



***SELECT ASSOCIATE SCREENING SYSTEM
FOR PRODUCTION AND DISTRIBUTION***

OCTOBER 2002



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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 Production and Distribution 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 PRODUCTION AND DISTRIBUTION?

SELECT for Production and Distribution is a personality-based survey designed to measure characteristics important to team-oriented manufacturing and distribution jobs. Through our research with such positions, we have identified several key personality characteristics that contribute to job success. SELECT for Production and Distribution allows you to hire associates who work more productively, follow rules and procedures, and have higher personal reliability and integrity. It will also help you to avoid those unproductive applicants who will not contribute to measurable results.

WHO IS IT FOR?

SELECT for Production and Distribution has been validated for use with people in a production, manufacturing or distribution job. Some appropriate positions include:

- ▶ Assemblers
- ▶ Drivers
- ▶ Manufacturing Team Members
- ▶ Operators
- ▶ Production Associates
- ▶ Technicians
- ▶ Temporaries
- ▶ Warehouse Personnel

WHAT DOES IT MEASURE?

PERFORMANCE AND INTEGRITY

SELECT for Production and Distribution contains statements that measure personality characteristics related to effective job performance in production, manufacturing or distribution jobs. The two central indices consist of 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 task 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 production, manufacturing and distribution as well as willingness to work shifts, weekends and holidays.

COUNTERPRODUCTIVE BEHAVIORS

An additional module available with SELECT for Production and Distribution 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 Production and Distribution report can include two types of interview guides: an Interview Probes section or a Structured Interview.

READING THE REPORT

The SELECT for Production and Distribution 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 Production and Distribution 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"/>
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INTEGRITY INDEX:

The Integrity Index measures the candidate's attitude related to personal integrity and productive work behaviors. 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: = 2 =>	<table border="1"> <thead> <tr> <th style="text-align: center;">AVOID</th> <th style="text-align: center;">GOOD</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">X</td> <td></td> </tr> <tr> <td style="text-align: center;">0 - 3</td> <td style="text-align: center;">4 - 8</td> </tr> </tbody> </table>	AVOID	GOOD	X		0 - 3	4 - 8
AVOID	GOOD						
X							
0 - 3	4 - 8						

PERFORMANCE INDEX

The Performance Index measures those personality characteristics that differentiate good production and distribution 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: 11 =>	<table border="1"> <thead> <tr> <th style="text-align: center;">AVOID</th> <th style="text-align: center;">OK</th> <th style="text-align: center;">GOOD</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td style="text-align: center;">X</td> </tr> <tr> <td style="text-align: center;">0 - 5</td> <td style="text-align: center;">6 - 8</td> <td style="text-align: center;">9 - 15</td> </tr> </tbody> </table>	AVOID	OK	GOOD			X	0 - 5	6 - 8	9 - 15
AVOID	OK	GOOD								
		X								
0 - 5	6 - 8	9 - 15								

WHAT ARE THE PRODUCTION AND DISTRIBUTION DIMENSIONS?

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

SELECT for Production and Distribution Dimensions

Performance Index	Undesirable Scores	Desirable Scores
Energy: Activity level, action orientation.	Slow pace, low stamina or low energy reserve.	Energy, drive to get the job done. Self-starter.
Frustration Tolerance: Evenness of mood, emotional positiveness, resiliency.	Moodiness. Low stress tolerance. Attitude, mood affected by ups and downs of job circumstance.	Even moods. Positive outlook. Attitude, mood resilient to ups and downs of job circumstance.
Acceptance of Diversity: Tolerance of others different from self.	Impatient, annoyed with others who are different from oneself (i.e., foreigners, people poorly informed about products or services).	Cooperative, tolerant of others.
Self Control: Ability to refrain from impulsive behavior.	Tends to be impulsive; acts before thinking.	Refrains from impulsive behavior.
Productive Attitude: Faith in self and a favorable outlook on others. Belief that effort leads to just reward.	Defensive, negative outlook.	Positive outlook on self, others and the company. Positively influences others.
Acceptance of Structure: Ability to work within rules, controls and direction.	Dislikes and resists rules, structure and orderly work steps.	Accepts rules and regulations.
Integrity Index	Undesirable Scores	Desirable Scores
Integrity/Work Ethic: Positive outlook on working hard and earning one's pay.	"Get by" attitude. Negative attitudes about work and the company.	Enjoyment of work. Work integrity. Honest effort.

