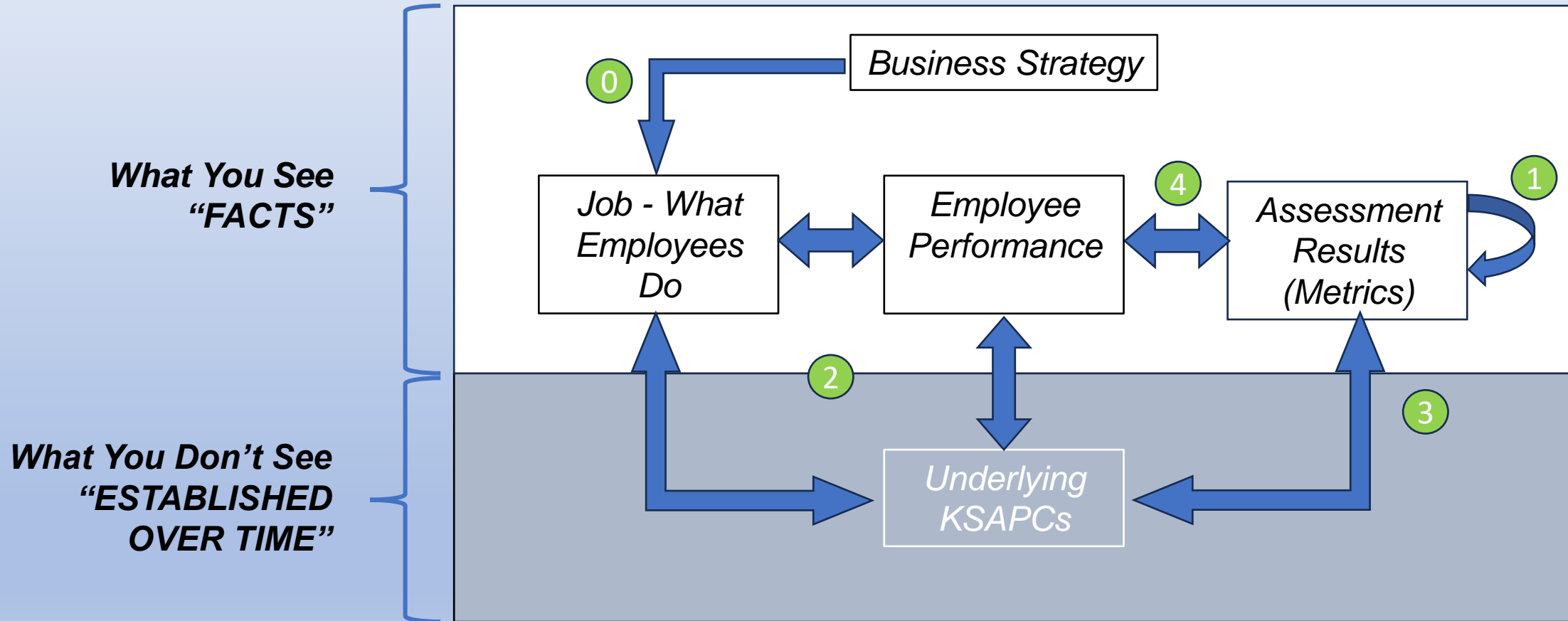
**Manager**

# Relevant Guidelines





# Actual Validation





Assessment Results (Metrics)



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I know how to comfort people.	<input type="radio"/> SD	<input type="radio"/> D	<input type="radio"/> N	<input type="radio"/> A	<input type="radio"/> SA
I tend to dislike soft-hearted colleagues.	<input type="radio"/> SD	<input type="radio"/> D	<input type="radio"/> N	<input type="radio"/> A	<input type="radio"/> SA

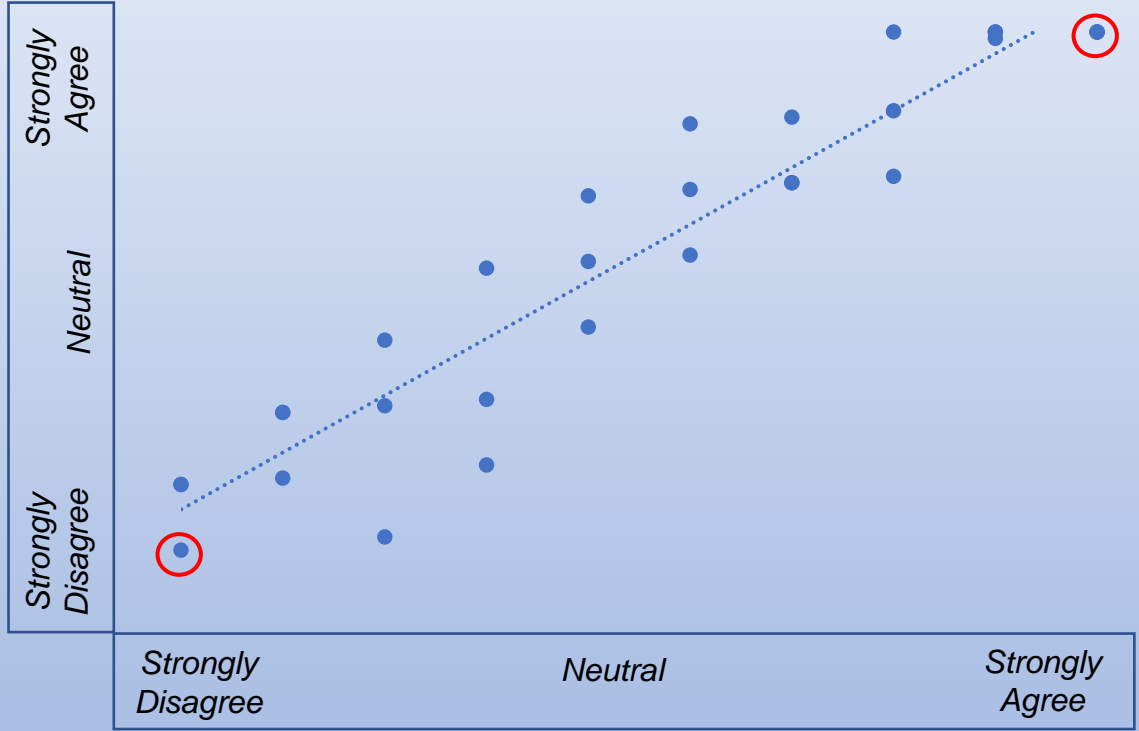
$$\text{Slope} = \text{Rise/Run} = \tan \theta = \frac{O}{A}$$

