



***SELECT ASSOCIATE SCREENING SYSTEM
FOR RETAIL***

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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 ease within social contexts 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 Retail Surveys. For a full listing of other surveys available in the SELECT Associate Screening System, please see page 41 of this manual.

WHAT IS SELECT FOR RETAIL?

SELECT for Retail is a group of personality-based surveys designed to measure characteristics that have been found to predict job effectiveness for positions in the retail industry.

Through our research with retail jobs, we have identified several key personality characteristics that contribute to job success. SELECT for Retail allows you to hire employees who will lead a team of sales associates, make effective decisions, and increase store sales for managerial level jobs. It will also help hire employees who can influence customers to buy, bounce back from rejection and hold themselves accountable for achieving results for associate level jobs. Lastly, for cashier and clerical retail positions, it allows you to hire employees who will work cooperatively, exceed customer expectations and foster new and repeat business. SELECT for Retail will also help you to screen out applicants with low integrity and those who are poorly suited for these types of roles.

WHO IS IT FOR?

The SELECT for Retail Surveys can be used for individuals applying for the following types of positions:

- ▶ Assistant Store Manager
- ▶ Store Manager
- ▶ Department Manager
- ▶ Manager Trainee
- ▶ Commissioned Sales Associates
- ▶ Non-Commissioned Sales Associates
- ▶ Retail Clerks
- ▶ Cashiers/Clerks

WHAT DOES IT MEASURE?

PERFORMANCE AND INTEGRITY

SELECT for Retail measures personality characteristics related to effective job performance in retail jobs. The two central indices are integrity and performance. Each 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.

Three surveys have been developed to meet the specific needs within a retail store environment. Below is a listing of these surveys:

SELECT for Entry Level Retail Managers contains questions that measure personality characteristics related to effective job performance in managerial jobs that require individuals to produce sales, lead associates, and build customer loyalty. The table on page 8 lists the personality dimensions found to consistently predict performance in these jobs.

SELECT for Retail Sales Associates contains questions that measure personality characteristics related to effective job performance in sales-oriented jobs that require associates to sell and build customer loyalty. The table on page 9 lists the personality dimensions found to consistently predict performance in these jobs.

SELECT for Retail Clerk/Cashier contains questions that measure personality characteristics related to effective job performance in retail jobs that require employees to enjoy serving the customer. The table on page 10 lists the personality dimensions found to consistently predict performance in these jobs.

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.

RETAIL MATH MODULES

These modules indicate a measure of an individual's retail math and basic numerical skills including making correct change and accurately calculating sales tax and price markdowns. Two retail-focused modules are available: Retail Math and Retail Manager Math.

JOB TASKS (RETAIL SALES ASSOCIATE & RETAIL CLERK/CASHIER ONLY)

The job task module is an online interview suited for the Retail Sales Associate and Retail Clerk/Cashier Surveys which asks the candidate about his or her willingness to perform important tasks related to the job. This module includes questions related to retail sales tasks as well as willingness to work shifts, weekends and holidays.

COUNTERPRODUCTIVE BEHAVIORS

An additional module available with SELECT for Retail 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 (these are relevant to drug use and theft). Caution: Admissions-based questions relating to drug use and theft are prohibited in some states. Check regulations particular to your state laws before implementing.

STRUCTURED INTERVIEW

Finally, the SELECT for Retail reports can include two types of interview guides: an Interview Probes section or a Structured Interview.

READING THE REPORT

The SELECT for Retail reports provide information to help facilitate the selection of top performing candidates. The reports are 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 Entry Level Retail Manager Report, click [here](#), or visit: http://www.bigby.com/samplereports/select/entry_lvl_RM.htm

To view a sample Retail Sales Associate Report, click [here](#), or visit: <http://www.bigby.com/samplereports/select/rsa.htm>

To view a sample Retail Clerk/Cashier report, click [here](#), or visit: http://www.bigby.com/samplereports/select/retail_clerk_cashier.htm

WHAT DO THE VARIOUS INDICES MEAN?

RANDOM RESPONSE INDEX

The SELECT for Retail surveys 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 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: = 5 =>	<table style="border-collapse: collapse; margin: auto;"> <tr> <td style="padding: 2px 10px;">AVOID</td> <td style="padding: 2px 10px;">GOOD</td> </tr> <tr> <td style="text-align: center; border: 1px solid black; padding: 5px;">X</td> <td style="border: 1px solid black; padding: 5px;"></td> </tr> <tr> <td style="text-align: center; border: 1px solid black; padding: 5px;">0 - 7</td> <td style="text-align: center; border: 1px solid black; padding: 5px;">8 - 13</td> </tr> </table>	AVOID	GOOD	X		0 - 7	8 - 13
AVOID	GOOD						
X							
0 - 7	8 - 13						

(Note: Example is from Retail Sales Associate Survey.)

RETAIL MATH MODULES (OPTIONAL)

There are two optional math modules that are applicable for Retail Surveys. The Retail Manager Math Index is an optional module exclusive to the Entry Level Retail Manager Survey while the Retail Math Index is an optional module that may be used for the Retail Sales Associate Survey or Retail Clerk/Cashier Survey. Both math modules measure the candidate's retail math skills including basic calculations (i.e. ability to make correct change, calculate sales tax, correctly compute price markdowns and accurately price merchandise) and numerical reasoning; however, the Retail Manager Math Index also measures a higher level of math ability and problem solving applicable to managerial positions. The indices indicate the individual's score within one of two ranges, NEEDS TRAINING or OKAY. Those scoring in the NEEDS TRAINING range for either index may need special or additional training to be effective.

