

EXPLORATION OF A NEW TOOL IN POSITION QUALIFICATION: APTITUDE TESTING



OBJECTIVES

1. Explore the weaknesses of our current performance/competency based qualification system
2. Explore the introduction of aptitude and personality assessment testing
3. Discuss the strengths of using aptitude and personality assessment testing
4. Discuss the drawbacks and potential problems of using aptitude/personality assessment testing
5. Predict the ramifications of using an aptitude and personality assessment testing

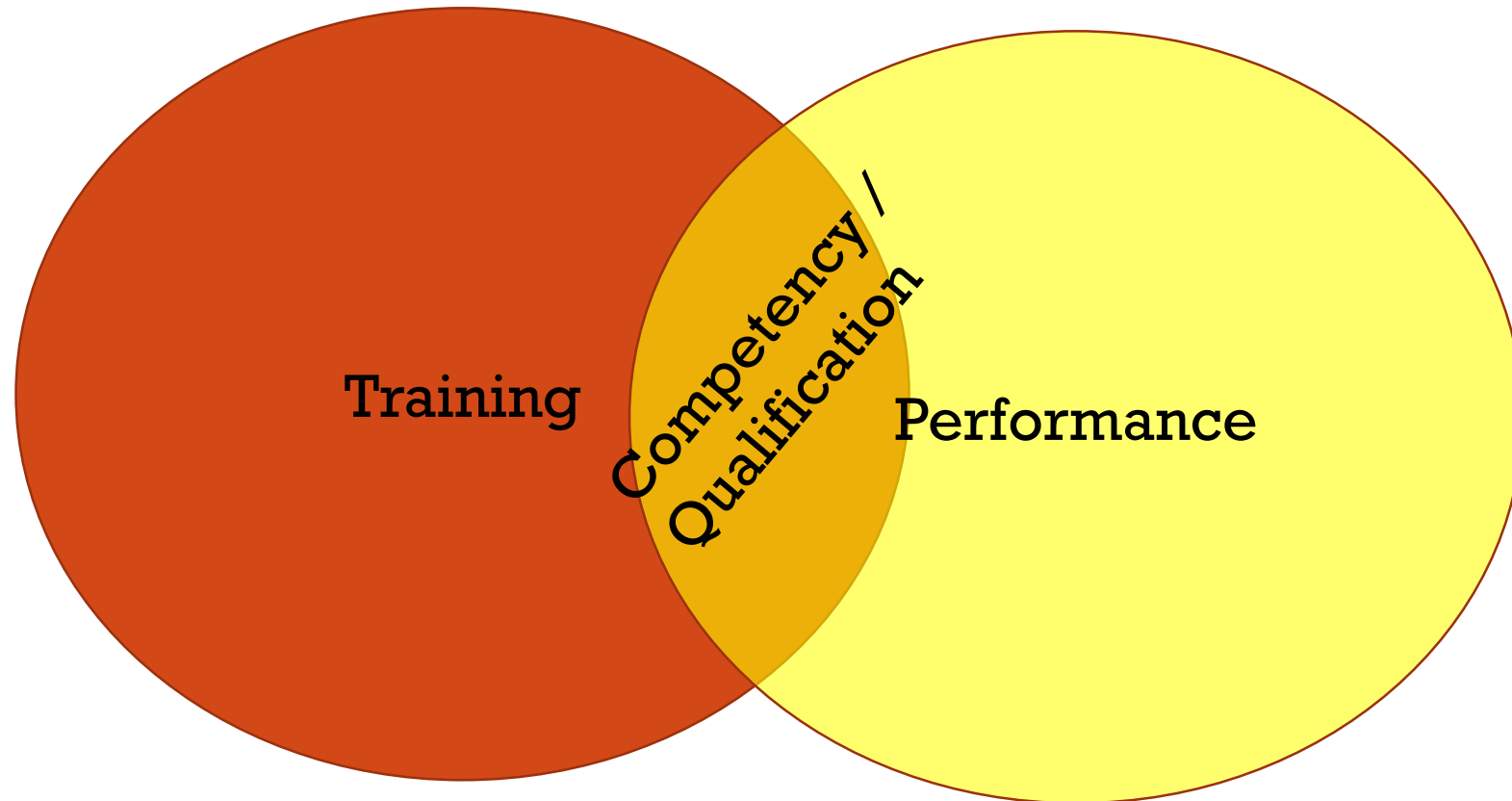


A GLIMPSE OF THE FUTURE

1. Not being discussed at higher levels
2. Presentation intended to generate ideas and questions
3. Simply asking "What if?"
4. Attempting to avoid dogma...always asking what's next?
5. Seeking to improve incident management



