

Assessment Centre Exercises

- Exercise are often like job samples
 - Group discussion
 - In basket
 - Presentation
 - Role Play
- Performance is rated by assessors

Assessment Centre Exercises

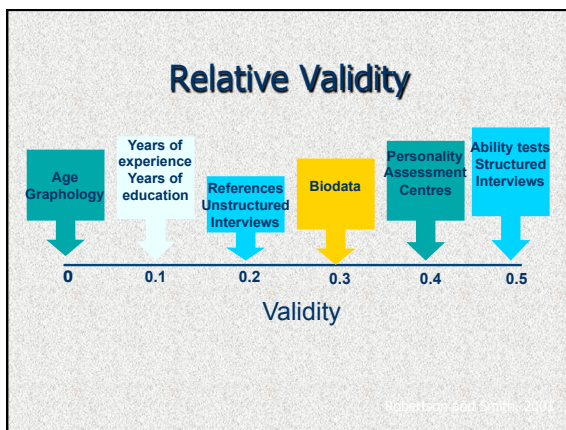
- | Advantages | Disadvantages |
|--|--|
| <ul style="list-style-type: none">■ Realistic job related activities■ Address 'softer' areas of performance■ Multiple exercises provide better measures of performance■ Can look at integrated performance as well as individual facets■ Involve managers and professional assessors■ Some standardisation of exercises | <ul style="list-style-type: none">■ Expensive and time consuming■ Rater biases need to be controlled through training■ Can favour those with good communication skills■ Cannot control all facets of exercise■ Difficult to separate facets of behaviour |

Work Sample

- Effective at measuring practical skills
 - Typing a letter
 - Laying a line of bricks
 - Interpreting a set of accounts
- Some assessment centre exercises are work samples
- Important to standardise exercise and rating criteria
- Familiarity with equipment/context important

Work Sample Exercises

Advantages	Disadvantages
<ul style="list-style-type: none">Realistic job previewMeasure performance directlyStandardised exercises	<ul style="list-style-type: none">Not suitable for all types of jobsNeed to consider impact of training



Developing a psychometric instrument

Situational Judgement Test

- Low fidelity work sample
 - Written version of a real scenario
 - Video versions do exist
- Evidence of good validity (Chan & Schmidt; 2005; McDaniel et al, 2001)
- Can be applied in many situations
- Can measure a variety of constructs

Example SJT – training session

Every month there is an informal training session to keep everyone up to date with current procedures. One person from your shift never goes to these training sessions and consequently colleagues working with him have said he is performing poorly in his job.

Please pick the best (most effective) option and the worst (least effective) option in terms of what you should do.

- Start taking comprehensive notes from the sessions and give them to the person
- Talk to the person about why they aren't attending the events and try to persuade them to go
- Report the person for poor performance
- Do nothing: it's not your concern

Example SJT - rota

You go to make yourself a coffee and see two of your team arguing about the shift rota for next week by the coffee machine.

How likely are you to do each of the following?

- Decide to get your coffee later and go back to your office
- Tell the two team members that the rota is fixed and changes are not possible
- Ask the two team members to tell you what the problem is to see if you can help
- Ask the two team members to tell you what the problem is and tell them what to do about it

What does SJT measure?

- Depends on content
 - Procedural knowledge, Judgement, Competencies
- Depends on design
 - What **would** you do instructions correlate more with personality
 - What **should** you do instructions have higher correlation with ability
- Difficult to find evidence of measuring clear constructs
- Holistic measure?

Context

- Selection into 3 year programme of advanced medical training
- Typically over 10,000 applicants for 3,000 training places
- All applicants are qualified doctors
- Security and defensibility are very important
- Need to minimise cost of selection and time of advance medical practitioners

Measurement Need

- Machine marked test
- Already using a test of applied medical knowledge
- Want to measure 'softer' skills
 - Empathy
 - Professional integrity
 - Coping with Pressure

Why Situational Judgement Test?

- Can be machine marked
- Allows focus on less cognitive aspects of performance
- Less open to faking than personality measures
- With an item banking approach can maintain equivalent but multiple forms

Lazy Student

You are one of a group of fellow students who have been asked to present a case at a symposium. You know one of the other students has a reputation for being lazy and letting others cover her work.

What is the best way to respond to this situation?

- Initiate a team discussion to set down ground rules, divide the work and agree everyone's individual contribution.
- Work with the other members of the team and accept her non-engagement in the task.
- Make sure she has work to complete towards the task and keep checking progress with her.
- Discuss your concerns with the other members of the team and ask for their help in getting her involved.

Smoker

A woman who has smoked 20 cigarettes per day for 40 years requests nicotine replacement patches. She has had these previously but has been inconsistent in their use and has often continued to smoke while using the patches.