RETAIL MATH = 7 =>	<table style="border-collapse: collapse; margin: auto;"> <tr> <td style="padding: 2px 10px;">NEEDS TRAINING</td> <td style="padding: 2px 10px;">OK</td> </tr> <tr> <td style="text-align: center; border: 1px solid black; padding: 5px;">X</td> <td style="border: 1px solid black; padding: 5px;"></td> </tr> <tr> <td style="text-align: center; border: 1px solid black; padding: 5px;">0 - 8</td> <td style="text-align: center; border: 1px solid black; padding: 5px;">9 - 14</td> </tr> </table>	NEEDS TRAINING	OK	X		0 - 8	9 - 14
NEEDS TRAINING	OK						
X							
0 - 8	9 - 14						

(Note: Example is from Retail Sales Associate Survey.)

PERFORMANCE INDEX

The Performance Index measures those personality characteristics that differentiate good Retail Store personnel 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.

PERFORMANCE INDEX: 59 =>	AVOID	OK	GOOD
			X
	0 - 51	52 - 54	55 - 67

(Note: Example is from Entry Level Retail Manager Survey.)

WHAT ARE THE ENTRY LEVEL RETAIL MANAGER DIMENSIONS?

The following table lists personality dimensions found to consistently predict performance in entry-level managerial jobs. These dimensions cover the personality characteristics which make up the Performance Index.

SELECT for Entry Level Retail Managers 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.
Persuasiveness: Ability to voice opinions and "take charge."	Reluctant to assume leadership role. Uncomfortable voicing opinions. Not assertive.	Comfortable in leadership role. Does not allow others to dominate. Can "take control" when necessary.
Positive Sales Attitude: Faith in self, positive outlook on customers and the sales/service role.	Defensive, negative attitude. Sees sales/service roles as subservient to customers.	Positive, confident personality projected to customers. Confident in ability to influence results. Trusts in others and the system.
Leadership: Can effectively lead and coach others.	Does not take time to mentor and coach others. Cares little about developing people.	Believes in developing people. Is an effective teacher and coach. Stays involved with direct reports and their development.
Good Judgement: Makes decisions based on facts, not feelings.	Subjective in judgment. Poor decision-maker.	Bases decisions on facts. Objective decision-maker.
Organization & Attention To Detail: Pays close attention to details: takes time to plan and organize.	Careless about details. May be disorganized. May not plan or systematize work.	Closely attends to details. Accurate and precise. Is organized and planful. Likely to spend time improving processes and systems.
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.	Strong work ethic. Demonstrates integrity. Honest effort.

WHAT ARE THE RETAIL SALES ASSOCIATE DIMENSIONS?

The following table lists personality dimensions found to consistently predict performance in retail sales jobs. These dimensions cover the personality characteristics which make up the performance index.

SELECT for Retail Sales Associates 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.
Initiative: Ability to assert oneself and "take responsibility."	Lack of confidence. Depends on others for help and assistance.	Self-confident, self-reliant. Does not allow others to dominate. Can "take control" when necessary.
Positive Sales Attitude: Faith in self, positive outlook on customers and the sales/service role.	Defensive, negative attitude. Sees sales/service roles as subservient to customers.	Positive, confident personality projected to customers. Confident in ability to influence results. Trusts in others and the system.
Persuasiveness: Can effectively influence customers.	Ill at ease with others. Uncomfortable closing the sale. Reluctant to assert self.	At ease with others. Direct, will ask for the sale. Finds common ground with customers.
Good Judgment: Thinks things through before making a decision.	Shallow thinker. Impractical.	Practical thinker. Analyzes the situation. Probes for more information.
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.	Strong work ethic. Demonstrates integrity. Honest effort.

WHAT ARE THE RETAIL CLERK/CASHIER DIMENSIONS?

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

SELECT for Retail Clerk/Cashier Dimensions

Performance Index	Undesirable Scores	Desirable Scores
Positive Service Attitude: Positive outlook on customers and the service role.	Defensive, skeptical attitude. Believes that results are dependent on luck or whom you know. Views service roles as subservient to customers.	Positive, confident personality. Confident in ability to positively influence results. Trusts in others and the system.
Energy: Activity level, action orientation.	Slow pace, low stamina or low energy reserve.	Energy, drive to get the job done. Strong sense of urgency.
Accommodation to Others: Willingness to accommodate the desires of others vs the tendency to try to dominate.	Tendency to compete with customers rather than serve. Tendency to resist unusual requests or special customer needs.	Comfortable with the sales and service role.
Frustration Tolerance: Evenness of mood, emotional positiveness, resiliency.	Moodiness. Low stress tolerance. Attitude, mood affected by ups and downs of job circumstance.	Even moods. Upbeat outlook. Attitude, mood resilient to ups and downs of job circumstance.
Acceptance of Diversity: Tolerance of others different from self.	Impatient, annoyed with customers who are different from oneself (i.e., foreigners, people poorly informed about products or services, etc.).	Cooperative, tolerant with all types of customers.
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. Narrow task focus.	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 Retail 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 Positive Sales Attitude in an unfavorable way, there would be an "X" next to Positive Sales Attitude on her report. This "Flagged" subscale means that Suzanne may have difficulty maintaining a positive attitude about sales and/or the customers. At the end of the report, suggested interview questions pertaining to the flagged subscales are provided.