WHAT DOES IT MEAN WHEN A PERFORMANCE SUBSCALE IS FLAGGED?

In addition to providing an overall Performance Index score, SELECT for Production and Distribution 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 Self Control in an unfavorable way, there would be an "X" next to Self Control on her report. This "Flagged" subscale means that Suzanne may have difficulty exercising restraint over her words and actions. At the end of the report, suggested interview questions pertaining to the flagged subscales are provided.

SUBSCALE FLAGS:

SUBSCALE	OK	FLAG*
Energy		X
Frustration Tolerance		X
Acceptance for Structure	X	
Acceptance of Diversity	X	
Self Control		X
Productive Attitude	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 do tasks related to production, manufacturing and distribution as well as willingness to work shifts, weekends and holidays. 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
Work weekdays?	X				
Work evenings or nights?		X			
Work weekends?		X			
Work holidays?		X			
Work overtime?		X			
Commit to being on time, every time?	X				
Work cooperatively with others?	X				
Work compressed work schedules?	X				
Move actively throughout shift?		X			
Do routine, repetitive tasks?	X				
Attend to detail and accuracy?	X				
Monitor processes to detect problems?		X			
Service, adjust and fine-tune equipment?	X				
Meet daily performance goals?		X			
<p><i>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.</i></p>					

WHAT ARE COUNTERPRODUCTIVE BEHAVIORS? (OPTIONAL MODULE)

The Counterproductive Behaviors module will highlight certain items within the SELECT for Production and Distribution 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 Production and Distribution 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 Frustration Tolerance may become easily discouraged or overly sensitive to job frustrations. However, she may have developed a strategy for using stress management techniques to help maintain her calm and optimism. The interview probes included in the report can help to confirm or deny whether a potential liability exists.

SAMPLE INTERVIEW PROBES:

FRUSTRATION TOLERANCE

This candidate scored low on a measure of emotional resilience and positiveness. Some people with this profile can be moody and sensitive, and may be easily discouraged. These characteristics may interfere with her ability to maintain a positive attitude about the job and the people with whom she works.

INTERVIEW PROBES:

- o Ask her to describe those aspects of previous jobs which have frustrated or irritated her. Listen for responses that suggest a low frustration tolerance or a tendency to be easily disappointed or upset. Ask how she deals with these.
- o Attempt to assess her ability to deal with pressure, stress and disappointments on the job. Ask her to describe the sorts of things that irritate or annoy her on the job.
- o Ask her to describe what she enjoys about working as part of a team and what she dislikes about it. Listen for tendencies to dwell on the negative and, in particular, listen for signs that suggest that her mood is easily affected by things said or done to her.

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 Energy Level
 - Low Self Control
 - Low Frustration Tolerance
- 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 What were your most significant accomplishments or successes in this (these) jobs? (*Listen for work ethic, values, commitment.*)
 - o Why are you considering leaving or why did you leave your current/last job? (*Listen for reliability, job fit.*)

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 13% of applicants will be screened out as being poor "fits" for the job without introducing significant adverse impact (see Adverse Impact table 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 only include individuals in the good range so that approximately 27% 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, included in both the on-line and paper and 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 the 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 Production and Distribution 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.

