

CONTENTS

List of Sidebars, Tables, and Figures	xi
Author's Foreword	xiii
Acknowledgments	xv
ONE Introduction	1
What Information Is the Book Based On?	7
Assessments: The Difference Between Success and Failure	14
TWO What Staffing Assessments Measure, Why They Work, and When to Use Them	19
What Do Assessments Measure?	20
Why Do Assessments Work?	25
When Is It Useful to Use Staffing Assessments?	27
Concluding Remarks: Why Assessments Work	36
THREE Different Types of Staffing Assessments	39
Categorizing Assessments Based on How They Collect Candidate Information	40
Physical Exams	41
Investigations	51
Interviews	52
Resume Screens	55
Self-Report Measures	56
Knowledge, Skill, and Ability Tests	65
Situational Measures	69

Behavioral Versus Direct Assessments	72
Concluding Remarks: Different Types of Assessments	75
FOUR Evaluating the Effectiveness of Staffing Assessments	79
How Assessments Work	80
Assessment Validity: How to Determine How Well an Assessment Is Working	86
Concluding Remarks: Choosing What Assessments to Use	109
FIVE Defining Job Performance and Its Relationship to Assessments	119
Step 1. Identify Key Performance Outcomes	121
Step 2. Use Job Analysis to Define and Describe Critical Employee Behaviors	124
Step 3. Choose an Effective Assessment	128
Step 4. Appropriately Collecting and Interpreting Assessment Data	136
Concluding Remarks: Linking Assessment Processes to Job Performance	138
SIX Common Criticisms of Staffing Assessments	141
Criticism 1: Staffing Assessments are Not Very Accurate	142
Criticism 2: Staffing Assessments can Be Faked by Applicants	146
Criticism 3: Staffing Assessments Are Not Worth the Cost Required to Use Them	150
Criticism 4: Staffing Assessments Pose a Legal Risk	152
Criticism 5: Staffing Assessments Are an Unfair Way to Evaluate People	157
Criticism 6: Staffing Assessments Are Offensive to Candidates	160
Criticism 7: Staffing Assessments Add Too Much Time to the Hiring Process	167
Concluding Remarks: Should Companies Use Staffing Assessments?	170
SEVEN Choosing Among Different Assessment Methods	175
Method 1. No Standardized Assessment: Start at the Bottom and Work Up	183
Method 2. Self-Report Pre-Screening Questionnaires: The Value of Structure	184
Method 3. Applicant Investigations: Avoiding Catastrophic Hiring Mistakes	184

Method 4. Structured Interviews: Maximizing Time Spent with Candidates	185
Method 5. Broad Self-Report and Situational Judgment Measures: Asking Candidates for Greater Levels of Self-Description	186
Method 6. Broad Knowledge and Skills Tests: Testing Basic Job Requirements	189
Method 7. Broad Ability Tests: Getting a General Sense of Candidates’ Ability to Learn and Solve Problems	190
Method 8. Integrating Broad Self-Report Measures, Knowledge and Skills Tests, and Ability Tests: Predicting Maximal and Typical Performance	193
Method 9. Localized Scoring: Accurately Interpreting Candidate Responses	194
Method 10. Context-Specific Self-Report Measures: Asking Candidates to Describe Themselves in Greater Detail	199
Method 11. Context-Specific Knowledge, Skills, and Ability Tests: Seeing What a Candidate Can Actually Do	201
Method 12. Integrating Context-Specific Self-Report Measures and Know- ledge, Skills, and Ability Tests: Predicting Highly Specific Types of Maximal and Typical Performance	202
Method 13. Advanced, Non-Linear Scoring: “Turbo-Charging” Assessment Results	202
Concluding Remarks: Determining What Assessment Methods to Use	206
EIGHT Incorporating Staffing Assessments into the Hiring Process	209
Principles of Staffing Assessment Process Design	209
Designing Staffing Processes for Entry-Level Jobs	215
Sample Staffing Assessment Process for Professional Jobs	227
Concluding Remarks: Using Assessments	235
NINE Conclusion	237
Glossary of Common Assessment Terms	243
Index	271
About the Author	281
Pfeiffer Publications Guide	283