SUBSCALE FLAGS:

SUBSCALE	OK	FLAG*
Positive Sales Attitude		X
Leadership		X
Persuasiveness	X	
Energy	X	
Good Judgment	X	
Organization & Attention to Detail	X	
Frustration Tolerance		X

(Note: Example is from Entry Level Retail Manager Survey.)

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 IS THE EXPERIENCE CHECKLIST?

Specific to the Entry Level Retail Manager Survey, this section asks about the candidate’s prior experience in tasks related to retail management. Areas where the candidate expresses inexperience should be probed further in the interview. (These items can be customized for your organization.)

	None	Minimal	Moderate	Extensive
How much experience do you have....				
Hiring new associates?			X	
Disciplining associates?			X	
Firing associates?		X		
Setting work schedules?			X	
Implementing sales promotions?		X		
Setting sales goals?		X		
Shopping the competition?		X		
Doing direct sales?				X
Coaching others to sell?			X	
Managing inventory?			X	
Handling customer complaints?			X	
Maintaining store appearance?				X
Designing store displays?		X		
<i>The table above reports the candidate's stated experience with a number of common retail management tasks. If he/she has moderate or extensive experience in an area, you may want to ask for more specific information during the interview.</i>				

(Note: Example is from Entry Level Retail Manager Survey.)

WHAT ARE JOB TASKS? (OPTIONAL MODULE)

Specific to the Retail Sales and Retail Clerk/Cashier surveys, this section asks about the candidate’s willingness to perform tasks related to retail sales 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			
Adjust work schedule on short notice?		X			
Clean the store?			X		
Work the cash register?		X			
Make change & handle money?		X			
Stock merchandise?			X		
Create store displays?	X				
Work cooperatively with others?	X				
Serve or assist customers?		X			
Handle rude customers?			X		
Make recommendations to customers?		X			
Be required to meet sales quotas?				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>					

(Note: Example is from Retail Sales Associate Survey.)

WHAT ARE COUNTERPRODUCTIVE BEHAVIORS? (OPTIONAL MODULE)

The Counterproductive Behaviors module will highlight certain items within the SELECT for Retail Survey if they are answered in an undesirable way. The items within the attitude-based and admissions-based versions of this module 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 Retail 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:

- Negative Sales Attitude
 - Low Leadership Inclination
 - 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 Have you ever worked in a sales job? How were you paid (e.g., hourly, commission, etc.)? How well did you do? (*Probe for level of success in sales and compensation experience.*)
 - o Have you worked late hours or weekends in previous jobs? For how long? How did (would) you feel about working these hours? (*Listen for willingness.*)

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.

SELECTION RECOMMENDATIONS

USING SELECT FOR ENTRY LEVEL RETAIL MANAGERS

Using an "Avoid the AVOIDs" strategy for both Integrity and Performance, 14.5% of applicants will be screened out as being poor "fits" for the job without introducing significant adverse impact (see Adverse Impact table on page 35). 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 cutoff scores on the Performance Index to include individuals in the OKAY range so that approximately 25% 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.

USING SELECT FOR RETAIL SALES ASSOCIATES

Using an "Avoid the AVOIDs" strategy for both Integrity and Performance, approximately 31% of applicants will be screened out as being poor "fits" for the job without introducing significant adverse impact (see Adverse Impact table on page 37). Using this criteria for screening out candidates will reduce interviews with applicants having a poor job fit and will improve your selection decisions.

For Retail Sales Associates, a "Raising the Bar" strategy should not be used. Our data suggests that a process of more stringent screening that raises the cutoff score on the Performance Index to include individuals in the OKAY range should not be used. Such steps would introduce adverse impact to the selection process.

USING SELECT FOR RETAIL CLERK/CASHIER

Using an "Avoid the AVOIDs" strategy for both integrity and performance, approximately 12% of applicants will be screened out as being poor "fits" for the job without introducing significant adverse impact (see Adverse Impact table on page 39). 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 cutoff score on the Performance Index to include individuals in the OKAY range so that approximately 29% 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 Retail 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.

