



***SELECT ASSOCIATE SCREENING SYSTEM  
FOR ADMINISTRATIVE SUPPORT***

OCTOBER 2002



# CONTENTS

Overview	
General Background . . . . .	1
What Is SELECT For Administrative Support? . . . . .	2
Who Is It For? . . . . .	2
What Does It Measure? . . . . .	2
Reading the Report	
What Do The Various Indices Mean? . . . . .	4
What Are The Administrative Support Dimensions? . . . . .	6
What Does It Mean When A Performance Subscale Is Flagged? . . . . .	7
What Are Job Tasks? . . . . .	8
What Are Counterproductive Behaviors? . . . . .	9
What Is The Positive Response Pattern? . . . . .	9
How Do I Use The Interview Probes and/or Structured Interview? . . . . .	10
Using the Report	
Making The Hiring Decision . . . . .	12
Who Should See The SELECT Reports? . . . . .	12
Validation Research	
General Background . . . . .	13
Study 1 . . . . .	17
Utility . . . . .	19
SELECT for Administrative Support Version 2.0 . . . . .	19
Adverse Impact . . . . .	19
About Bigby Havis . . . . .	21
Available SELECT Tests . . . . .	21

## OVERVIEW

### GENERAL BACKGROUND

Since the mid-1980's, the organizational psychologists and consultants of Bigby, Havis & Associates (BHA) have been involved in the development of tailored selection systems for client companies. In recent years, these systems were increasingly focused on the selection of candidates for associate-level jobs. In each case, as part of the project, we were asked to develop and validate work personality tests. These projects were conducted in a variety of industries.

While in each validation study a custom selection tool was developed to meet the unique aspects of a particular job, it became increasingly apparent that these instruments shared in common many work-personality dimensions. From this research, we developed the foundation for the SELECT test batteries. Each SELECT survey measures both those common dimensions predictive of performance in most associate-level jobs, as well as unique dimensions specific to the particular job for which it has been validated. Below is an overview of common dimensions across SELECT surveys.

### SELECT DIMENSIONS INCLUDE:

- ▶ **Positive Attitude** - *Shows faith in self and positive outlook on self, others, and the company*
- ▶ **Energy** - *Prefers a high activity level; action oriented*
- ▶ **Frustration and Criticism Tolerance** - *Appears emotionally optimistic and resilient*
- ▶ **Acceptance of Diversity** - *Tolerates others different from self*
- ▶ **Self Control** - *Refrains from impulsive behavior*
- ▶ **Acceptance of Structure** - *Accepts rules and follows direction*
- ▶ **Empathy, Interpersonal Insight** - *Shows an understanding for the feelings and needs of others*
- ▶ **Multi-Tasking** - *Enjoys handling multiple tasks simultaneously*
- ▶ **Integrity** - *Possesses a strong work ethic*
- ▶ **Influence** - *Enjoys influencing the actions of others*
- ▶ **Sociability** - *Displays an ease within a social context and enjoys interacting with others*
- ▶ **Good Judgment** - *Shows a tendency towards objective thinking based on fact*

The SELECT Associate Screening System is a family of related tests designed to measure important, work-related personality characteristics in applicants for entry-level jobs. It allows employers to quickly and easily *screen for* characteristics associated with *productivity, cooperative work behaviors, integrity and service to others*. The following pages provide an overview and validation research for the SELECT for Administrative Support Survey. For a full listing of other surveys available in the SELECT Associate Screening System, please see page 21 of this manual.

## WHAT IS SELECT FOR ADMINISTRATIVE SUPPORT?

SELECT for Administrative Support is a personality-based survey designed to measure characteristics that have been found to predict job effectiveness in administrative or clerical positions. Through our research with administrative jobs, we have identified several key personality characteristics that contribute to job success. SELECT for Administrative Support allows you to hire associates who will work cooperatively, focus on work productively, successfully juggle many tasks, attend closely to details and remain composed under stress. It will also help you to screen out those applicants with low integrity and who are poorly suited for the job.

## WHO IS IT FOR?

SELECT for Administrative Support has been validated for use with people in an administrative or clerical role. Some appropriate positions include:

- ▶ Administrative Assistants
- ▶ Office Support Personnel
- ▶ Office Temporaries
- ▶ Secretaries
- ▶ Other administrative positions

## WHAT DOES IT MEASURE?

### PERFORMANCE AND INTEGRITY

SELECT for Administrative Support contains statements that measure personality characteristics related to effective job performance in administrative or clerical roles. The two central indices are integrity and performance. The Performance Index has been validated to predict the traits associated with successful performance on the job. The Integrity Index has been validated to predict the attitudes, personal integrity, and work ethic in relation to being effective on the job.

