

2. *Develop Your Skills Exercise:* This chapter's Develop Your Skills feature gave you some tips on assessing job candidates. Based on what you read in this chapter, what are three additional tips that you would add to the list?

(Additional exercises are available at the end of this chapter's supplement that will enable you to build additional computational and decision-making skills when using data.)

3. *Opening Vignette Exercise:* The opening vignette described how Xerox developed an assessment system to improve the

performance and retention of its call center workers. Reread the vignette and answer the following questions:

- What other assessments do you think could be considered for the job given the company's high-service quality goal? Why?
- If you applied to this company and were denied a job due to your personality assessment results, how would you feel? Would you think that these methods were fair?

CASE STUDY

You just became the head of staffing for BabyBots, a manufacturer of small robots. You were surprised to learn that the company had never validated the manual dexterity test it uses to assess job candidates for its manufacturing jobs. You decided to do a concurrent validation study and administered the test to thirty manufacturing workers. Their scores are reported in Table 8-4, along with their ages, sex,

race, and job performance ratings. You also calculated the correlation between the manual dexterity test and job performance to assess the test's validity. You then examined the relationship between employees' test scores and their performance ratings. The results of this analysis are shown in Tables 8-5 and 8-6.

TABLE 8-4 Validation Data for the Manual Dexterity Test

Employee	Sex	Race	Age	Test Score	Performance Rating
1	0	0	35	36	90
2	0	1	32	44	95
3	1	0	44	50	95
4	0	2	42	49	93
5	1	2	36	46	89
6	0	1	33	52	94
7	0	1	45	50	92
8	0	0	48	50	93
9	1	2	34	42	83
10	1	2	46	44	89
11	1	0	30	40	87
12	1	0	39	48	95
13	1	2	31	47	90
14	0	1	49	39	80
15	1	0	47	48	92
16	1	1	40	38	79
17	0	0	44	38	80
18	0	1	33	36	72
19	1	0	43	46	89
20	1	0	36	48	92
21	1	1	22	46	89
22	0	2	28	32	70

23	1	2	19	48	94
24	0	2	23	48	94
25	0	2	27	36	74
26	1	1	18	46	85
27	1	1	26	44	79
28	0	1	21	50	95
29	0	2	23	34	70
30	1	1	28	44	83
Mean			34.07	43.97	86.73
SD			9.33	5.54	7.91
Min			18.00	32.00	70.00
Max			49.00	52.00	95.00
Range			31.00	20.00	25.00

Performance rating: 0 = 0% efficiency, 100 = 100% efficiency

Sex: 0 = male; 1 = female

Race: 0 = Hispanic; 1 = White; 2 = Black

TABLE 8-5 Correlation Table

	Age	Test	Job Performance
Age	1.00		
Test	0.12	1.00	
Job Performance	0.18	<u>0.86</u>	1.00

Note: Correlations underlined and in bold indicate statistical significance at a level of $p < .05$.