**Internal Consistency**

**Test-Retest**

**Time 2**

Item 2



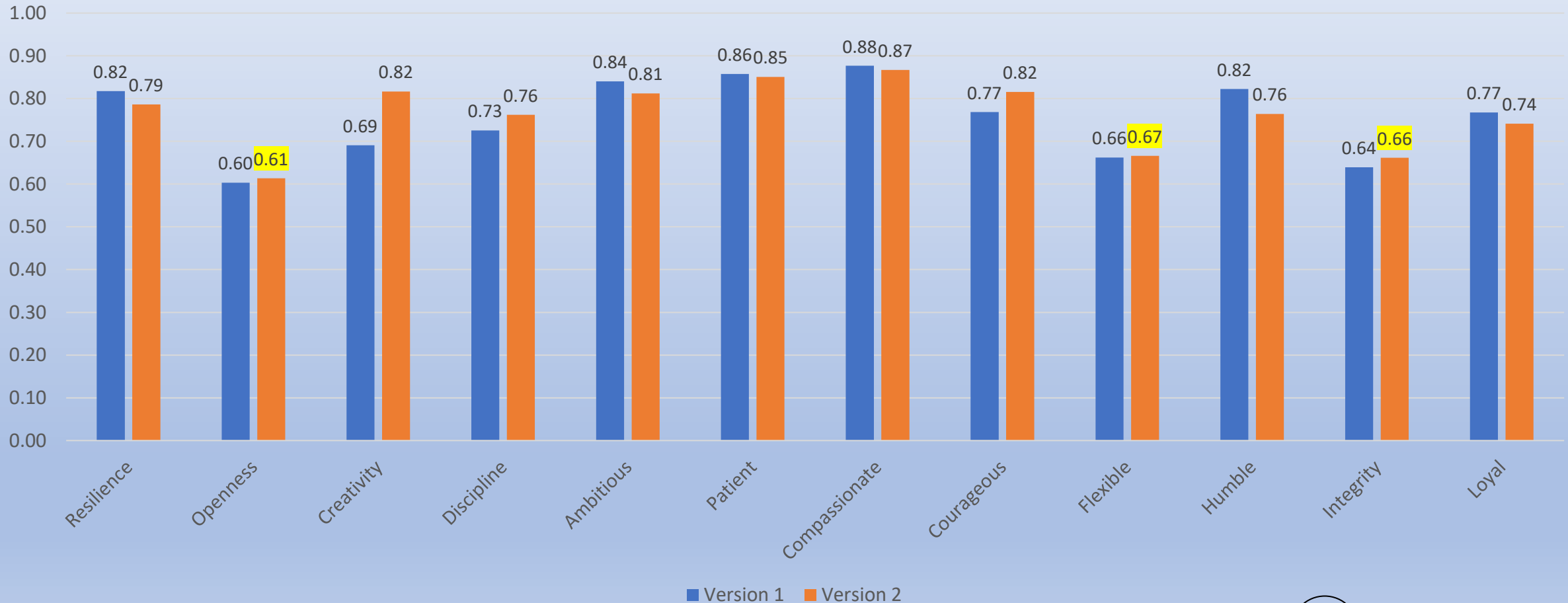
Item 1

**Time 1**

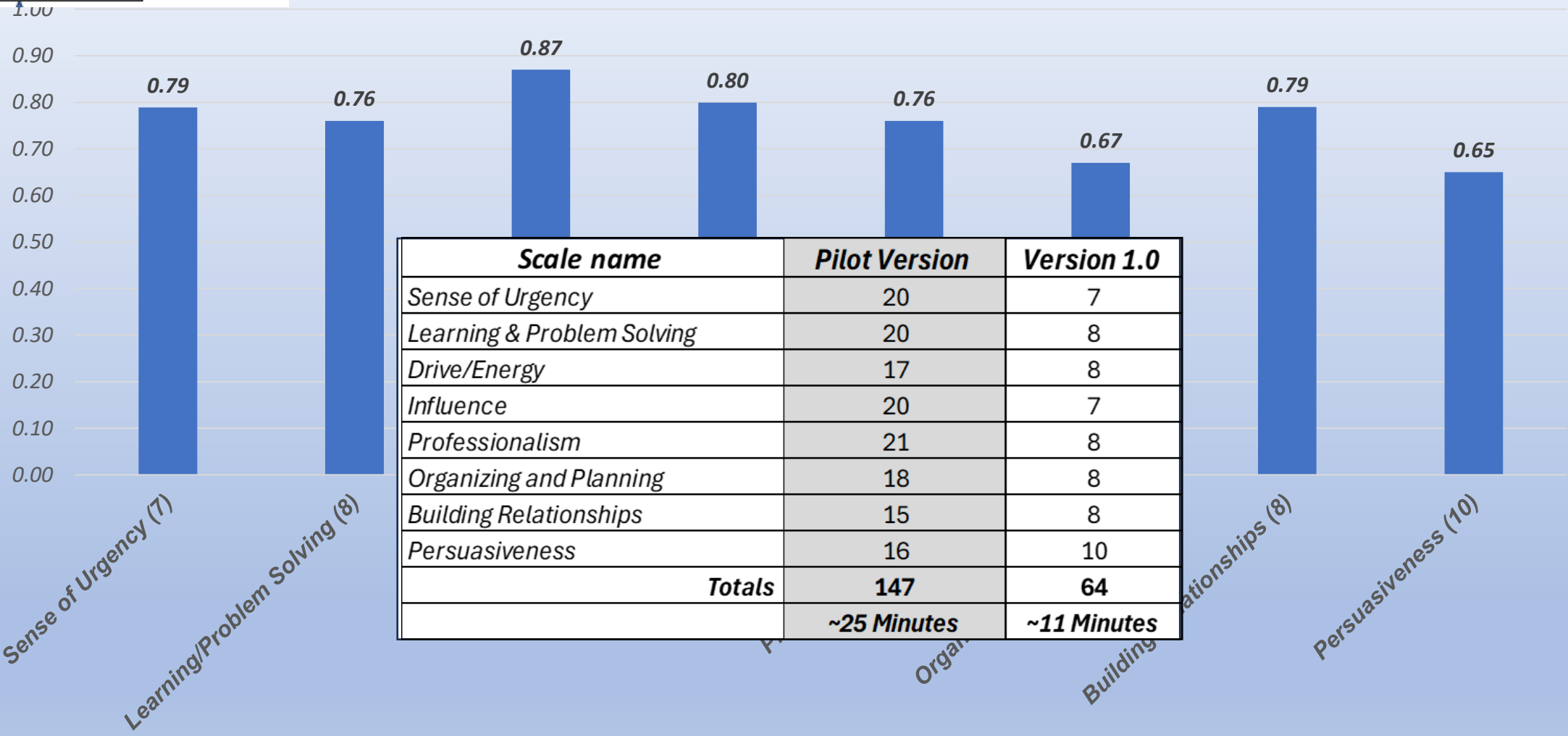




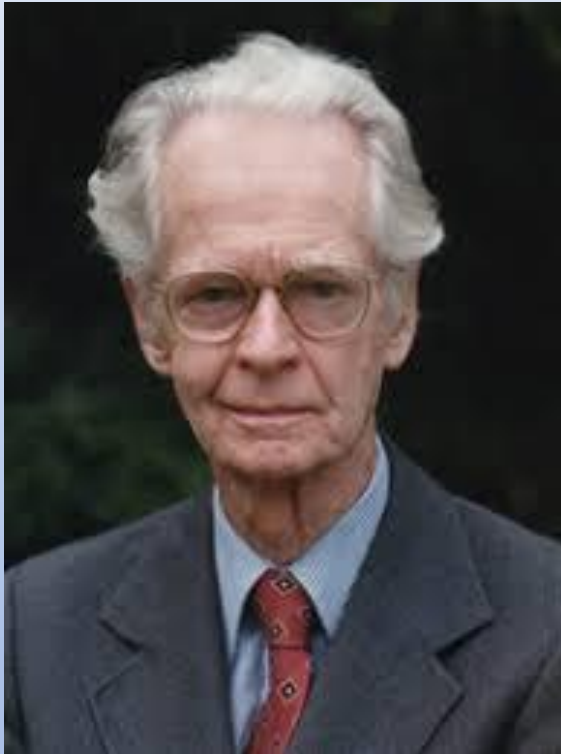
## Example: Internal Consistency



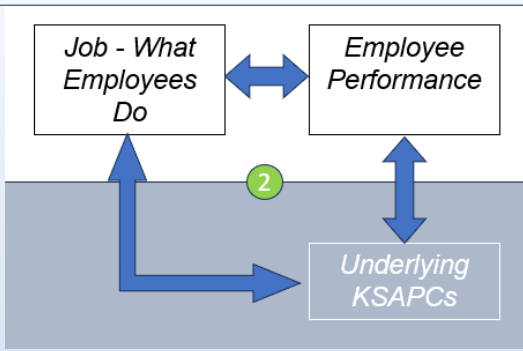
Assessment  
Results  
(Metrics)



# *Name the Legend*



1946-1947



*Purposes for Conducting an Analysis of Work*

- *Develop or Identify KSAPCs*
- *Identify and Measure Performance Standards*

<b>Component</b>	<b>Definition</b>	<b>Example</b>
<b>Knowledge</b>	<i>Learned Technical Facts</i>	<i>SHRM Certs</i>
<b>Skill</b>	<i>Activity Refined Over Time</i>	<i>Machine Repair</i>
<b>Ability</b>	<i>Innate Capability</i>	<i>Problem Solving</i>
<b>Personal Characteristics</b>	<i>“Personality”</i>	<i>Collaborative</i>