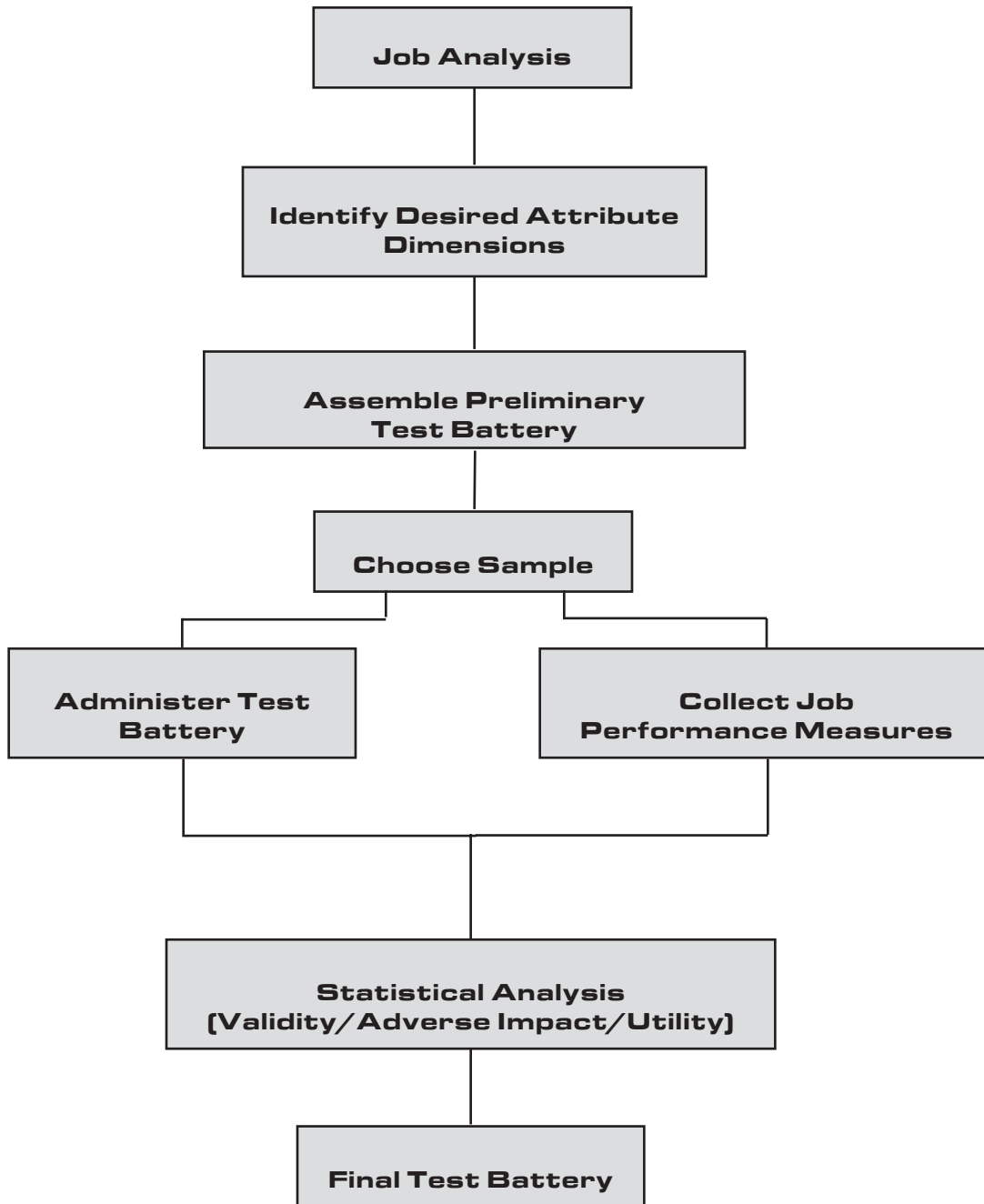
PREDICTIVE

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.

RETAIL VALIDATION STUDIES - STUDIES ONE THROUGH SIX

BHA has been involved in the development of tailored selection systems for client companies since 1980. During the 1990's, these systems were increasingly focused on the selection of positions for retail stores. This work is described on the following pages.

ENTRY LEVEL RETAIL MANAGER - STUDY ONE

Development and Validation of the SELECT for Entry Level Retail Managers Survey Performance Index

Bigby, Havis & Associates has been working with a variety of retailers since the early 1990's to identify those candidates who will be successful in store and field operations positions. Across various validation studies, correlations between predictor indices and sales performance (ratings by supervisors and objective sales data) have ranged between .28 and .47. Based on this combined research, we created SELECT for Entry-Level Retail Management. In late 1999, we were asked by a national retail chain with over 500 stores to validate this tool for selecting top performing Entry-Level Retail Managers.

Through job analysis, a list of attributes desired in retail manager jobs was developed. This list guided the selection and development of a preliminary survey battery. This battery contained scales previously validated in other retail manager positions as well as experimental scales and items.

A representative sample of incumbents participated in a concurrent validation study. Approximately 247 current store managers completed the survey and at the same time performance ratings and objective store sales and individual sales data were collected from their district managers. After matching survey and performance data, and removing individuals with random response patterns, approximately 219 cases remained in the sample.

Various statistical analyses were conducted to determine the best predictor set of test items and scales in the validation sample. The resulting performance (work characteristics) and integrity indices are significantly correlated with key measures of job performance. Expected correlations for a study of this type are between .20 to .40.

Correlations Between Performance and Integrity Indices and Performance Criteria

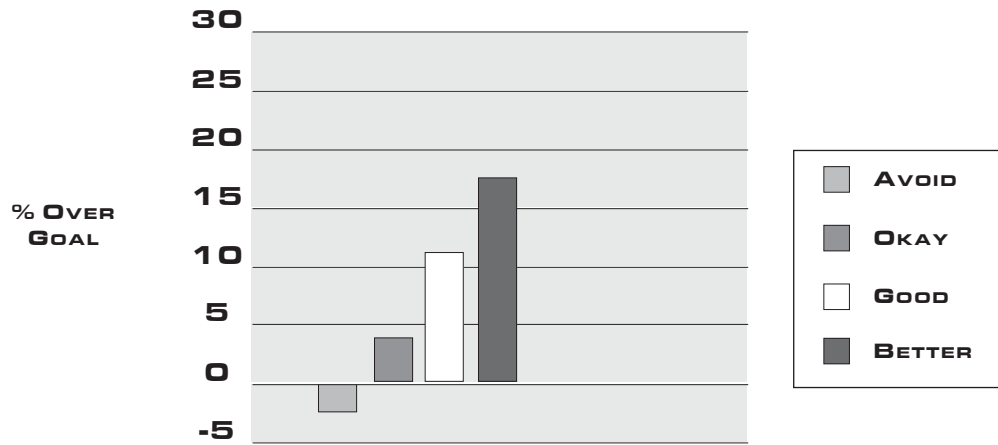
PERFORMANCE CRITERIA	INDICES	
	PERFORMANCE	INTEGRITY
% of Store Goal Achieved	.47**	ns
% of Sales Goal Achieved	.23*	ns
Overall Rating by Supervisor	.24**	.18**
District Manager Potential Rating by Supervisor	.24**	.21**