The following are optional modules offered within the SELECT system. These modules may be added to your survey or customized to fit your needs. Contact your human resource department or SELECT distributor for more information.

## **JOB TASKS**

The job tasks module is an online interview which asks the candidate about his or her willingness to perform important tasks related to the job. This module includes questions related to effective job performance in administrative or clerical roles.

## **COUNTERPRODUCTIVE BEHAVIORS**

An additional module available with SELECT for Administrative Support is the Counterproductive Behaviors module (CPB). There are two versions of this module, attitude-based or admissions-based. Both of these are assessments of counterproductive behaviors and include topic areas of drug use, theft, job commitment, work ethic, resistance to direction, safety, etc. Attitude-based questions ask individuals about their beliefs, while admissions-based questions ask individuals about prior use or experience (these are relevant to drug use and theft). Caution: Admissions-based questions relating to drug use and theft are prohibited in some states/territories. Check regulations particular to your legal jurisdiction before implementing.

## **STRUCTURED INTERVIEW**

Finally, the SELECT for Administrative Support report can include two types of interview guides: a short Interview Probes section or a complete Structured Interview.

## READING THE REPORT

The SELECT for Administrative Support Report provides information to help facilitate the selection of top performing candidates. The report is designed to provide information regarding a candidate's personality characteristics and highlight areas that may merit attention in the interview process.

To view a sample report, click [here](#), or visit <http://www.bigby.com/envision/SELECT/selectintro.htm>

## WHAT DO THE VARIOUS INDICES MEAN?

### RANDOM RESPONSE INDEX

The SELECT for Administrative Support survey contains a validity check to ensure that the candidate is not responding to the items randomly. Special items in the survey determine if the applicant is correctly reading the survey and sufficiently attending to the survey items. Inappropriate answers to these statements will result in a survey which is "invalid." This may indicate that: 1) the applicant has limited language or reading skills, 2) the applicant did not carefully read the survey, or 3) the applicant may need visual accommodation. We recommend that you attempt to determine the reason for this invalid result and, if necessary, re-survey the applicant providing them with assistance or accommodation.

RANDOM RESPONSE:	VALID <input checked="" type="checkbox"/>	INVALID <input type="checkbox"/>
---------------------	--	-------------------------------------

**INTEGRITY INDEX:**

The Integrity Index measures the candidate's attitude related to personal integrity and work ethic. High scores indicate a positive work ethic and low scores indicate a tendency to "get by" and not "give it their all." While not all applicants with scores in the AVOID range will have low integrity, our research suggests that many will. Pursuing applicants who score in the GOOD range should increase your chances of hiring someone with a positive work ethic.

INTEGRITY: = <b>7</b> =>	AVOID	GOOD
	<b>X</b>	
	0 - 9	10 - 13

**PERFORMANCE INDEX**

The Performance Index measures those personality characteristics that differentiate good administrative associates from poor ones. Those scoring in the higher ranges on the Performance Index score (OK and GOOD) are more likely to possess the important traits necessary to perform well on the job. Try to avoid hiring applicants with scores in the AVOID range and, if possible, look for those scoring in the GOOD range.

PERFORMANCE INDEX: <b>44</b> =>	AVOID	OK	GOOD
			<b>X</b>
	0 - 36	37 - 41	42 - 62

**WHAT ARE THE ADMINISTRATIVE SUPPORT DIMENSIONS?**

The following table lists personality dimensions found to consistently predict performance in Administrative Support jobs. These dimensions cover the characteristics which make up the Performance Index.