*Job Analysis Methods:*

- *Interview*
- *Observation*
- *Questionnaire*

*Favorite KSAPC:*

*“Common Sense”*



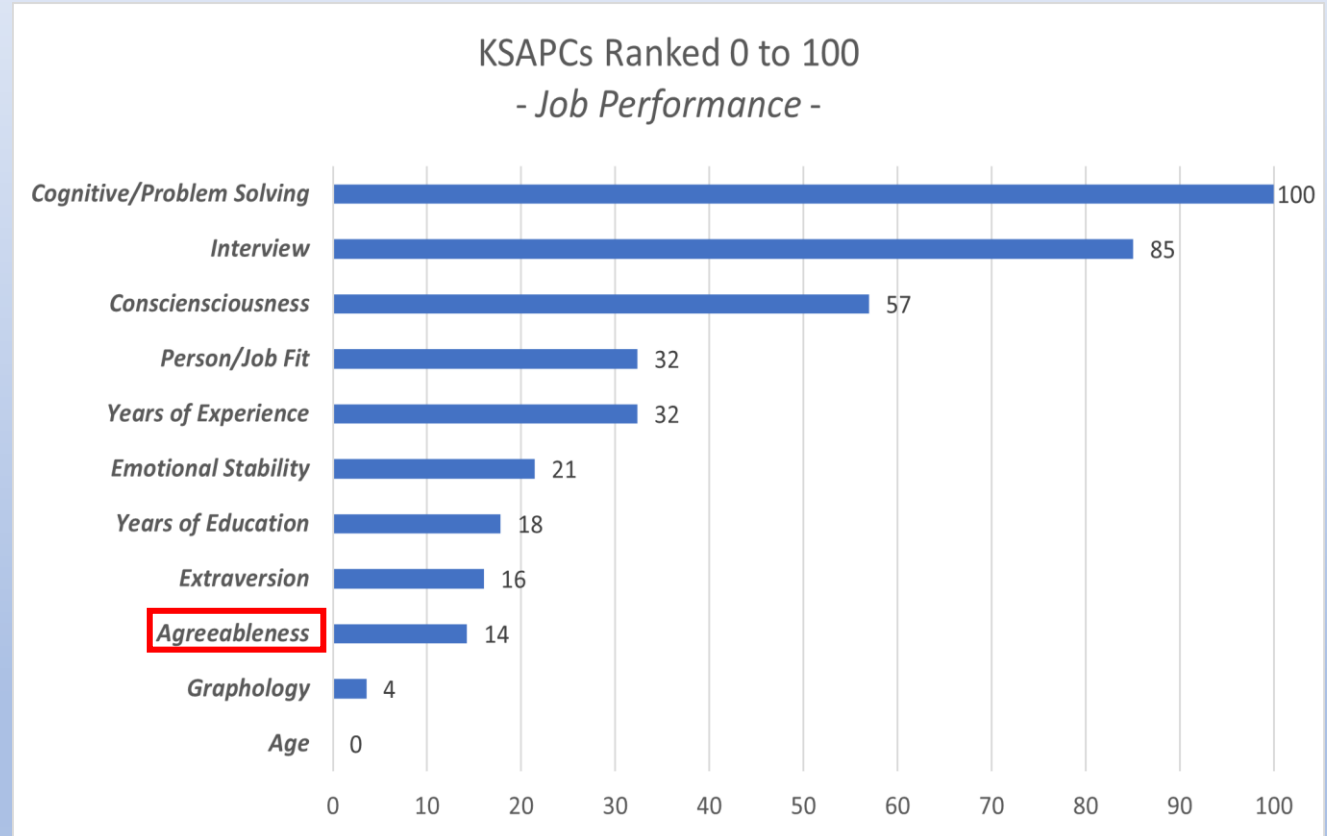
# Social Media on Selection

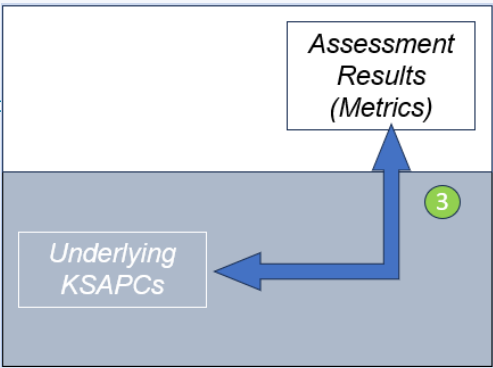
#1 skill employees need?  
**Empathy.** Be a great listener instead of a talker.



**in Top Voice**

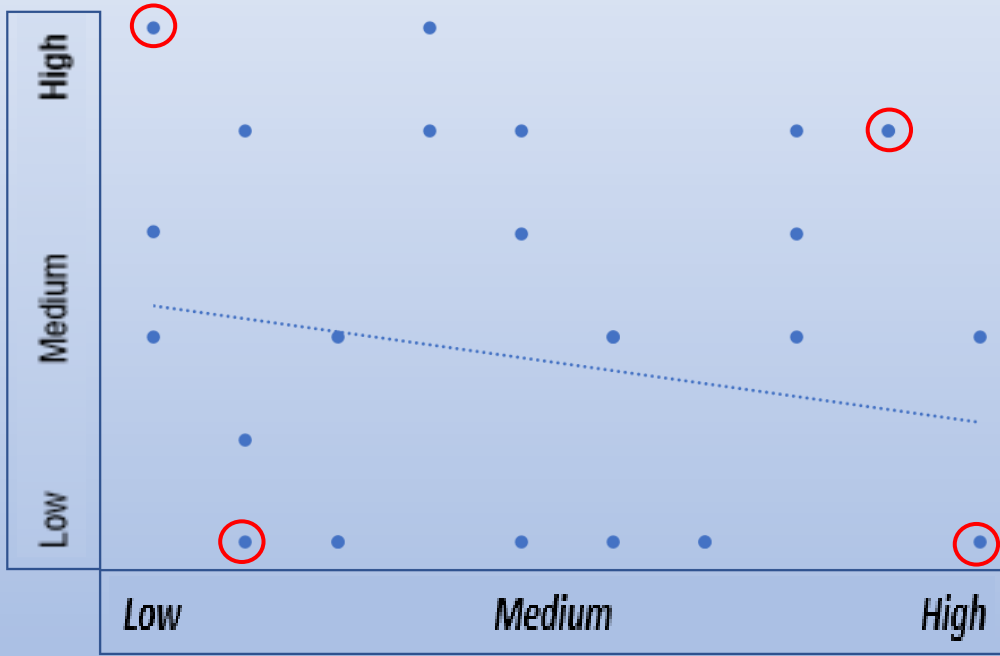
**5,418,275 followers**





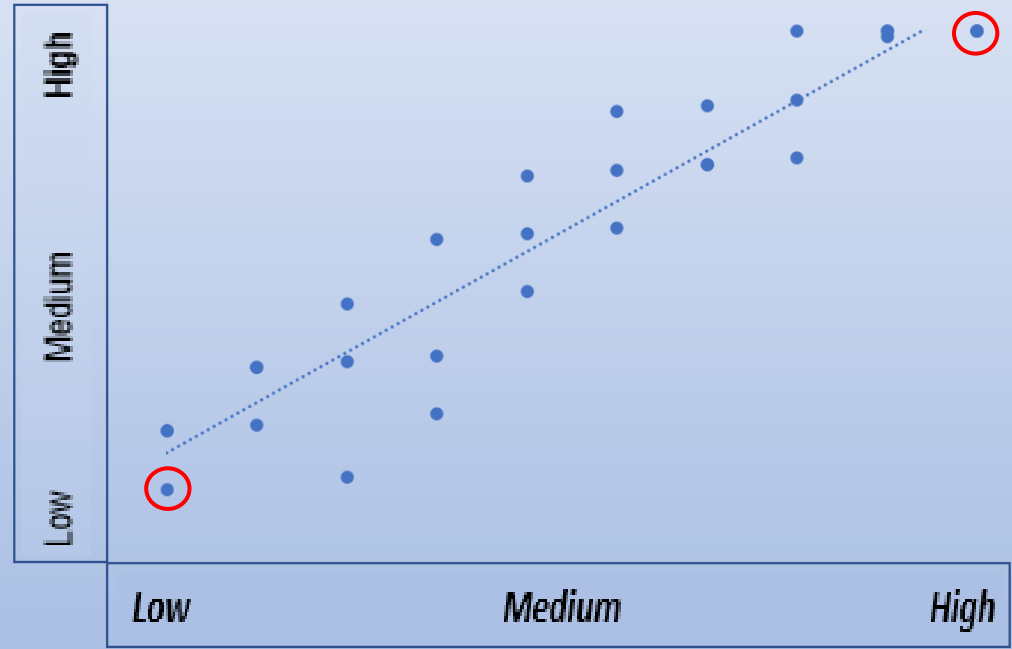
## What is the "Something"?