* Correlations are significant at the .05 level.

** Correlations are significant at the .01 level.

The graph below shows the percentage of Store and Sales goal met for each of the Entry-Level Retail Manager cut-off scores on the Performance Index.

Store Performance (Percent Over Goal)



ENTRY LEVEL RETAIL MANAGER - STUDY TWO

Additional Validation of the SELECT for Entry Level Retail Managers Survey Performance Index

To verify the Entry Level Retail Manager initial findings with another sample, data for 194 store managers at a convenience store were analyzed. Using performance criteria and supervisor ratings of various performance dimensions, the table below presents correlations for performance and integrity indices. These results show a strong relationship between index scores and performance ratings.

Correlations Between Performance Index and Performance Criteria

PERFORMANCE CRITERIA	PERFORMANCE INDEX
Overall Performance	.28
District Manager Potential	.29
Ability to Lead	.34
Future Potential	.30

All correlations are significant at the .01 level.

Correlations Between Integrity Index and Performance Criteria

JOB PERFORMANCE RATING OF...	INTEGRITY INDEX
Rule-Orientation	.23
Overall Performance	.17

All correlations are significant at the .01 level.

RETAIL SALES ASSOCIATE - STUDY THREE

Development and Validation of the SELECT for Retail Sales Associates Survey Performance Index

Bigby, Havis & Associates has been working with a variety of retailers since the early 1990's to identify those candidates who will be successful in store sales positions. Across various validation studies, correlations between predictor indices and sales performance (rating by supervisors and objective sales data) have ranged between .20 and .35. Based on this combined research, we created SELECT for Retail Sales Associates. In late 1999, we were asked by a national retail chain with over 500 stores to validate this tool for selecting top performing retail sales associates. While turnover was a concern, the development of the pre-employment survey was focused on sales performance potential.

Through job analysis, a list of attributes desired in retail sales jobs was developed. This list guided the selection and development of a preliminary survey battery. This battery contained scales previously validated in other retail sales positions as well as experimental scales and items.

A representative sample of incumbents participated in a concurrent validation study. Approximately 216 associates completed the survey, and at the same time performance ratings were collected from the participants' supervisors. After matching survey and performance data, and removing individuals with less than 3 months on-the-job experience, or surveys with random response patterns, approximately 135 cases remained in the sample. Sales performance data was also collected for percentage of sales goal achieved and individual's variance to store data (which was normalized performance by overall store performance.)

Various statistical analyses were conducted to determine the best predictor set of test items and scales in the validation sample. The resulting performance (work characteristics) index is significantly correlated with key measures of job performance. Expected correlations for a study of this type are between .20 to .40.

Correlations Between Performance Index and Performance Criteria

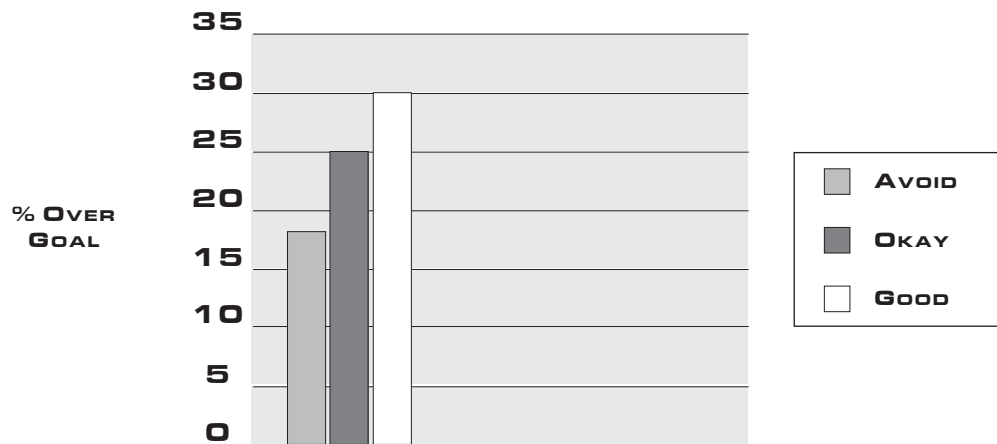
PERFORMANCE CRITERIA	PERFORMANCE INDEX
% of Sales Goal Achieved	.32**
Variance to Store	.26**
Performance Review Score	.20**

**Correlations are significant at the .01 level.

*Correlations are significant at the .05 level.

