



T&Es: Just because they're part of
the family doesn't mean we're
married to them

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Question 1

*Does
testing
matter?*

Why or why not?



Question 2



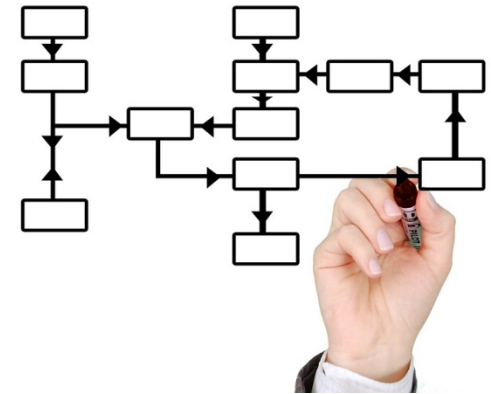
*Does public
sector work
matter?*

Why or why not?



Question 3

Pretend you're a supervisor and have a vacancy. What's important to you about the hiring process?



Different roles / different lenses



T&Es: What are they?

- ▶ **Two types**
- ▶ **Point-based**
 - ▶ How much experience do you have providing journey-level training on employment testing techniques and tools?
 - ▶ None
 - ▶ Up to 6 months
 - ▶ Up to 1 year
 - ▶ Up to 2 years
 - ▶ Up to 5 years
- ▶ **Behavioral consistency**
 - ▶ “Please describe your education, training, and experience developing professionally validated pre-employment tests.”

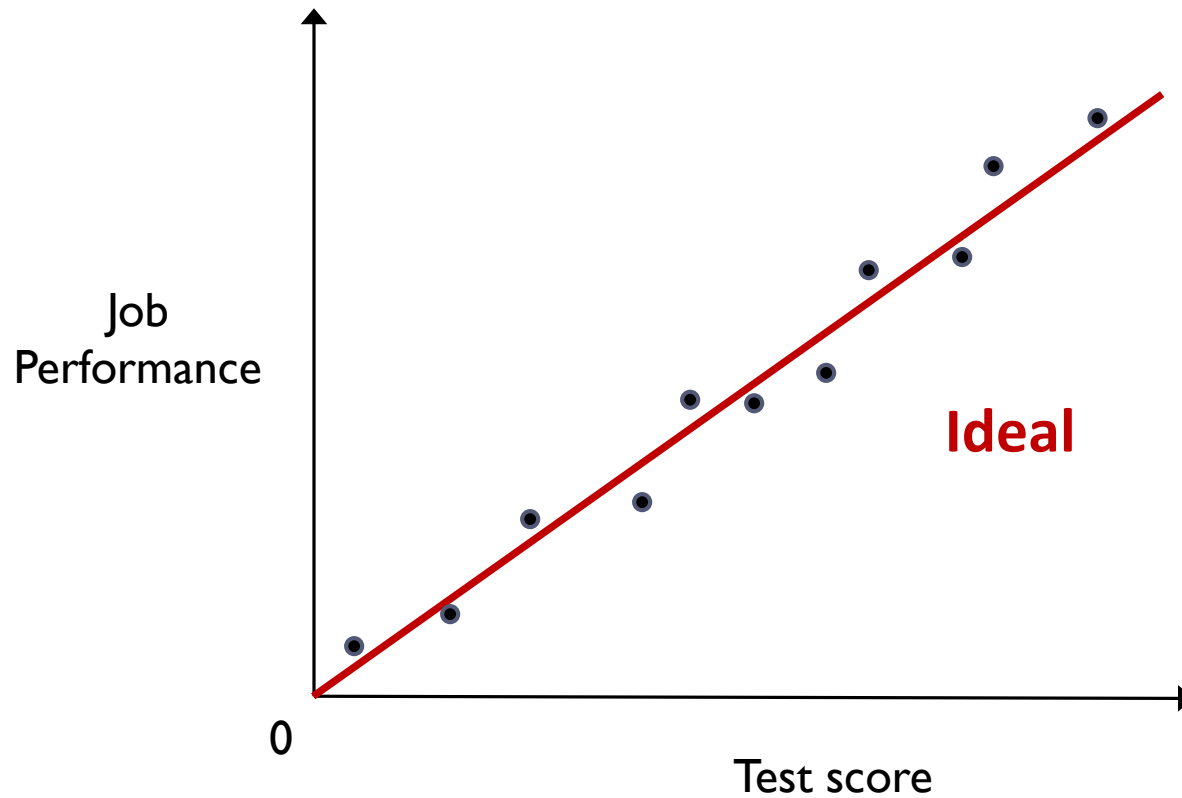


Point-based T&Es: What's good about them?