Test 2 - Problem Solving



Test 1 - Sense of Urgency

Test 2 - Sense of Urgency



Test 1 - Sense of Urgency



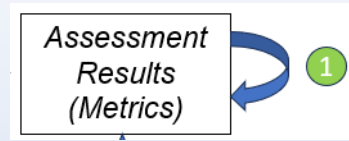
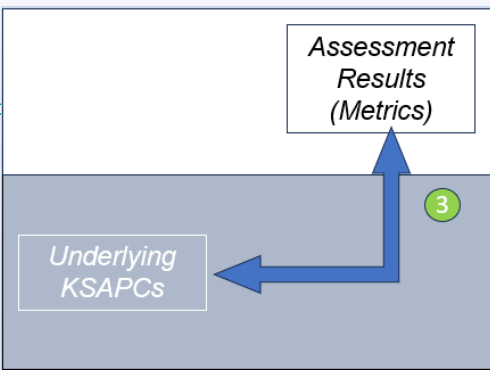


# Correlations Between Two Tests

**Table 3.1**  
**Correlations Between the ASVAB Composites and the HPI Scales**

ASVAB	ADJ	AMB	SOC	INP	PRU	INQ	LRN
AFQTa	.11	.10	.06	.01	-.10	.20**	.31***
EL	.11	.08	-.04	-.00	.01	.28***	.19**
ST	.11	.07	-.02	-.02	-.03	.33***	.17**
MM	.06	.06	.03	.03	-.09	.24***	.09
CL	.10	.06	-.05	-.02	.01	.22**	.23**
GT	.09	.07	-.04	.02	.04	.21**	.23***
OF	.07	.07	.04	.02	-.09	.26***	.14*
GM	.00	.02	.00	.06	-.03	-.01	.05
SC	.09	.06	.01	.01	-.07	.27***	.13*
CO	.06	.06	.03	.03	-.08	.22**	.14*
FA	.08	.04	-.01	-.00	-.03**	.20	.18**
MKb	.08	.22**	.18*	.04	.00	.21**	.46***
EI	.12	.12	.00	-.15*	-.18*	.30***	.16*
MC	.14*	.20**	.13	-.03	-.23**	.30***	.27***
GS	.07	.10	.12	-.01	-.14*	.43***	.28***

Note. a N= 204; AFQT = Armed Forces Qualification Test, EL = Electronics, ST = Skilled Technical, MM = Mechanical Maintenance, CL = Clerical, GT = General Technical, OF = Operator and Food, GM = General Maintenance, SC = Surveillance and Communication, CO = Combat, FA = Field Artillery; b N = 155; MK = Mathematics Knowledge, EI = Electronics Information, MC = Mechanical Comprehension, GS = General Science; ADJ = Adjustment; AMB = Ambition; SOC = Sociability; INP = Interpersonal Sensitivity; PRU = Prudence; INQ = Inquisitive; LRN = Learning Approach; \* p < .05 \*\* p < .01 \*\*\* p < .001, one-tailed.



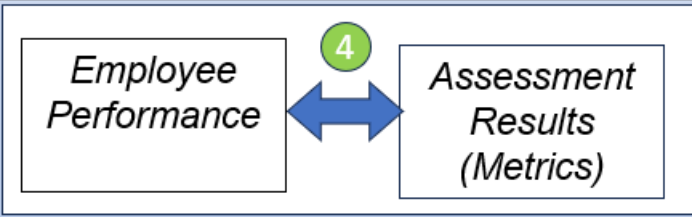
= Consistently Measures “Something”

**Clear Scales and Definitions!**

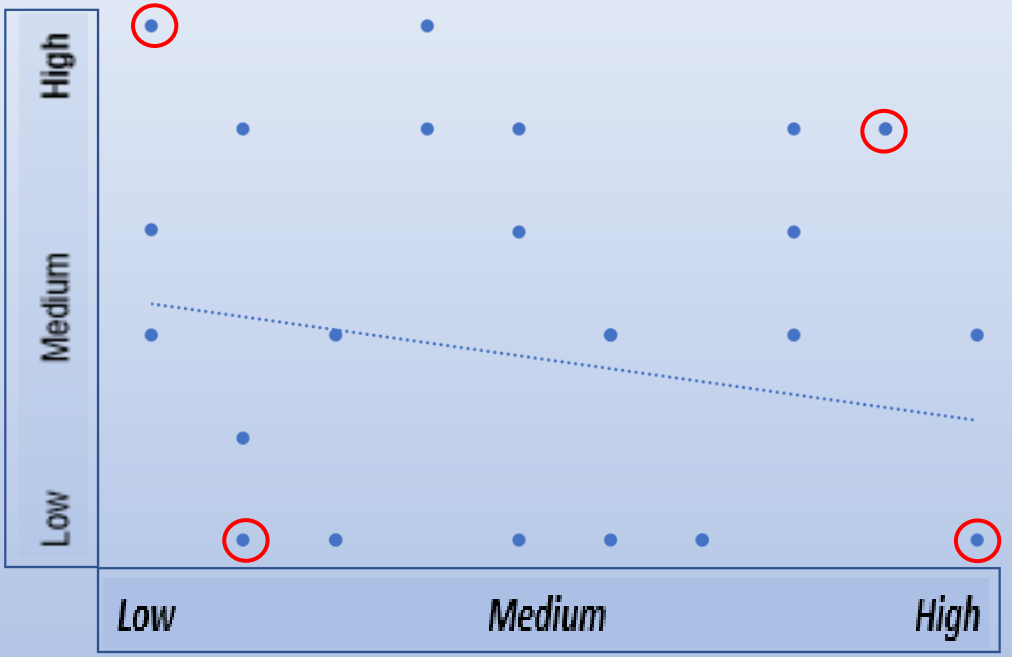
- Process, Outcome & Time Trained Raters!

