

**Methods of assessment and assessment design**

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- Examples of assessment methods**
- Application Form
  - Interview
  - Cognitive Tests
  - Personality Measures
  - Assessment Centre
    - Group Exercise
    - Presentation Exercise
  - Work Sample
  - References

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- Identifying an effective assessment**
- Measures a stable construct
  - Objectively
  - Accurately - with precision
  - Effectively
  - Efficiently
  - Acceptably
  - Fairly

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### Initial Sifting Tools

- All applicants complete this stage
- Needs to be:
  - cheap to administer
  - Quick to evaluate
- Sift out unsuitable rather than identifying best candidates

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### Evaluating a CV

- Different candidates provide different information
- Information not tailored to job requirements
- Need consistent rules for relating information to job requirements
  - Experience of working with customers
  - Qualification requiring numeracy

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### Application Forms - Good Practice

- Questions are relevant and justifiable
- Opportunity to give evidence against relevant criteria
  - What opportunity have you had to work with customers?
  - Describe a time when you had to deal with a difficult customer.
- Level of literacy need for job?

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### Sifting – Good Practice

- All forms treated in standardised way
- Forms evaluated against criteria within person specification
- Recording of reasons for decision
- Training and guidelines for short-listers

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### References

- Subjective Ratings
- Referee's choice of content
- Improved by:
  - Specifying type of rater – previous employer
  - Asking specific job related questions
  - Limiting the way the references used

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### References

- | <b>Advantages</b>                                | <b>Disadvantages</b>                            |
|--|---|
| ■ Referee knows candidate well                   | ■ Reliability of referee is unknown             |
| ■ May uncover issues candidate will not disclose | ■ Candidate likely to choose favourable referee |
| ■ Can relate to long term work behaviour         | ■ Subjective view                               |
|  | ■ Referee agenda                                |
|  | ■ Legal constraints                             |

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### Interviews

- Unstructured Interviews
- Structured Interviews
  - Situational Interview
    - Respond to a hypothetical situation
    - How would you persuade your team to take on a new goal?
  - Behaviour descriptive interview
    - Describe previous experience
    - Describe a time when you had to persuade someone to do something they didn't want to do. How did you go about it? Where you successful

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### Interviews – best practice

- Questions related to person specification
- Question style:
  - Explicit and open
  - Standardised as far as possible
  - Structured
  - Behaviourally based
  - Culturally-sensitive
- Training of interviewers
  - Culture of evidence based assessment
  - Interview skills
  - Awareness of bias
- Take notes

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### Interview

<b>Advantages</b> <ul style="list-style-type: none"><li>■ Very flexible – measures most competencies</li><li>■ Can be effective</li><li>■ Candidates expect it</li><li>■ Candidates like the opportunity to sell themselves</li></ul>	<b>Disadvantages</b> <ul style="list-style-type: none"><li>■ Very difficulty to do well</li><li>■ Subjective</li><li>■ Heavily influenced by<ul style="list-style-type: none"><li>■ Communication skills</li><li>■ Self confidence</li><li>■ Interpersonal skills</li></ul></li></ul>
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## Cognitive Ability Tests

- Single best predictor of job performance across all jobs
- Measures of maximum performance
- Standardised task
- Standardised administration
- Objective scoring

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The screenshot shows a browser window titled "Online Numeracy Test - Microsoft Internet Explorer". It features a "help" button, "Questions Completed" (3), and "Minutes Remaining" (00). The main content area is titled "Revenue and Costs, Fast Food Outlets" and contains a line graph. The graph plots "Millions of Dollars (USD)" on the y-axis (ranging from 40 to 100) against "Months" on the x-axis (July to Dec). Two lines are shown: "Total Revenue" (purple) and "Cost of Sale" (blue). The graph shows both lines increasing over the period, with Total Revenue consistently higher than Cost of Sale. To the right of the graph is "Example 1" with the question: "What percentage of the total revenue was cost of sale in September?". Below the question are five radio button options: 68.5%, 72%, 76.5%, 81%, and 85.5%. A "next" button with a right-pointing arrow is located at the bottom right of the content area.

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## Recognise assumptions

**Statement**  
 We need to save time getting there so we'd better go by plane.

**Are the following assumptions taken for granted in the statement above?**

1. Going by plane will take less time than going by some other means of transportation
2. Travel by plane is more convenient than travel by train.

Assumption made in statement

Assumption NOT made in statement

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### Inferences

A study of vocabulary growth in children from eight months to six years old shows that the size of spoken vocabulary increases from 0 words at age eight months to 2562 words at age six years.

Which of these conclusions follows?

1. None of the children in this study had learned to talk by the age of six months
2. Vocabulary growth is slowest during the period when children are learning to walk.