Sales Performance Comparisons

The Performance Index was then categorized into recommended scoring ranges, Avoid, Okay and Good. Significant differences in mean performance (percentage of sales goal met) were found at each range. The graph below displays the result. Please note that the retail chain serving as our validation sample had strong sales for the year and the average sales person exceeded their goal.



RETAIL SALES ASSOCIATE - STUDY FOUR

Development and Validation of the Integrity Index

The Integrity Index was first developed and validated as part of our consulting work with convenience store clients. Subsequently it was cross-validated in a study with a large, southwest retail store chain.

As part of a larger validation study with convenience stores, Bigby, Havis & Associates developed an Integrity Index which assesses a candidate's tendency to "get by" and not "give it their all" or to take advantage of the company. A representative sample of 416 incumbent convenience store employees was selected to serve as the validation sample. Concurrently, job performance data (supervisor ratings) was collected for each of the participants. Among these ratings was a measure of business ethics.

Statistical analysis, primarily correlation, was conducted to determine the best predicting set of items. This predictor set was then analyzed for adverse impact and subsequently improved to reduce potential bias. The resulting Integrity Index correlated significantly with ratings of business ethics.

Correlations between the Integrity Index and the Performance Criteria

JOB PERFORMANCE RATING OF...	INTEGRITY INDEX
Business Ethics	.24

Correlation significant at $p \leq .001$

Using supervisor ratings of business ethics, the table below presents average (mean) ratings at various index score ranges. These results show a strong relationship between index scores and performance ratings.

Integrity Index Score Range	% of Total	Mean Performance Rating (1 - 5)	SD	F	P
Avoid (0 - 8)	12.5	1.85	.85	5.65	.01
Good (9 - 11)	30.4	2.04	.95		
Better (12 - 13)	57.1	2.06	.78		
Total	100.0	2.01	.81		

NOTE: $r = .24$ $p < .01$

Cross-Validation of the Integrity Index

Subsequently, the Integrity Index was cross-validated in a study of 79 newly hired retail store associates (see Study Six on page 32).

As in the initial study, correlations were conducted to determine the usefulness of the Integrity Index. The results of the study indicated that the Integrity Index is a useful predictor of honesty and overall performance. A correlation of .39 was found between the Integrity Index and supervisor ratings of honesty behaviors.

RETAIL SALES ASSOCIATE - STUDY FIVE

Development and Validation of the Retail Math Index

The Retail Math Index was initially developed and validated as part of our consulting work with the convenience store industry and then cross-validated with retail associates. As part of a larger study, Bigby, Havis & Associates was asked to develop a Retail Math Index which would assess a candidate's ability to perform basic mathematical operations (making change, calculating sale prices, working a cash register, etc.). During job analysis, a sample of job-related math items was developed and shown to be content-valid by job content experts.

A representative sample of 120 incumbent convenience store personnel was selected to serve as the validation sample. Concurrently, supervisor ratings of math performance were collected. These ratings were normalized by rater to allow objective comparisons.

Using the validation sample, statistical analyses, primarily correlations, were conducted to determine the best predicting set of items. The predictor set was then analyzed for adverse impact and subsequently improved to reduce potential bias. The resulting Retail Math Index significantly and substantially correlated with a rating of math ability (see following table) using supervisor ratings of the convenience store personnel's ability to effectively utilize math skills in their job.

Correlation between the Retail Math Index and Performance Criteria

JOB PERFORMANCE RATING OF...	MATH INDEX
Math Ability	.33

All correlations significant at $p < .05$.

The table below presents average (mean) ratings for the two score ranges. Those scoring in the OK range were clearly seen as demonstrating better mathematical understanding.

Mean Rating of Mathematical Ability by Retail Math Index Score

Math Index Score Range	% of Total	Mean Performance Rating (Normalized)	SD	F	P
Needs Training (0 - 8)	12	-.5635	.8533	5.893	.01
OK (9 - 14)	88	.0186	.7963		
Total	100				

*The more positive the score the better the performance rating.

Cross-Validation of the Retail Math Index

The Retail Math Index was subsequently cross-validated in the sample of newly hired retail store associates (see Study Six on page 32).

Again, job content experts reviewed the items to ensure that they were representative of the math skills needed in the position. New hires then completed the items and test scores were correlated with supervisor ratings of performance. The Retail Math Index was found to be positively correlated with ratings of mathematical ability; although, the correlation achieved (.14) was suppressed due to restriction in range (that is, applicants with very low math ability were not included in this sample because they have been previously pre-screened in the hiring process using a related math survey).

RETAIL CLERK/CASHIER - STUDY SIX

Validation of the SELECT for Clerk/Cashier Performance, Integrity, and Math Indices with Retail Nursery Sales Associates

SELECT Performance, Integrity and Math Indices, which were initially developed for customer service positions, were analyzed and validated using a sample of retail service associates. This study with a large, southwest U.S. retail nursery chain helped confirm the usefulness of SELECT in selecting retail service associates.

A sample of recently hired store associates served as the validation sample. The selection process which had resulted in the hiring of these associates had included an interview and an off-the-shelf honesty test; however, company management was interested in placing more emphasis on customer service as the primary focus of the selection process.

At the conclusion of their training period, this group of new hires completed a) the SELECT test and b) the additional retail math module. After several months on the job, supervisors were asked to provide job performance ratings of these associates. The validation sample consisted of 79 store associates for whom BHA had test data and job performance ratings.