*SELECT for Administrative Support Dimensions*

<b>Performance Index</b>	<b>Undesirable Scores</b>	<b>Desirable Scores</b>
<p><b>Productive Attitude:</b> Faith in self and a favorable outlook about working with others in a cooperative environment.</p>	<p>Defensive, negative attitude. Believes that results are dependent on luck or whom you know.</p>	<p>Positive, confident personality projected to others. Confident in ability to positively influence results. Trusts in others and the system.</p>
<p><b>Energy:</b> Activity level, action orientation.</p>	<p>Slow pace, low stamina or low energy reserve.</p>	<p>Energy, drive to get the job done. Self-starter.</p>
<p><b>Criticism Tolerance:</b> Can accept negative feedback from others without taking it personally.</p>	<p>Thin-skinned. May be overly sensitive or defensive when faced with criticism from others.</p>	<p>Thick-skinned. Is likely to take criticism from others productively, and use it to improve.</p>
<p><b>Multi-tasking Ability:</b> Ability to work on several different tasks at once, adaptable.</p>	<p>Prefers to focus on one task at a time. May become flustered when asked to take on multiple tasks.</p>	<p>Enjoys working on multiple tasks at one time. Should work well in an environment where things are not predictable.</p>
<p><b>Attention to Detail:</b> Organized and precise.</p>	<p>May not be detail-oriented. May not emphasize organization in his or her work.</p>	<p>Is likely to be organized. Should focus on the detail aspects of his or her work.</p>
<p><b>Self-Control:</b> Thinks before acting; is restrained.</p>	<p>May act or speak before thinking. May be impulsive.</p>	<p>Is likely to think things through before acting. Is not likely to be impulsive.</p>
<p><b>Self-Reliance:</b> The ability to work independently with limited direction from others.</p>	<p>May seek assistance or assurance from others before completing tasks, even when they do not need it.</p>	<p>Is likely to work indepently. Should complete tasks with little assistance or guidance from others.</p>
<p><b>Acceptance of Diversity:</b> Tolerance of others different from self.</p>	<p>Impatient, annoyed with others who are different from oneself (i.e., foreigners, people poorly informed about products or services).</p>	<p>Cooperative and tolerant with all types of people.</p>
<p><b>Interpersonal Insight:</b> Is aware of others' actions and motivations; can use this information to interact effectively with others.</p>	<p>Is not likely to analyze the feelings or motives of others. May miss subtleties of interactions.</p>	<p>Makes an effort to analyze feelings or motives of others.</p>
<p><b>Task Focus:</b> Not distracted by needless socializing.</p>	<p>Is likely to overemphasize the social aspects of work. May let interpersonal interactions distract himself or herself from more mundane but important tasks.</p>	<p>Should focus on necessary tasks without having to interact with others. Is not likely to let social interactions interfere with job performance.</p>
<b>Integrity Index</b>	<b>Undesirable Scores</b>	<b>Desirable Scores</b>
<p><b>Integrity/Work Ethic:</b> Positive outlook on working hard and earning one's pay.</p>	<p>"Get by" attitude. Negative attitudes about work and the company.</p>	<p>Enjoyment of work. Work integrity. Honest effort.</p>

## WHAT DOES IT MEAN WHEN A PERFORMANCE SUBSCALE IS FLAGGED?

In addition to providing an overall Performance Index score, SELECT for Administrative Support also provides subscale information on each of the characteristics which make up the Performance Index. For each subscale, the candidate's scores will fall into the OK or FLAG category. If a candidate scores unfavorably on a subscale, there will be an "X" next to that subscale under the FLAG heading. For example, if Suzanne Example responded to statements related to Acceptance of Diversity in an unfavorable way, there would be an "X" next to Acceptance of Diversity on her report. This "Flagged" subscale means that Suzanne may have difficulty tolerating other people who are different from herself. At the end of the report, suggested interview questions pertaining to the flagged subscales are provided.

SUBSCALE FLAGS:

SUBSCALE	OK	FLAG*
Energy		X
Multi-tasking		X
Attention to Detail	X	
Self Control	X	
Productive Attitude	X	
Criticism Tolerance	X	
Interpersonal Insight	X	
Self-Reliance		X
Task Focus	X	
Acceptance of Diversity		X

It is important to remember that although an applicant's overall Performance Index score may fall in the OK or GOOD range, he or she may still have a low score on one or a few of the subscales. This indicates that, while he or she may exhibit most of the characteristics identified as important, the applicant may have some weaknesses which can affect overall performance. Any flagged subscales should be followed-up in the interview to confirm whether or not a low score will be problematic.

### WHAT ARE JOB TASKS? (OPTIONAL MODULE)

This section asks about the candidate’s willingness to perform administrative tasks. Areas where the candidate expresses reluctance should be probed further in the interview. (These items can be customized for your organization.)

How willing are you to.....	Would do it and enjoy it	Would do it	Would do it, but not like it	Would not want to do it	Would not do it
Arrive early or stay late to complete a task?	X				
Commit to being on time, every time?			X		
Compile, copy, sort and file?			X		
Proofread letters, reports, etc.?			X		
Operate office machines?				X	
Transcribe dictation?		X			
Compose letters and other correspondence?			X		
Type letters and other correspondence?	X				
Work with computers?	X				
Answer the phone, respond to requests & deliver messages?	X				
Learn new computer software on your own?		X			
Attend to detail and accuracy?		X			
Change priorities quickly upon request?			X		
Handle demanding people?		X			

*The table above reports the candidate's stated willingness to do tasks commonly required in jobs similar to this one. Indications of reluctance should be probed during the interview.*

## WHAT ARE COUNTERPRODUCTIVE BEHAVIORS? (OPTIONAL MODULE)

The Counterproductive Behaviors module will highlight certain items within the SELECT for Administrative Support survey if they are answered in an undesirable way. The items within the attitude-based and admissions-based versions of this model are related to attitudes and behaviors regarding drug use, theft, safety, and similar topic areas. One should use this information to further investigate potential problem areas during the interview or through reference checks.

