

Performance Tests and Assessment Centers

Z445

Inferences from Verbal Information: Problems

- **Information subject to distortion by applicant**
- **Relationship between verbal data and actual behavior is not perfect**

Performance Tests

Assess applicants via testing situations that closely resemble actual parts of the job being considered

Performance Tests: Limitations

- ❑ **Hard to construct representative measures for some jobs**
- ❑ **Assume applicants have necessary KSA's**
- ❑ **Cost**

Types of Performance Tests

Steps in Developing Performance Tests

- ❑ **Job analysis**
- ❑ **Identify important job tasks**
- ❑ **Develop testing procedures**
- ❑ **Select tasks**
- ❑ **Specify testing procedures**

Effectiveness of Performance Tests

- **Validity**
- **Reduced adverse impact**
- **Increased acceptability**
- **Realistic job preview**

Assessment Center

- ▣ **Developed during**
- ▣ **AT&T utilized in 1956**



Assessment Center

- **Procedure for evaluating for managerial skills**
- **Uses multiple techniques**
- **Uses multiple raters**
- **Job-specific**
- **Current and potential employees**

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Behaviors Measured in Assessment Centers

Frequently Used Performance Tests in Assessment Centers



AT&T Study Results

- **82% of college grads and 75% of non-college grads who had been promoted were those identified by the AC as likely candidates**

AT&T Study Results

- **88% of college grads and 95% of non-college grads who were unsuccessful were identified**

Assessors

- **Employees (managers)**
- **1-2 levels higher**
- **Familiar with job and behaviors required**



Assessment Center Drawbacks

- ❑ **Cost and time**
- ❑ **Control over information**
- ❑ **Lack of feedback**
- ❑ **Validity not as high as mental ability testing**
- ❑ **“Crown Prince” syndrome**