Conclusion follows

Conclusion does NOT follow

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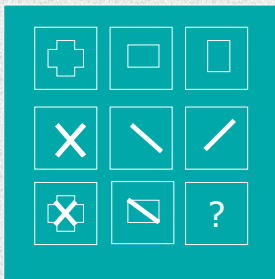
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### Sentence Completion

There are many words in English which have a Greek \_\_\_\_\_, \_\_\_\_\_ crisis, stigma, lexicon, crater.

- a. root, i.e.
- b. route, i.e.
- c. root, e.g.
- d. route, e.g.

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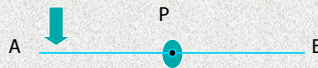
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### Mechanical Reasoning



A rod is fixed to point P but can pivot around the fixing. If a force is applied downward at A, B will

1. Move up
2. Move down
3. Not move

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### Cognitive Ability Tests

Advantages	Disadvantages
<ul style="list-style-type: none"><li>Very effective</li><li>Standardised and objective</li><li>Efficient – can test a large group together or via internet</li><li>Accurate differentiated scores</li><li>Clear frame of reference</li></ul>	<ul style="list-style-type: none"><li>Only measure one facet of job performance</li><li>Require trained test users</li><li>Can create anxiety in test takers</li><li>Group differences often found</li><li>Expensive to develop</li></ul>

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### Personality

- Requires behaviour to show some consistency across situations
- Measure a person's typical or preferred style of behaviour
- Acting outside preferred style
  - Requires more energy
  - More difficult to sustain
  - More stressful
  - Less enjoyable

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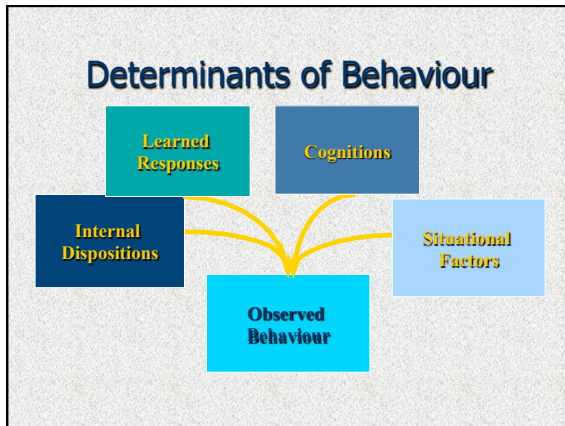
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### Measuring Personality

- Interviews and exercises measure personality to some extent
- Use of standardised personality questionnaires growing
- Have between 4 and 40 dimensions
- 5 factors provide a broad framework for personality dimensions

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### Five Factor - Conscientiousness

■ Organised	■ Spontaneous
■ Dutiful	■ Careless
■ Thorough	■ Disorderly
■ Achieving	■ Frivolous
■ Self-Disciplined	■ Irresponsible
■ Orderly	■ Forgetful
■ Dependable	■ Indolent
■ Precise	■ Unscrupulous
■ Persistent	■ Lackadaisical
■ Planful	

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### Five Factor - Emotional Stability

- Calm
- Placid
- Poised
- Adjusted
- Tough
- Contented
- Self-sufficient
- Resilient
- Anxious
- Neurotic
- Angry
- Hostile
- Moody
- Emotional
- Changeable
- Tense

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### Five Factor - Agreeable

- Sympathetic
- Trusting
- Gullible
- Kind
- Helpful
- Co-operative
- Gentle
- Unselfish
- Sensitive
- Suspicious
- Fault-finding
- Cold
- Unfriendly
- Quarrelsome
- Hard hearted
- Tough Minded
- Stern
- Aloof

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### Five Factor - Extroversion

- Talkative
- Gregarious
- Assertive
- Active
- Excitement Seeking
- Positive Emotions
- Warm
- Quiet
- Shy
- Reserved
- Submissive
- Self-Contained
- Retiring
- Withdrawn

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### Five Factor - Openness/Intellect

- Intellectual
- Imaginative
- Clever
- Curious
- Independent-minded
- Ideas-driven
- Fantasises
- Practical
- Closed minded
- Conventional
- Simple
- Shallow
- Illogical

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### Personality Questionnaires

- | <b>Advantages</b>   | <b>Disadvantages</b>                          |
|---|---|
| ■ Very effective  | ■ Require highly trained test users           |
| ■ Standardised and objective                                  | ■ Expensive to develop                        |
| ■ Efficient – can test a large group together or via internet | ■ Faking of responses is difficult to control |
| ■ Measure range of constructs                                 | ■ Are inferences from preferences valid?      |
| ■ Small group differences                                     | ■ Danger of cloning?                          |

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