In this section, undesirable responses by the applicant to drug use, theft, job commitment, work ethic, resistance to direction, etc. questions are presented. The total number of survey questions for each topic is given in parentheses. The candidate selected an undesirable response or answered agree to the following:

### **DRUG USE** (5 possible questions)

- o Which best describes your current involvement with illegal drugs (for example: speed, cocaine, marijuana, heroin, etc.)? Frequent, but I don't let it interfere with my work.
- o Using marijuana illegally during work... Has no effect on me.

## WHAT IS THE POSITIVE RESPONSE PATTERN?

Within the SELECT for Administrative Support survey there are statements designed to determine if an individual is trying to present themselves in a more positive manner, or put their "best foot forward." If these items are answered in an overly positive manner, a special warning will be produced on the report. In these instances, a special effort should be made to verify the results of the report with other information such as interview impressions and reference checks.

### **POSITIVE RESPONSE PATTERN**

#### USE SCORES OBTAINED FROM THIS SURVEY CAUTIOUSLY

This applicant answered the survey in a positive manner. Such positive responses may suggest one or more of the following:

- 1) He is very positive in his view of himself, others, and life in general.
- 2) He deliberately tried to present himself in a positive manner.
- 3) He does not have much self-insight and may see few personal weaknesses or areas for self-improvement.

The possibilities listed above should be carefully considered, and a special effort should be made to verify with other information such as additional interview impressions or reference checks.

## How Do I Use The Interview Probes And/OR Structured Interview?

The SELECT report provides interview probes or an interview guide to aid in conducting a structured, behavioral interview that is job relevant. The guide may be tailored to include your company's custom interview.

### INTERVIEW PROBES:

If a candidate scores AVOID on the Integrity Index or flags any of the Performance sub-scales, the SELECT Report will include follow-up interview probes. These are presented to assist the interviewer in asking questions about potential liabilities or characteristics which may merit additional attention and consideration. In some instances, an individual may have developed a strategy to compensate for particular weaknesses.

For example, a candidate who scores in the low range on the measure of Energy may have a tendency to procrastinate when it comes to activities that require a lot of energy or effort. However, that individual may have developed a strategy (i.e., setting interim deadlines) that has helped to compensate for that particular weakness. The interview probes included in the report can help to confirm or deny whether a potential liability exists.

### *SAMPLE INTERVIEW PROBES:*

#### **LOW ENERGY LEVEL**

This person appears to have a low energy level. This may mean that the candidate has some difficulty with a demanding work pace or unusual work hours.

#### **INTERVIEW PROBES:**

- o During the interview, ask the candidate to describe a preferred work pace. Probe for indications of effectiveness despite a lower than average energy level or work pace.
- o Ask general interview questions about work such as: In what types of situations are you at your best? and In what types of situations would you like to be more effective? Listen for answers that suggest that the candidate can't handle the pace of the job, or can't self-start to get the job done.

Probe suggestions allow the interviewer to determine:

- » To what extent is the characteristic likely to be observed in day-to-day job performance?
- » What impact (if any) does the characteristic have on job performance, work relationships, problem solving, etc.?
- » To what extent, or by what method, does the person "manage" or control the behavior?

**STRUCTURED INTERVIEW (OPTIONAL):**

If the optional structured interview is included with the report, a detailed interview guide will be printed. This guide will include:

- » A script to open the interview.
- » A series of job-related interview questions with guidance as to what to listen for in the candidate's responses.
- » Interview Probes based on survey results (see above).

By using this structured interview guide consistently (meaning you ask the same questions of every candidate), you will bring increased objectivity to the process.