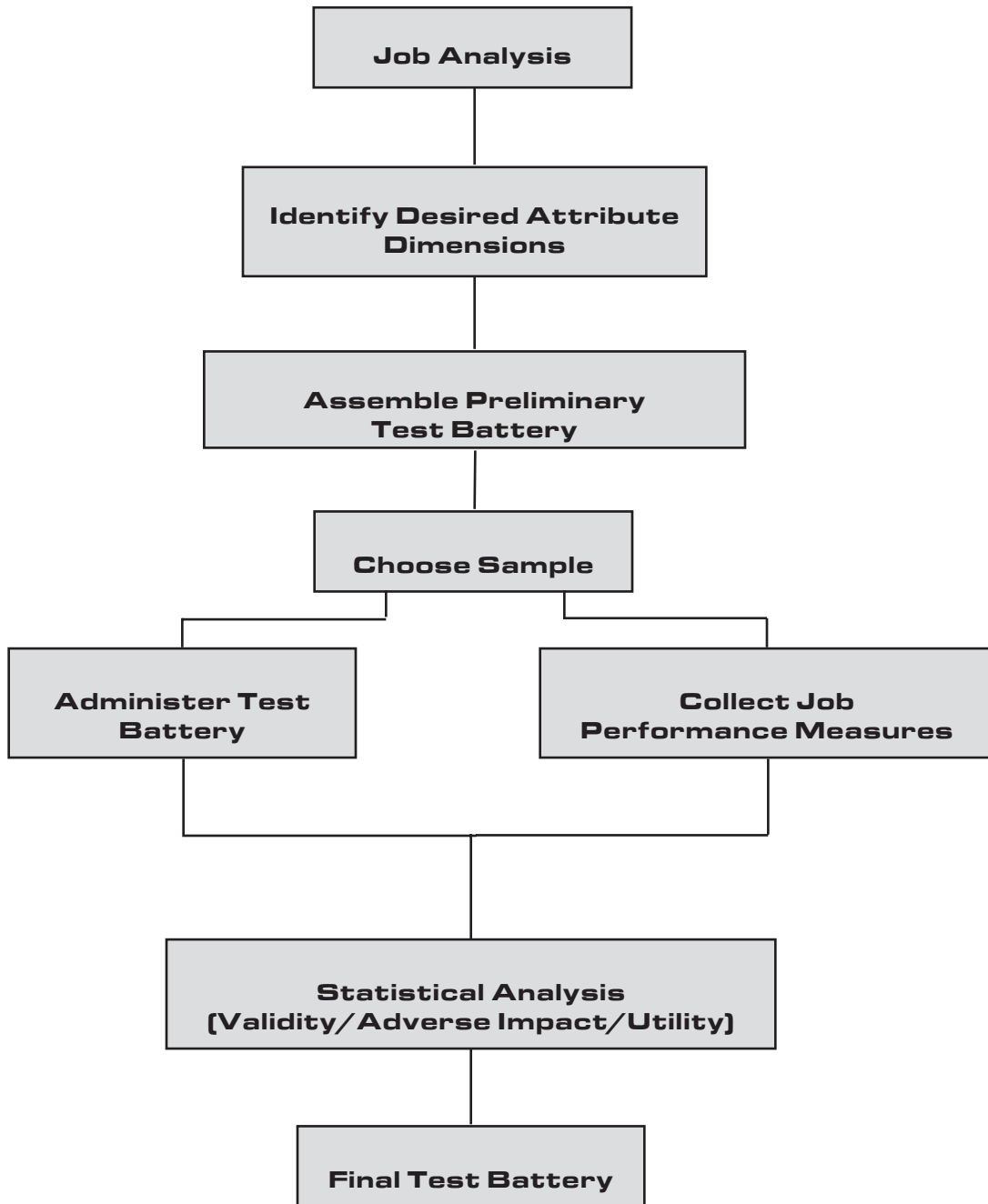
PREDICTIVE

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 and pencil tests.

STUDY ONE

*Development and Validation of SELECT for Production and Distribution (V 1.0) in a large Computer Chip Manufacturer **

Bigby, Havis & Associates was asked by a very large southwestern computer chip manufacturer to develop a selection process for hiring new employees into entry-level jobs in their manufacturing plants. In these plants, it was important that the new employee could tolerate a structured, orderly work approach, could work hard to reach high quality and high quantity standards, and could work cooperatively with co-workers and supervisors in a team environment.