Validity Analysis

As in other studies, correlations were conducted to determine the usefulness of SELECT Customer Service indices. The results of the validation study indicated that SELECT Customer Service is a useful predictor of job performance for retail store associates who are responsible for providing good customer service. SELECT's Performance, Integrity and Math Indices were all found to be significantly correlated with important performance measures.

Correlations between Performance Criteria and Predictor Indices

JOB PERFORMANCE RATING OF...	INDICES		
	CUSTOMER SERVICE	INTEGRITY	MATH
Summary - Service Behaviors*	.28	.25	.19
Summary - Honesty Behaviors*	.22	.39	.29
Math Skills Needed To Do The Job	.21	.19	.14
A Good Sales Producer	.24	ns	ns
Good Service To Guests	.25	.23	.21
Overall, Would Like To Keep	.31	.23	ns

All correlations shown significant at $p \leq .05$, except where noted ns
Composite of individual criterion ratings.

UTILITY

Utility estimates the potential impact of implementing a selected procedure. Below are the results of several utility studies using SELECT for Retail Surveys. These display the results from clients using actual sales data.

For **entry-level retail manager** positions, using a recommended multiple hurdle approach (i.e., an "Avoid the AVOIDs" on both the Performance and Integrity indices strategy) decreases the percent of poor performers and increases the percent of top performers selected into the organization. The expected gains over current procedures are:

Using the less stringent cut score ("Avoid the AVOIDs"), expected system-wide store sales performance improvements = 3%.

Using the more stringent cut score ("Increasing the Bar"), expected system-wide store sales performance improvements = 5%.

For **retail sales associate** positions, using a recommended multiple hurdle approach (i.e., an "avoid the AVOIDs" on both the Performance and Integrity indices strategy) produced dramatic improvements to the selection process. Below are the utility estimates that were found:

Those scoring in the Okay and Good ranges on average had sales 7% higher than those in the Avoid range.

For one client, this increase translated to \$10,000 in dollar sales per year per employee. Across hundreds of employees, this results in a substantial impact on company sales performance.

For **retail clerk/cashier** positions, using a recommended multiple hurdle approach (i.e., an "avoid the AVOIDs" on both the Performance and Integrity indices strategy) has been shown in predictive studies to decrease the percent of poor performers and increase the percent of top performers selected into the organization. The expected gains over current procedures are:

26% improvement in avoiding poor performers.

15% improvement in selecting top performers.

SELECT FOR RETAIL 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. Using the "Avoid the AVOIDs" strategy, all surveys were within U.S. 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 Entry Level Retail Managers, please review the sample report links provided on page 5 of this manual.

To see v2.0 Integrity and Performance Indices cut-scores specific to SELECT for Retail Sales Associate, please review the sample report links provided on page 5 of this manual.

To see v2.0 Integrity and Performance Indices cut-scores specific to SELECT for Retail Clerk/Cashier, please review the sample report links provided on 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 Entry Level Retail Managers, selection impact ratios for the Performance and Integrity Indices were estimated in 2002 using a combined sample of 3,325 applicants from various retail management jobs.

ENTRY LEVEL RETAIL SALES MANAGER - ADVERSE IMPACT RATIOS WITH APPLICANTS

PERFORMANCE AND INTEGRITY INDICES

PERCENT OF CANDIDATES PASSING SELECT							
INDEX	ALL APPLICANTS 3304	WHITE 2135	MINORITY 857	RATIO *	MEN 1925	WOMEN 1109	RATIO *
PERFORMANCE INDEX							
0-51 Avoid							
52-54 Okay	91.8%	93.6%	89.5%	.96	92.5%	92.4%	1.00
55-67 Good	79.4%	83.9%	73.5%	.88	80.6%	81.6%	1.01
INTEGRITY							
0-7 Avoid							
8-14 Good	90.2%	93.2%	86.0%	1.03	89.8%	93.6%	1.04
COMBINED **							
PI: Okay, I: Good	85.5%	88.8%	80.8%	.91	85.4%	88.5%	1.04
PI: Good, I: Good	75.3%	80.6%	67.7%	.84	76.0%	76.0%	1.03

* 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 (0-51) or the AVOID (0-51) and OK (52-54) 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.”

Math Index: No adverse impact is seen when selecting those scoring in the OK range.

COMBINED INDICES

Avoid the AVOIDs: By using an “Avoid the AVOIDs” multiple hurdle strategy on the Performance and Integrity Indices, approximately 14.5% 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 24.7% of all applicants will be screened out without introducing significant adverse impact.

RETAIL MANAGER MATH INDEX

The Retail Manager Math Index was examined for adverse impact using a combined sample of 3,188 applicants. Of those applicants, ten percent (10%) were identified as needing additional training in mathematical skills. Had this range been used to screen out potential applicants, the results in the table below show that selection ratios would be well within the “four-fifths rule.”

PERCENT OF CANDIDATES PASSING SELECT							
INDEX	ALL APPLICANTS 3188	WHITE 2226	MINORITY 887	RATIO *	MEN 2029	WOMEN 1134	RATIO *
Retail Math Index							
0 - 21 Needs Training							
22 - 30 OK	90.0	96.6	81.5	.87	90.9	88.7	.98

* The commonly accepted standard to avoid adverse impact is a selection ratio between the range of .8 - 1.2.