*SAMPLE STRUCTURED INTERVIEW QUESTIONS:*

While asking the following interview questions, be sure to listen and probe in the following areas highlighted by SELECT:

- Low Multi-Tasking
  - Low Self Reliance
  - Low Acceptance of Diversity
- 
- o Tell me about your responsibilities in your previous (or current) job. Which did you like most and why? Also, which did you like least and why? *(Listen for relevant work experience and likes and dislikes that may or may not fit this job.)*
  - o Why are you considering leaving or why did you leave your current/last job? *(Listen for reliability, job fit.)*
  - o What attracts you to this job in our company? Why? *(Listen for a desire to serve others as well as an interest in your organization.)*

## USING THE REPORT

### MAKING THE HIRING DECISION

As you use SELECT in your hiring process, please keep the following in mind:

- ▶ SELECT results should be one voice in the selection process. Recommendations from SELECT should be combined with evaluations of work experience and education, and results from interviews with hiring managers, to make a final decision.
- ▶ SELECT should be an aid to the well-reasoned judgment of the hiring manager, not a replacement for this judgment.
- ▶ Use the interview suggestions. It may be that a candidate has learned how to manage or compensate for certain weaknesses, and using the probes found in the report may help the interviewer to determine whether or not a particular weakness will have an impact on the individual's job effectiveness.

Using an "Avoid the AVOIDs" strategy for both Integrity and Performance, approximately 14% of applicants will be screened out as being poor "fits" for the job without introducing significant adverse impact (see table of Adverse Impact on page 20). Using this criteria for screening out candidates will reduce interviews with applicants having a poor job fit and will improve your selection decisions.

To be more selective in your selection process, a "Raising the Bar" strategy may be used. This strategy is a more stringent screening process in that it raises the Performance Index to include individuals in the GOOD range so that approximately 24% of applicants will be screened out without introducing significant adverse impact. Therefore, this strategy imposes a higher standard in screening compared to the "Avoid the AVOIDs" strategy.

### WHO SHOULD SEE THE SELECT REPORTS?

Because of the nature of appraisal information and the dangers of its misuse, the SELECT report must be kept confidential and its contents restricted to those who have direct responsibility for decision making. The SELECT reports SHOULD NOT be shown to the individual nor contents discussed with him or her.

The results of SELECT belong to the hiring organization. The Statement of Informed Consent, designed to notify the candidate of the above, is included in both the on-line and paper/pencil surveys. The candidate must read and agree to this Statement of Informed Consent before completing the test. *(Note: When entering paper and pencil results, a SELECT report should not be processed unless the Statement of Informed Consent has been signed by the applicant -- first page of survey or answer sheet.)*

## VALIDATION RESEARCH

### GENERAL BACKGROUND

The following section will present approaches for developing and validating pre-employment tests and provides a detailed description for the method used in developing and validating the SELECT surveys. (Additional sections of this manual will present research results for the development and validation of the SELECT for Administrative Support surveys.)

BHA validation research has shown SELECT traits to predict performance (i.e., the criterion) across a number of customer service, sales, and production jobs. There are two main approaches to criterion-related validation studies: predictive and concurrent designs.