Technical Knowledge from Job Analysis	Application	Knowledge	Simulation
C#	Items 1-10	Items 11-20	yes
JavaScript	Items 21-30	Items 31-40	yes
SQL	Items 41-50	Items 51-60	yes
R	Items 61-70	Items 71-80	yes

# Content Validation

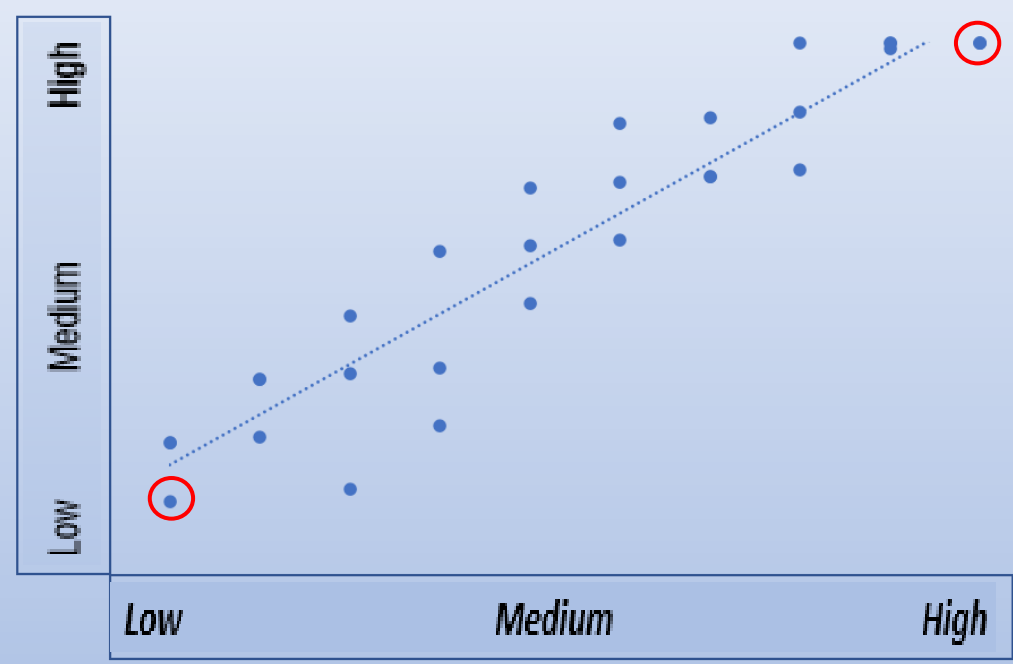


Job Performance – Problem Solving



Sense of Urgency Score

Job Performance - Sense of Urgency



Sense of Urgency Score

# Criterion-Related Validation

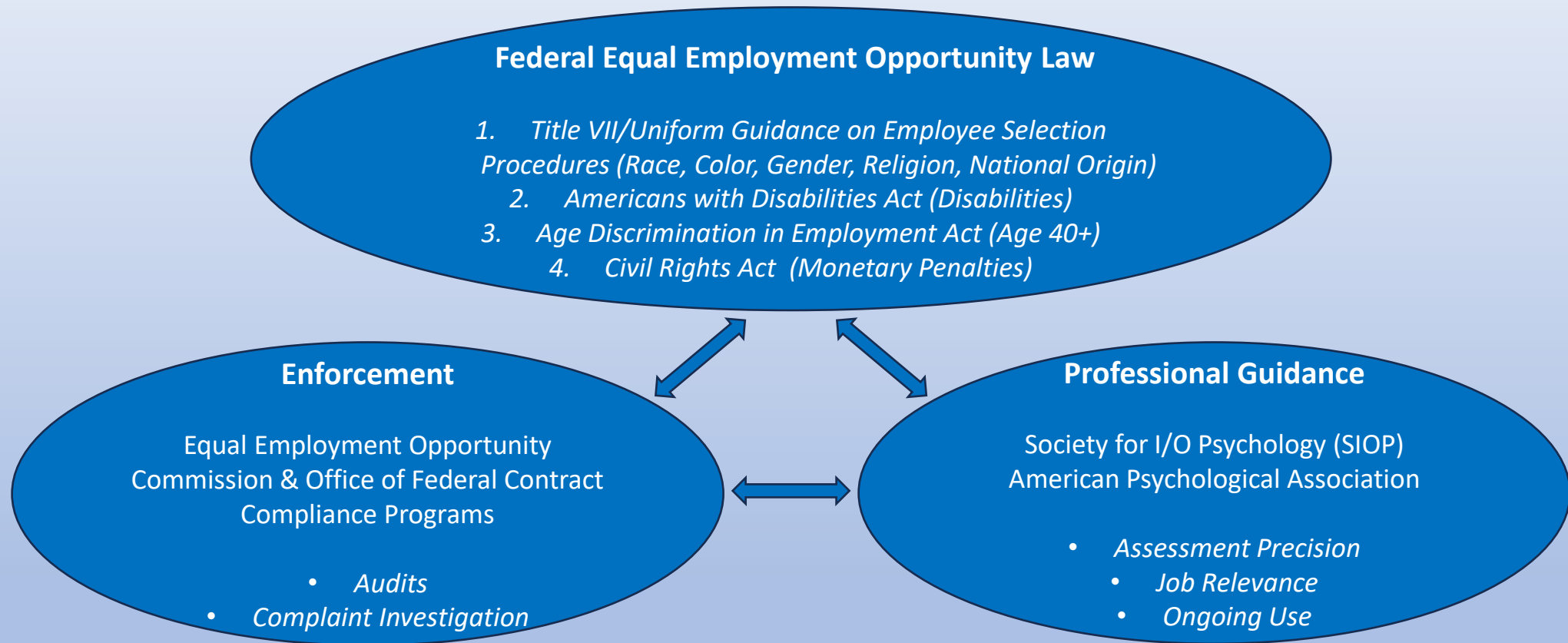


# Test & Performance Correlations

**Table 3.32**  
**Meta-Analytic Correlations Between HPI Scales and Performance Criteria for Professionals Jobs**

	HPI Scales								
	<i>N</i>	<i>K</i>	<b>ADJ</b>	<b>AMB</b>	<b>SOC</b>	<b>INP</b>	<b>PRU</b>	<b>INQ</b>	<b>LRN</b>
Validation Samples	1,149	12	<b>.14</b>	<b>.12</b>	-.04	.09	.08	.00	.01