CURRENT SYSTEM



STRENGTHS

1. Requires demonstration of tasks
2. Requires mentorship
3. Requires completion of training
4. Checks and balances



WEAKNESSES

1. "Good ol' boy" club
2. Pencil whipping
3. Quality control of training
4. Requires task performance but does not account for individual strengths, weaknesses, and tendencies
5. Does not account for team culture, accountability, or cohesion



DOCTORAL DISSERTATION

1. Mitigating toxic leadership
2. Evaluating how leaders are selected
3. Looking for the wrong things and doing it using flawed methods
4. Not testing for the right things
5. Not testing for red flags and filtering



THINGS THAT CAN BE ASSESSED

Aptitude

Strengths in a particular area or subject

Personality

Leadership

Toxic Leadership

States and traits

Psychological disorders or tendencies

Team tests

Organizational Performance



APTITUDE TESTING

A test designed to determine a person's ability in a particular skill or field of knowledge.

Individuals to learn more about the type of work situations that they tend to enjoy and prefer as well as those situations that they would not find attractive.

Work teams to gain greater insight into the work preferences of its members.

Organizations to attract, select, and retain employees who will more likely enjoy their work, perform more effectively, and remain committed to stay with the organization over the long term.



APTITUDE TEST EXAMPLES

Wechsler Adult Intelligence Scale

Scholastic Aptitude Test

Emotional Quotient Inventory



PERSONALITY TESTING

Personality testing refers to techniques that are used to accurately and consistently measure personality. Personality is something that we informally assess and describe every day. When we talk about ourselves and others, we frequently refer to different characteristics of an individual's personality.

Allow screening for problems

Allow for testing of leadership characteristics strengths

Determine states or traits



PERSONALITY TEST EXAMPLES

Minnesota Multiphasic Personality Inventory

California Psychological Inventory

Leadership Effectiveness Assessment

Work Preference Indicator



TEAM TESTS

Team members understanding of team functions

Fit of team members within positions

Level of trust within an organization

Conscious or subconscious issues within a team



TEAM TEST EXAMPLES

Organizational Performance Assessment

Keirseey Test

Jung Typology Test



TESTING IS PREDICTIVE

Testing is not a guarantee

Much of the testing is time-specific

Testing does not account for the dynamics of disaster response



STRENGTHS OF TESTING

Have been demonstrated to produce valid inferences for a number of organizational outcomes

Have been demonstrated to predict job performance particularly for more complex jobs

Can be administered in written or computerized methods

Can reduce negative consequences by identifying and placing persons who possess the needed skills