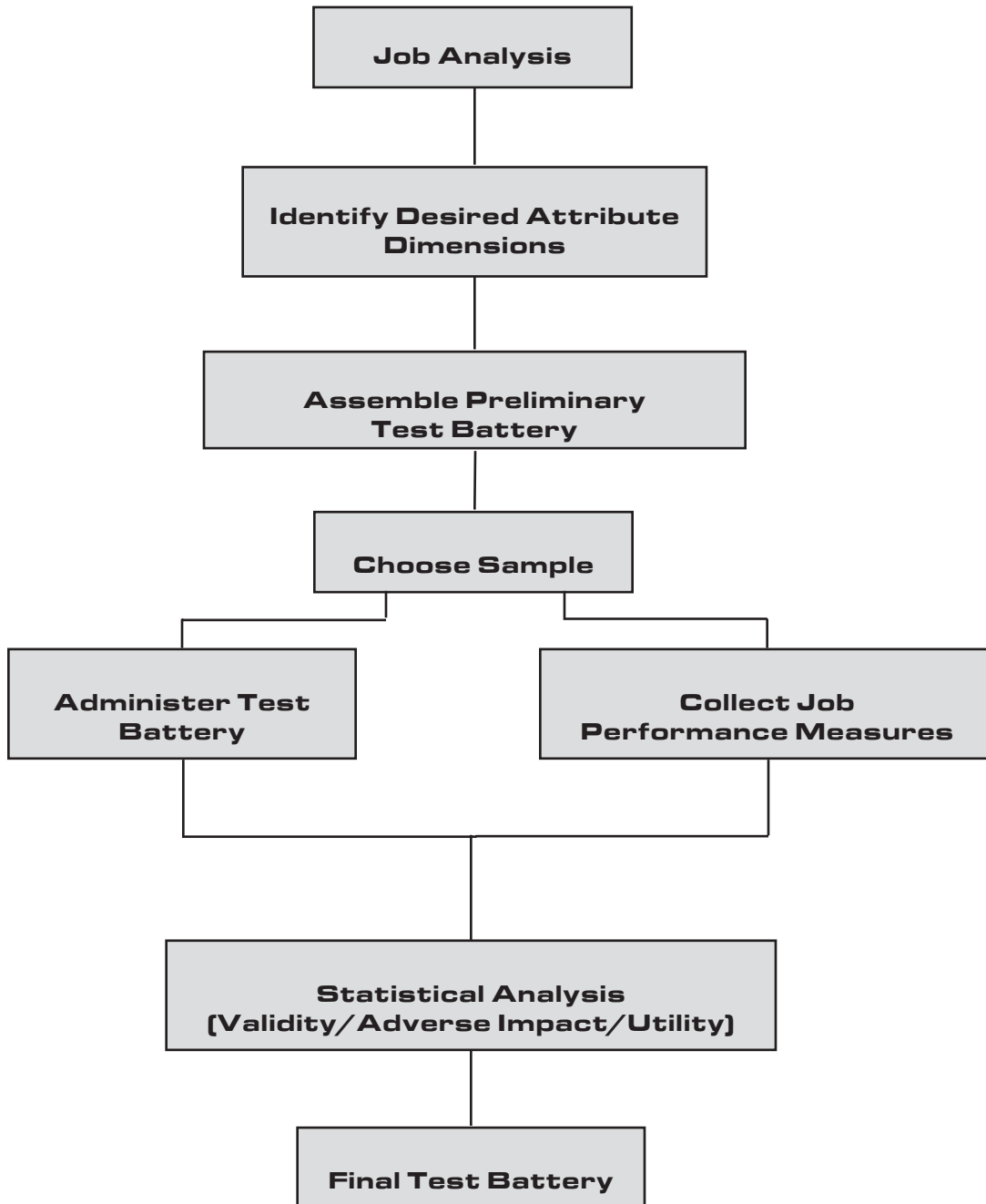
#### PREDICTIVE

In a predictive strategy, candidates are tested before they are hired, and performance measures are collected later, after the candidates have been hired and on the job long enough to accurately assess their job performance.

#### CONCURRENT

In a concurrent strategy, the relationship between predictor instruments and criterion job performance is verified by testing a sample of current employees. The test performance of these employees is correlated with measures (existing performance evaluations or special purpose ratings) collected "concurrently" or in the same general time period as test performance.

A **concurrent validation strategy** is most often chosen because of its relative efficiency and to allow the test to be used for selection sooner. The flowchart on the next page shows the main work steps in a concurrent validation study, and a brief description of each step follows.



*Below are brief definitions of the main worksteps:*

**JOB ANALYSIS:**

Job analysis is the process whereby the knowledge, skills, abilities, and personality factors (KSAP's) necessary for effective job performance are identified. Through focus groups with job content experts (often supervisors, trainers, and top performing employees), desired attributes, as well as those characteristics that lead to poor performance, are surfaced.

**DESIRED ATTRIBUTE DIMENSIONS:**

Through job analysis, a list (or lists) of the desired KSAP's for a specific position are generated. This list is consolidated and kept as a record of the job relatedness of the developed and validated selection test.

**PRELIMINARY TEST BATTERY:**

The list of desired attributes helps in the selection of test items and scales which could potentially be used to identify top performing job candidates. These items and scales are the content of the preliminary test battery which is later validated with the incumbent sample.

**CHOOSE SAMPLE:**

In order to "test the test," a large, representative sample of current employees is asked to complete the preliminary battery. This sample is ideal when made up of both good and poor performers and when there is sample diversity in terms of ethnicity, age, and gender.

**ADMINISTER TEST BATTERY:**

The preliminary test battery is then given to the incumbent sample. It is important that employees know that they are helping to "test the test" and that none of their responses will be used for anything other than research purposes.

**COLLECT JOB PERFORMANCE RATINGS:**

Concurrently with administering the test battery, incumbent job performance measures are collected. Specially designed rating forms are used and supervisors are taught how to rate performance as objectively as possible. In some studies, truly objective data can be collected; for example, SELECT has been validated against individual call revenue in an airline reservations job.

#### STATISTICAL ANALYSIS:

Analysis is completed to determine the relationship between job performance measures and test results. The primary measure of this relationship is the correlation coefficient. Correlations vary from -1.0 to +1.0.

+1.0 = perfect positive relationship (high test score = high performance).

0 = no relationship.