Rank in order the following actions in response to this situation (1= Most appropriate; 5= Least appropriate).

- Emphasise the dangers of smoking but do not prescribe.
- Enquire about the difficulties she has with stopping smoking and any previous problems with patches
- Insist on a period of abstinence before prescribing any further patches.
- Prescribe another supply of patches and explain how they should be used.
- Suggest that nicotine replacement therapy is not suitable for her but explore alternative therapies.

Whether to tell

You are looking after Mrs Jones, who is being investigated in hospital. Her family asks you not to inform Mrs Jones if the results confirm cancer.

Choose the THREE most appropriate actions to take in this situation.

- Ignore the family's wishes.
- Agree not to tell Mrs Jones.
- Explain to the family that it is Mrs Jones' decision.
- Ask Mrs Jones whether she wishes to know the test results.
- Ask Mrs Jones whether she wishes you to inform the family.
- Inform Mrs Jones that her family do not wish her to have the results.
- Give the results to the family first.
- Give the results to the next of kin first

Developing SJT items

- Subject Matter Experts generate scenarios and options
 - Critical incident technique
- Expert question writers turn into questions
- Review and revision by SME, question writers
- Check concordance of scoring key with other SMEs
- Trial items

Challenges for the SJT developer (1)

- Engaging candidates
 - Interesting, relevant scenarios
 - Insufficient information alienates candidates
 - Too much reading makes exercise long and dull
- Reducing frustration
 - Include enough contextual information to allow for evaluation
 - Include most likely responses to situations
- Reducing verbal comprehension needs
 - Keep task accessible to all

**Challenges for the SJT developer
(2)**

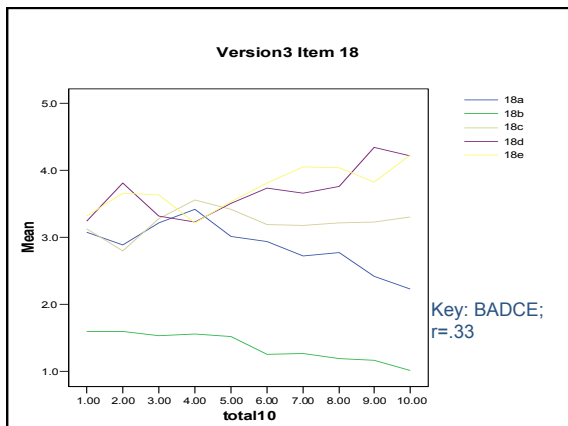
- **Managing question transparency**
 - Consensus regarding scoring key
 - Avoid obvious correct or incorrect responses
 - Creating more difficult questions
- **Avoiding dependence on procedural knowledge**
 - Contexts equally familiar to all
 - Organisation specific behaviours can be taught
- **Defining what is to be measured**
 - Little construct validity
 - Good predictive validity
 - Keep content job relevant

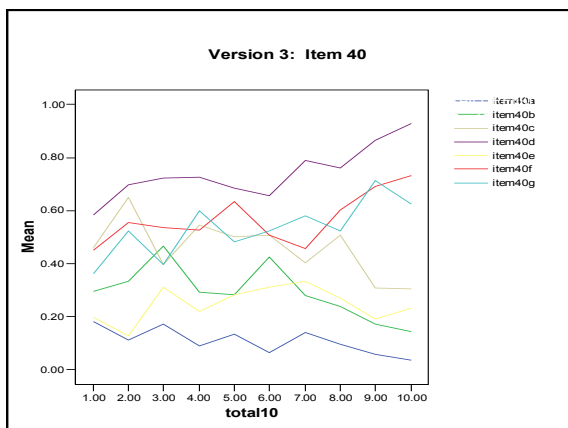
Medical SJT

- **20 experienced trainers (all practicing clinicians) were trained in item writing**
- **Worked with 2 psychometricians to develop items**
- **Small item tryout to ensure questions working, time limits**
- **Full item tryout – 186 items administered to 2500 applicants**

Trial Results

N per trial form	468 - 675
Mean	606
SD	40
Reliability for 50 items	0.86
Total number of items trialled	186 50 per form
Total good items (partial .2 & above)	116 (63%)
Timing	Need to increase completion time





Operational Test

- Each version contains 50 questions from the bank
- Time adjusted as not all candidates finished trial
- Test works psychometrically – but is it identifying the right candidates?
 - Does it tell us something more than the knowledge test?
 - Do better applicants score higher?

Validation Results

Correlation	Raw Result N=463	Corrected
With knowledge test	0.39	
With scored application form	0.41	
With AC ratings	0.46	.56
With selection interview	0.53	

- SJT single best predictor
- Has incremental validity over other predictors