*Note.* *N* = number of participants across *K* studies; *K* = number of studies; ADJ = Adjustment; AMB = Ambition; SOC = Sociability; INP = Interpersonal Sensitivity; PRU = Prudence; INQ = Inquisitive; LRN = Learning Approach.



# *Legal Theories of Discrimination*

- *Adverse Impact – 4/5ths Rule*

The most common measure of adverse impact is known as the 4/5ths (or 80%) Rule. This simply compares the hiring rates of various classes. For example:

- Percent of Females Hired = 50%
- Percent of Males Hired = 60%
- Computing the 4/5ths Rule –  $50\% / 60\% = 83\%$

- *Disparate Treatment*

- *Disparate Treatment* – This form of discrimination occurs when an organization uses different standards or processes for one group versus another. For example, a company chooses to administer a physical ability test to women but waives this requirement for men.

# Actual Validation

We need  
**PROBLEM  
SOLVERS.**

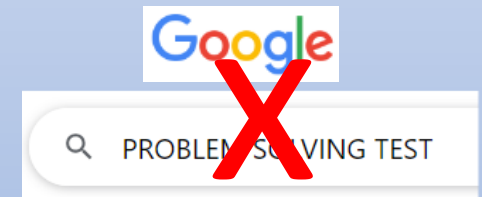


**CEO**

- Let's do a **JOB ANALYSIS**.  
Then **CHOOSE/BUILD** the Solution:
- **OTHER KSAPCs?**
    - **RELIABLE?**
    - **VALIDATED?**
  - **Expected 4 RELATIONSHIPS?**
    - **QUALIFYING SCORES**
  - **MEASURE OF PERFORMANCE?**
    - **INTERVIEW QUESTIONS**
    - **INTERVIEWER TRAINING**
    - **ADVERSE IMPACT?**
    - **DISPARATE TREATMENT?**