Eliminates “Good ol’ boy” club

Mitigates pencil whipping

Improves training initiative by putting the right person in the right courses

Accounts for individual strengths and interests

Accounts for team cohesion



DISADVANTAGES OF TESTING

A new additional cost

Institutes a longer qualification process

Doesn't account for people already qualified

AHIMT implementation could benefit with more research

Cognitive tests can vary widely by gender and race

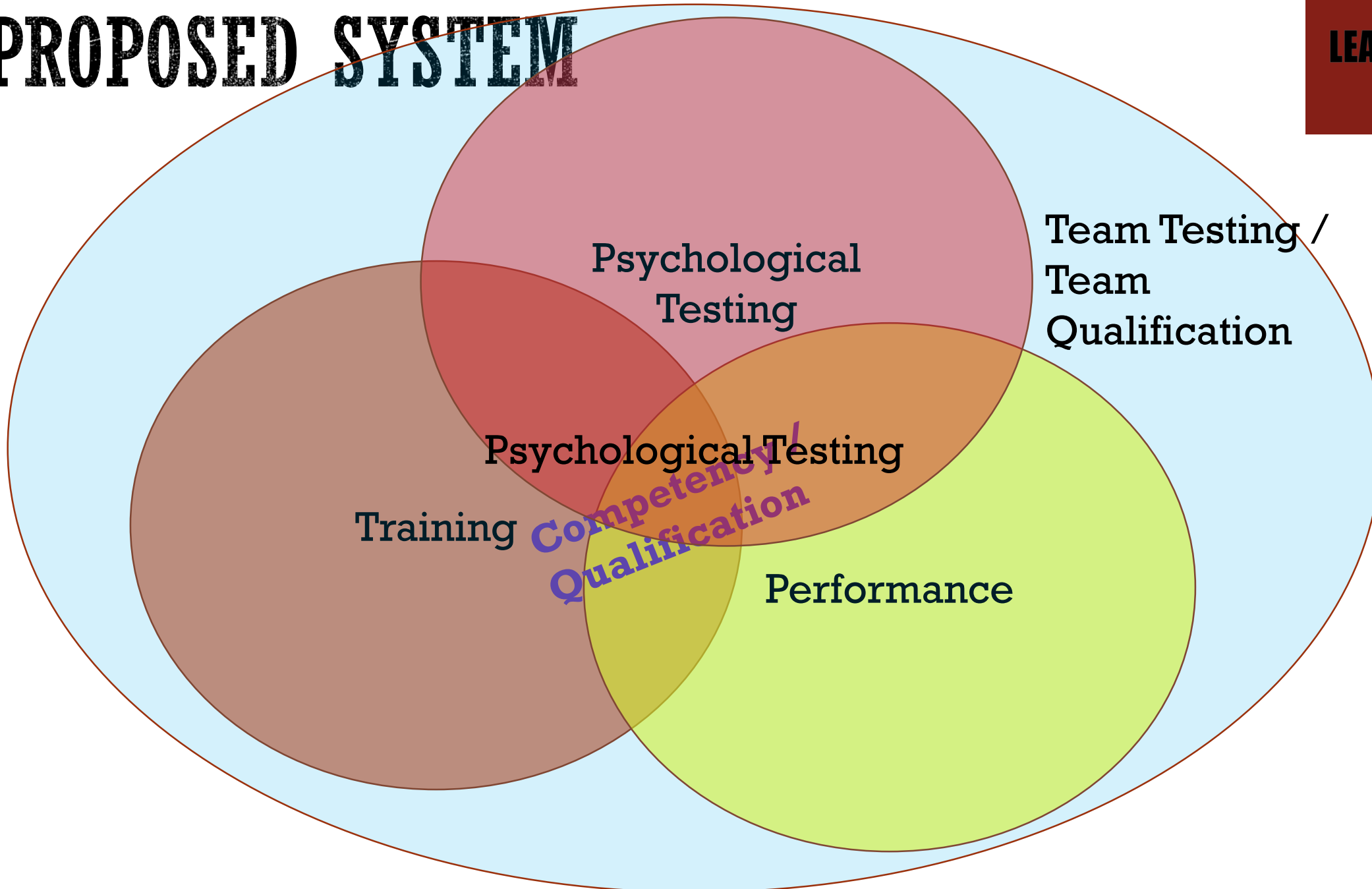
May contain questions that do not appear job related or seem intrusive if not well developed.

May lead to individuals responding in a way to create a positive decision outcome rather than how they really are (i.e., they may try to positively manage their impression or even fake their response).

May be problematic for use in employee selection if the test is one used to diagnose medical conditions (i.e., mental disorders) rather than simply to assess work-related personality traits.



PROPOSED SYSTEM



THE NEW PROCESS

Recruitment

- Work Preference Indicator
- California Psychological Indicator
- Toxic Leadership Assessment
- Leadership Effectiveness Assessment

Training

- Position Placement
- ICS Training
- Position Training
- Team Training

Experience

- Position Task Book
- Mentorship
- Qualification



PREDICTED RAMIFICATIONS

Better placed trainees

Reduced toxic leadership issues

Improved effectiveness of the AHIMT

Improved retention of team members



QUESTIONS?

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