-1.0 = perfect negative relationship (high test score = low performance).

p-value (probability value) indicates level of statistical significance - at a minimum, this should be smaller than .05. (.05 means that the probability of the observed result occurring by chance is 5 out of 100.)

Expected range of correlation coefficients in this type of study: .2 to .4.

After best-predicting scales are combined to form indices (e.g., Performance and Integrity), the indices are analyzed for adverse impact. If adverse impact is found, indices are often modified to ensure the rate of selection does not work to the disadvantage of members of an ethnic, gender, or age group.

#### FINAL TEST BATTERY:

Once the best items and scales have been analyzed and selected, a final test battery can be designed. This process generally involves finalizing scoring software and paper/pencil tests.

## STUDY ONE

### *Development and Validation of SELECT for Administrative Staff in a Large Retail Corporate Office\**

Bigby, Havis & Associates (BHA) was asked to assist a large retail corporate office in developing a selection system that would upgrade the quality of individuals selected into administrative positions (i.e., accounting clerks, administrative assistants, executive assistants, customer service representatives, etc.)

Through the job analysis, a list of attributes desired in administrative/non-exempt positions was developed. Through this analysis, it became apparent that task-oriented characteristics were important, such as the ability to handle multiple tasks at once, to be organized and detail-oriented, to work quickly and be motivated, and to work independently without asking for constant assistance. In addition, characteristics such as having a positive attitude, being mature and maintaining self-control, being able to handle frustration and criticism, and the ability to get along well with others were also found to be important.

The importance of these characteristics was tested in a formal validation study. All of the employees in non-exempt/administrative positions in the organization's corporate office participated in the study, and a total of 223 served as the validation sample. This sample consisted of seventy percent (70%) clerical employees, and thirty percent (30%) higher level administrative or executive assistants. Concurrently, job performance data was collected for each of the participating incumbents; this consisted of supervisor ratings of numerous performance dimensions.

### VALIDITY ANALYSIS

Statistical analysis, primarily correlation, was conducted to determine the best predicting set of items and scales. This predictor set was then analyzed for adverse impact and subsequently improved to reduce potential bias. The resulting predictor index significantly and substantially correlated with performance measures.

The results of the validation study indicated that SELECT for Administrative Support is an effective tool for selecting top performing administrative and clerical employees. The Performance and Integrity indices of SELECT for Administrative Support are significantly correlated with the overall performance rating given by supervisors.

\* SELECT for Administrative Support was revised in 2002. For the latest updates and changes please see SELECT for Administrative Support Version 2.0 on page 19.

*Correlations Between Performance Index and Performance Criteria*

JOB PERFORMANCE RATING OF....	INDICES	
	PERFORMANCE	INTEGRITY
<b>Overall Performance</b>	<b>.47</b>	<b>.34</b>
<b>Adaptability</b>	.21	.16
<b>Decision Making</b>	.20	ns
<b>Open-minded</b>	.22	.16
<b>Prioritizing ability</b>	.27	ns
<b>Professionalism</b>	.24	ns
<b>Relations with co-workers</b>	.22	ns
<b>Relations with supervisor</b>	ns	ns
<b>Team-player</b>	.20	ns
<b>Handles pressure</b>	.24	ns
<b>Big picture thinker</b>	.40	.15
<b>Verbal skills</b>	.25	ns
<b>Writing skills</b>	ns	ns
<b>Positive attitude</b>	.37	.14
<b>Customer service</b>	.28	.24
<b>Frustration tolerance</b>	ns	ns
<b>Accommodation to others</b>	.24	.15
<b>Energy</b>	.38	.16
<b>Tolerance of diversity</b>	ns	ns
<b>Trustworthy</b>	ns	ns
<b>Ethical</b>	.42	.39
<b>Accepts direction</b>	.23	.15
<b>Is mature</b>	.25	.20
<b>Is motivated</b>	.46	.20
<b>Criticism tolerance</b>	.17	.17
<b>Self-reliance</b>	.34	.22
<b>Accuracy</b>	.32	ns
<b>Detail-oriented</b>	.28	ns
<b>Reliable</b>	.20	.27
<b>Conscientious</b>	.35	.21
<b>Multi-tasker</b>	.36	ns
<b>Organized</b>	.15	ns
<b>Analytical</b>	.40	ns
<b>Perceptive</b>		

Note: Composite of most important performance ratings.  
All correlations are significant at  $p < .05$ .

## UTILITY

Utility estimates the potential impact of implementing a selection procedure. Using a recommended multiple hurdle approach (i.e., an "avoid the AVOIDs" on both the Performance and Integrity indices strategy) significantly decreases the percent of poor performers and increases the percent of top performers selected into the organization. The expected gains over current procedures are:

Select 15% more top performers.