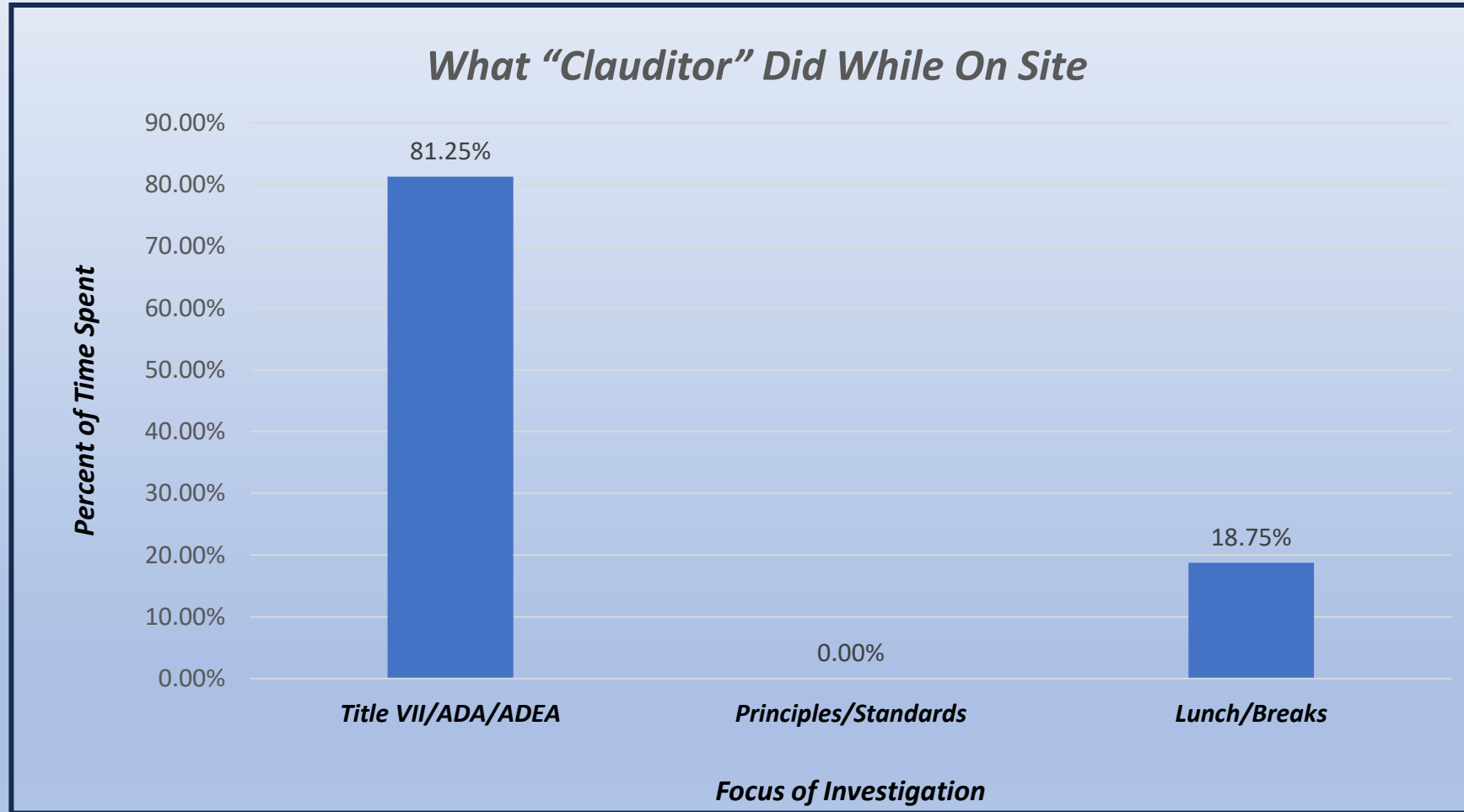


**How Do You Respond?**





# “CLAUDITOR”



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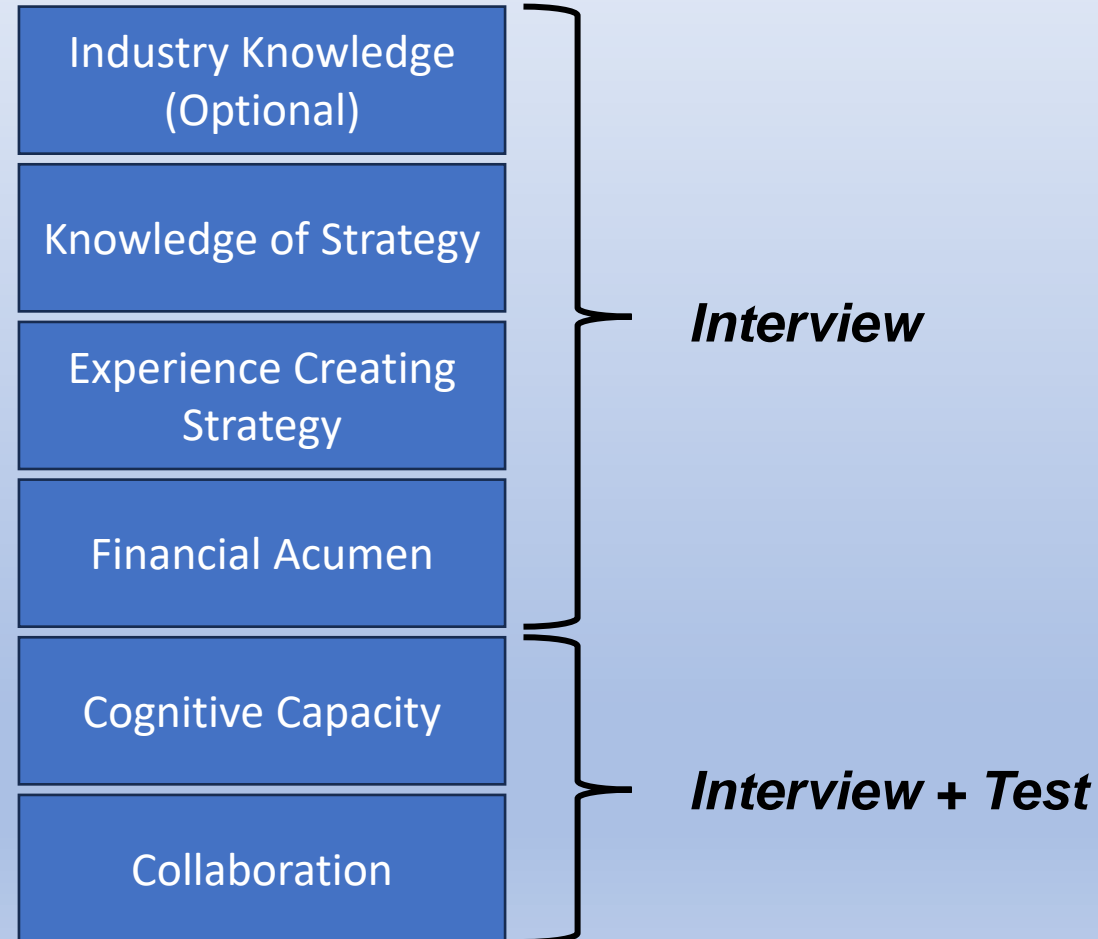
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## *Excerpts from Email Exchange*

**Rick** – “Can you please put me in touch with your “team of experts” so that I can recommend your Reliability test?”

**Vendor** “...we do not have any information like that available at this time.”

# Selecting for Strategic Thinking



# Interviewing

## 1. Relevance of Experience

*“Describe a time when you...”*

- *Configured Employee Benefits*
- *Led an Expansion*
- *Led an Investigation*
- *Introduced Compliance Training*
- *Introduced Soft Skill Training*
- *Handled an HR Audit*
- *Ran Payroll*

## 2. Skill-Based Interviewing - Problem Solving -

*Describe a time when you solved a difficult problem.*

- *What was the problem?*
- *Why was it difficult?*
- *What solutions did you consider?*
- *What was the result?*

*Describe a time when you found a creative solution to a problem.*

- *What was the problem?*
- *What alternatives did you consider?*
- *Why was your solution creative?*
- *What was the result?*

*Describe a time when you needed to make a decision quickly.*

- *What was the issue?*
- *Why did you have to act quickly?*
- *What was your solution?*
- *What was the result?*