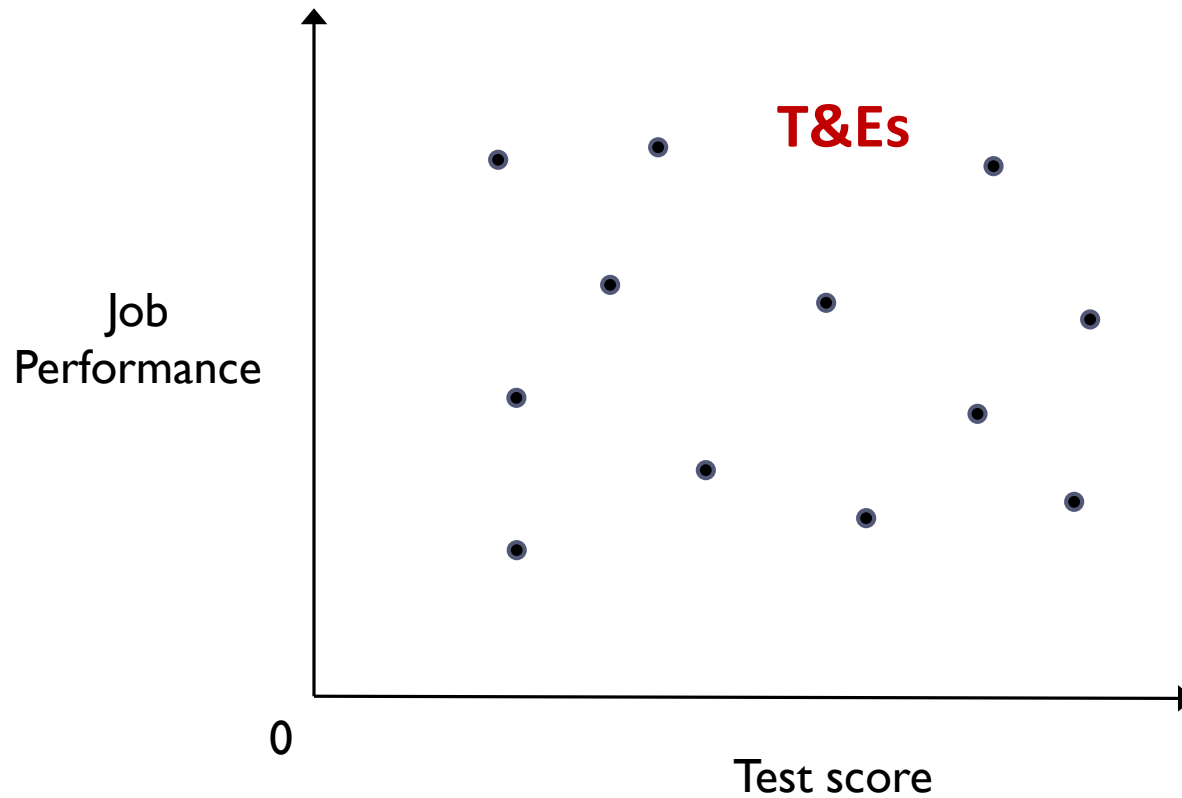
- Non-technical
- Easy to develop
- Easy to administer
- High levels of applicant acceptance
- High level of executive acceptance
- Large pools of potential applicants



Point-based T&Es: What's wrong with them?



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Point-based T&Es: What's wrong with them?

GMA	0.65
Interview (in-p)	0.58
Peer ratings	0.49
Job knowledge	0.48
Integrity	0.46
Interview (phone)	0.46
T&E behavioral consistency	0.45
Assessment center	0.36
Biodata	0.35
GPA	0.34
Work samples	0.33
Personality-based EI	0.32
Interests	0.31
SJT (knowledge)	0.26
SJT (behavioral tend)	0.26
Ability-based EI	0.23
Conscientiousness	0.22
T&E point method	0.11
Years of education	0.1

Source: Schmidt
et al. (2016)

Point-based T&Es: Why are they so bad?

- Limited relationship between experience/training and job performance
- Score inflation (esp. under high stakes)
- Lack of self-awareness
- High-stakes situation
- Constructed poorly



Question 4

*What do you
tell hiring
supervisors
about T&Es?*



Results of using lots of point-based T&Es



- ▶ Little added value to testing process (just a hoop)
- ▶ Increases risk of making poor hires, eventually leading to decreased organizational performance
- ▶ May miss out on folks who are honest!
- ▶ Position-level assessments become more critical
- ▶ Can result in very large candidate pools, with no meaningful differentiation
- ▶ Wasted time by HR and programs
- ▶ Can impact reputation of organization—and HR



Point-based T&Es: Can they be salvaged?

- ▶ If you do them, do them “right”
 - ▶ Little value of experience/education past a certain point
 - ▶ Use clear wording
 - ▶ No need to make them long
- ▶ Focus on quantifiable requirements such as certifications
- ▶ Low pass point! Poor for ranking
- ▶ Use as onboarding/development tool
- ▶ Focus on certificated jobs



How else might we meet the need?



- ▶ **Online assessments with better assessments!**
 - ▶ Multiple-choice (item bank, different versions):
written or video-based
 - ▶ Behavioral consistency approach (supplemental)
 - ▶ Simulations
 - ▶ Online interviews
 - ▶ Personality/integrity (when appropriate)
-



Don't forget about the applicant side!

- ▶ Willingness questionnaires
- ▶ Realistic job previews (can also build into the T&E!)
- ▶ Job advertisements that don't suck
- ▶ Targeted recruitment



Question 5

*Where do we
want to go from
here?*