RETAIL SALES ASSOCIATE - ADVERSE IMPACT RATIOS WITH APPLICANTS

PERFORMANCE AND INTEGRITY INDICES

PERCENT OF CANDIDATES PASSING SELECT							
INDEX	ALL APPLICANTS 9011	WHITE 2714	MINORITY 5907	RATIO *	MEN 3234	WOMEN 5405	RATIO *
PERFORMANCE INDEX							
0-15 Avoid							
16-19 Okay	70.8%	79.0%	67.4%	.85	71.3%	70.7%	.99
20-25 Good	30.0%	38.7%	26.2%	.67	31.8%	29.3%	.92
INTEGRITY							
0-7 Avoid							
8-13 Good	90.8%	95.2%	89.0%	.93	90.0%	91.4%	1.02
COMBINED **							
Avoid							
PI: Okay, I: Good	68.7%	77.7%	65.0%	.83	68.8%	68.9%	1.00
PI: Good, I: Good	29.7%	38.5%	25.8%	.67	31.2%	29.1%	.93

* Ratio = Minority % / Majority %. The commonly accepted standard to avoid adverse impact is a selection ratio between the range of .8 to .12

** Performance Index and Integrity Index judgment combined

Performance Index: Setting cut-off scores to screen out those scoring in the AVOID (0-15) or the AVOID (0-15) and OK (16-19) 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.”

Math Index: No adverse impact is seen when selecting those scoring in the OK range.

COMBINED INDICES

Avoid the AVOIDs: By using an “Avoid the AVOIDs” multiple hurdle strategy on the Performance and Integrity Indices, approximately 31.3% of all applicants will be screened out without introducing significant adverse impact.

Increasing the Bar: The hurdle for the Performance Index should not be increased to look at those scoring in the GOOD range, while still avoiding the AVOIDs on Integrity. Such steps would introduce adverse impact to the selection process.

RETAIL MATH INDEX

The Retail Math Index was examined for adverse impact using a combined sample of 8,926 applicants. Of those applicants, approximately seventeen percent (17.2%) were identified as needing additional training in mathematical skills. Had this range been used to screen out potential applicants, the results in the table below show that selection ratios would be well within the “four-fifths rule.”

PERCENT OF CANDIDATES PASSING SELECT							
INDEX	ALL APPLICANTS	WHITE	MINORITY	RATIO *	MEN	WOMEN	RATIO *
Retail Math Index	8926	2675	5862		3222	5334	
0 - 8 Needs Training							
9 - 14 OK	84.4	89.0	80.4	.90	83.1	83.0	1.00

* The commonly accepted standard to avoid adverse impact is a selection ratio between the range of .8 - 1.2.

RETAIL CLERK/CASHIER - ADVERSE IMPACT RATIOS WITH APPLICANTS

PERFORMANCE AND INTEGRITY INDICES

PERCENT OF CANDIDATES PASSING SELECT							
INDEX	ALL APPLICANTS 12,774	WHITE 4,842	MINORITY 7,040	RATIO *	MEN 4,558	WOMEN 7,598	RATIO *
PERFORMANCE INDEX							
0 - 19 Avoid							
20 - 23 Okay	89.1%	92.3%	87.1%	.94	87.9%	89.9%	1.02
24 - 34 Good	70.8%	75.7%	67.7%	.89	68.5%	72.3%	1.06
INTEGRITY							
0 - 7 Avoid							
8 - 13 Good	95.6%	97.6%	94.2%	.96	94.5%	96.1%	1.02
COMBINED **							
Avoid							
PI: Okay, I: Good	88.1%	91.7%	85.6%	.93	86.5%	88.9%	1.05
PI: Good, I: Good	70.7%	75.7%	67.5%	.89	68.4%	72.2%	1.02

* Ratio = Minority % / Majority %. The commonly accepted standard to avoid adverse impact is a selection ratio between the range of .8 to .12

** Performance Index and Integrity Index judgment combined

Performance Index: Setting cut-off scores to screen out those scoring in the AVOID (0-19) or the AVOID (0-19) and OK (20-23) 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 (0-7) range results in selection ratios well within the “four-fifths rule.” However, raising the cut-off score to look for those scoring only in the GOOD range may introduce adverse impact.

Math Index: No adverse impact is seen when selecting those scoring in the OK range for the Math Index.

COMBINED INDICES

Avoid the AVOIDs: By using an “Avoid the AVOIDs” multiple hurdle strategy on the Performance and Integrity Indices, approximately 11.9% of all applicants will be screened out without introducing significant adverse impact.

Increasing 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 29.3% of all applicants will be screened out without introducing significant adverse impact.

RETAIL MATH INDEX

The Retail Math Index was examined for adverse impact using a combined sample of 621 applicants. Of those applicants, approximately nine percent (8.9%) were identified as needing additional training in mathematical skills. Had this range been used to screen out potential applicants, the results in the table below show that selection ratios would be well within the “four-fifths rule.”

PERCENT OF CANDIDATES PASSING SELECT							
INDEX	ALL APPLICANTS 621	WHITE 310	MINORITY 281	RATIO *	MEN 253	WOMEN 356	RATIO *
Retail Math Index							
0 - 8 Needs Training							
9 - 14 OK	91.1	94.8	87.2	.92	91.7	91.0	.99

* The commonly accepted standard to avoid adverse impact is a selection ratio between the range of .8 - 1.2.

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 Clerk/Cashier

SELECT for Retail Sales Associates