Avoid selecting 46% poor performers.

## SELECT FOR ADMINISTRATIVE SUPPORT VERSION 2.0

In May 2002, an extensive review was made on the applicant database of over 100,000 cases gathered since the release of SELECT for Internet. Pass rates and adverse impact were analyzed for each of the SELECT tests and in using the "Avoid the AVOIDs" strategy. All surveys were within EEOC guidelines, however, recalibrations of cut-scores allow for more selectivity when screening candidates.

To see v2.0 Integrity and Performance Indices cut-scores specific to SELECT for Administrative Support, please review page 5 of this manual.

## ADVERSE IMPACT ANALYSIS [v2.0]

Adverse impact occurs when an employment practice or process works to the disadvantage of members of a race, gender or ethnic group. In offering guidance for determining adverse impact, The Uniform Guidelines offers the four-fifths rule: "A selection rate for any race, ethnic or gender subgroup which is less than four-fifths (4/5) (or eighty percent) for the group with the highest rate will generally be regarded as adverse impact. . ."

To examine the issue of adverse impact for Administrative Support, selection impact ratios for the Performance and Integrity Indices were estimated in 2002 using a combined sample of 916 applicants from various administrative and clerical positions.

**ADVERSE IMPACT RATIOS WITH APPLICANTS**

PERCENT OF CANDIDATES PASSING SELECT							
INDEX	ALL APPLICANTS 916	WHITE 597	MINORITY 262	RATIO *	MEN 121	WOMEN 766	RATIO *
□□□□□□□□□□							
0-36 Avoid							
37-41 Okay	90.3%	91.7%	85.8%	.94	89.3%	90.3%	1.01
42-62 Good	77.6%	82.2%	66.8%	.81	73.6%	77.9%	1.06
□□□□□□□□							
0-9 Avoid							
10-13 Good	93.8%	95.3%	90.1%	.95	82.6%	95.6%	1.16
□□□□□□□□							
COMBINED * *							
Avoid							
P: Okay, I: Good	86.2%	88.4%	79.8%	.95	76.9%	87.5%	1.14
P: Good, I: Good	76.2%	80.7%	65.6%	.81	67.8%	77.3%	1.11

\* Ratio = Minority % / Majority %. The commonly accepted standard to avoid adverse impact is a selection ratio between the range of .8 to 1.2  
 \*\* Performance Index and Integrity Index judgment combined

**Performance Index:** Setting cut-off scores to screen out those scoring in the AVOID (0-36) or the AVOID (0-36) and OK (37-41) ranges results in selection ratios well within the “four-fifths rule.”

**Integrity Index:** Setting cut-off scores to screen out those scoring in the AVOID range results in selection ratios well within the “four-fifths rule.”

COMBINED INDICES

**Avoid the AVOIDS:** By using an “avoid the AVOIDS” multiple hurdle strategy on the Performance and Integrity Indices, approximately 13.8% of all applicants will be screened out without introducing significant adverse impact.

**Raising the Bar:** The hurdle for the Performance Index can be increased to look at those scoring in the GOOD range, while still avoiding the AVOIDS on Integrity. It is estimated that approximately 23.8% of all applicants will be screened out without introducing significant adverse impact.

## ABOUT BIGBY HAVIS

Bigby Havis & Associates is a consulting company that provides products, services and general consulting to organizations.

*Our focus is on the people in organizations - which ones to hire or promote and when - how to train and develop them to their fullest potential - and how to organize them and the systems around them to maximize their collective potential.*

We are organizational psychologists, management consultants, software designers and service professionals working together to *serve the business needs of our clients.*

## AVAILABLE SELECT TESTS

**The following is a list of surveys available in the SELECT Associate Screening System:**

SELECT for Administrative Support  
SELECT for Call Centers - Inbound Combo  
SELECT for Call Centers - Inbound Sales  
SELECT for Call Centers - Inbound Service  
SELECT for Call Centers - Outbound Sales  
SELECT for Call Centers - Sales Combo  
SELECT for Convenience Store Managers  
SELECT for Convenience Store Associates  
SELECT for Customer Service  
SELECT for Entry-Level Retail Managers  
SELECT for Health Care  
SELECT for Help Desk Agents  
SELECT for Hospitality  
SELECT for Leasing Agents  
SELECT for Personal Service  
SELECT for Production & Distribution  
SELECT for Retail Clerks/Cashiers  
SELECT for Retail Sales Associates