In the job analysis phase of this project, it became apparent that many of the personality characteristics required were similar to those required in service jobs but, instead of a positive service attitude, a positive attitude about being productive in a cooperative work environment was necessary. In addition, these types of jobs required more self-control and willingness to work within prescribed work procedures, following specific work steps in a desired order.

The validation sample for this version of the SELECT for Production and Distribution consisted of a Development Sample of 168 operators drawn from one plant and a Hold Out or Cross Validation Sample of 61 drawn from a second plant. Concurrently, job performance data was collected for each of the participants. This performance data consisted of special ratings, created and collected for purposes of the research only, and an existing performance measure, called Performance Rank, that was used by the company as a summary evaluation of each operator.

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

VALIDITY ANALYSIS

Various statistical analyses were conducted to determine the best predictor set of test items and scales in the Development Sample. This best predictor set was then cross-validated in the Hold Out Sample. The cross-validated instrument was then analyzed for adverse impact and revised to reduce potential bias. The resulting work characteristics and integrity indices are statistically and significantly correlated with key measures of job performance.

Correlations Between Performance Criteria and Indices

Criterion Rating	PREDICTORS					
	Development Sample (n=158)		Cross Validation Sample (n=61)		Combined Sample (n=219)	
	Performance Index	Integrity	Performance Index	Integrity	Performance Index	Integrity
Enjoys The Work	.27**	.23**	.37**	.42**	.30**	.29**
Tolerates Working Conditions	.18*	.14*	.25*	.24*	.20**	.17*
Adaptability	.23**	.24**	.25*	.33**	.24**	.27**
Composure Under Stress	.24**	.19*	.30*	.37**	.26**	.24**
Work Productivity	.35**	.24**	ns	.33**	.31**	.26**
Relations With Co-Workers	.18*	.22**	ns	.23*	.15*	.21**
Relations With Supervisor	.28**	.22**	ns	.29*	.25**	.24**
Trustworthiness	.22**	.28**	.24*	.26*	.23**	.27**
Reliability	.31**	.27**	.32**	.34**	.31**	.29**
Work Ethic	.33**	.29**	.32**	.44**	.33**	.33**
Accepts Structure	.27**	.29**	.24*	.25*	.26**	.27**
Overall Rating	.35**	.30**	.33**	.43**	.35**	.32**
Performance Rank	.45**	.30**	.33**	.25*	.40**	.28**

*p ≤ .05

**p ≤ .01

UTILITY

Using the SELECT for Production and Distribution Performance and Integrity indices to screen-out those scoring in the AVOID range produces dramatic improvements to the selection process.

62.2% of poor performers would have been screened out by the SELECT survey.

Meanwhile, 33.8% of those in the top performing group would have been selected in.

SELECT FOR PRODUCTION AND DISTRIBUTION 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. When 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 Production and Distribution, 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 Production and Distribution, selection impact ratios for the Performance and Integrity Indices were estimated in 2002 using a combined sample of 6,245 applicants from various job applicants from a manufacturing plant setting.

ADVERSE IMPACT RATIOS WITH APPLICANTS

PERCENT OF CANDIDATES PASSING SELECT							
INDEX	ALL APPLICANTS 6245	WHITE 3967	MINORITY 1908	RATIO *	MEN 4488	WOMEN 1501	RATIO *
PERFORMANCE INDEX							
0-5 Avoid							
6-8 Okay	89.8%	91.5%	86.3%	.94	90.0%	89.4%	.99
9-10 Good	65.3%	68.7%	58.3%	.85	64.7%	67.4%	1.00
INTEGRITY INDEX							
0-3 Avoid							
4-8 Good	95.7%	96.9%	93.4%	.96	95.8%	95.8%	1.00
COMBINED * *							
Avoid							
PI: Okay, I: Good	87.1%	89.4%	82.3%	.92	87.3%	86.8%	.99
PI: Good, I: Good	64.0%	67.6%	56.7%	.84	63.3%	66.2%	1.05

* 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 (0-5) or the AVOID (0-5) and OK (6-7) 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 12.9% 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 26.8% 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