## 3. Process Issues

**TRAIN YOUR INTERVIEWERS!**

*Take Good Notes*

*Two to Three Interviewers*

*Rate Individually*

*Nine-Point Scales:*

- **HIGHLY-RELEVANT EXAMPLES**
  - *7, 8, or 9*
- **RELEVANT EXAMPLES**
  - *4, 5, or 6*
- **MARGINALLY RELEVANT OR NO EXAMPLES**
  - *1, 2, or 3*

*Drive to Consensus Using Examples*

# *Actual Questions on Application*

- We like to have fun. What is fun to you?
- If you could make the world a better place, what would you change?
- If you could invite five (5) people to a dinner party, living or not, who would you invite?
- What most recently made you throw your head back in laughter?

If your life were a song, which song would it be and why? \*

# Free Publications – Selection

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- [Why Your Competitors Want You to Believe that Emotional Intelligence \(EQ\) is More Important Than IQ](#)
- [Employment Law Governing Selection and Promotion](#)
- [A Summary of Assessment Validation Methods and Assessment Categories](#)
- [Test Scores Can Be Meaningless: When a Number Has No Value](#)
- [Validating Assessment Tools: Is There a Relationship to Job Performance?](#)
- [Effective Interviewing: A Slide from Our Presentation to SHRM](#)
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# THANK YOU!!!



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# *What Really Matters...*

