



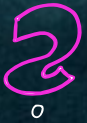
Combining Assessment Centres with performance ratings

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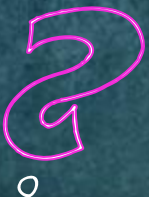


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“What constitutes
a good
performer?”



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Past research into performance

Performance and psychometric tests

- Many studies contradictory
- Generally found that cognitive tests predict the most variance in performance - 50% or more (Ottz, 2002)
- Personality 20-30% (Tett, Jackson & Rothstein, 1991)

Performance and AC's

- Predictive validity of AC's more difficult to determine
- Gaugler *et al.* found validity coefficients ranging between $-.25$ to $.78$ (1987)
- Meta-analysis in 2007 found a corrected correlation of $.28$ (Hermelin, Lievens, & Robertson, 2007)



Overview of the study

Summary of tools

- PPA – assesses behaviour
- 15 FQ+ - assesses personality
- TEIQue – assesses emotional intelligence
- CPP – assesses capability
- Simulation exercises (written and presentation)

Problem
solving

Decision
making

Communication

Business
awareness

Set vision and
strategic
thinking

Leadership

Methodology

Sample n=51

From 2010

64.7% male, 33.3%
female

Ages from 28 to 65

Performance ratings

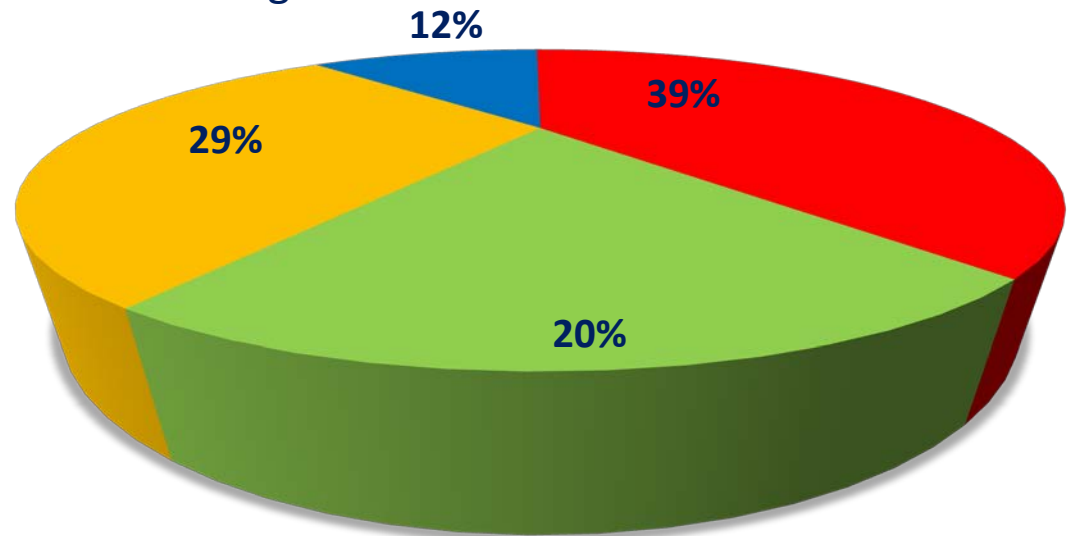
n=36

Scale 1-5

Heavily left skewed

Performance ratings (percentage)

■ Development Necessary ■ Adequate Performance
■ Outstanding Performance ■ Not Rated



Nature of performance ratings

- Obtained from a governmental organisation that provides services in the financial industry
- Company culture is relatively slow with a heavy emphasis on procedure, and tried and tested approaches
- Indications that the organisation may also be slow to adapt to change
- 29% missing
- The rest heavily skewed – possible bias



Results

Spearman's rank correlation

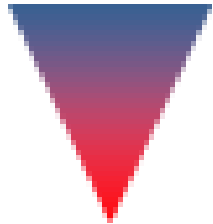
Correlation shows performance to be positively correlated with the following variables:

- Rule orientation (CPP) - $p < .01$
- Categorisation (CPP) – $p < .05$
- Decision making (AC) – $p < .01$
- Business awareness (AC) – $p < .01$
- Leadership (AC) – $p < .05$
- Overall simulation score (AC) – $p < .05$

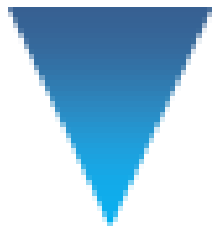
Exploratory regression analysis

- A backwards regression analysis is significant at $p < .01$ with an R^2 value of .55 – cannot be taken as fact, only as an indication
- Standardised beta:
 1. Rule-orientation: .49, $p < .001$
 2. Self-esteem: -.56, $p < .001$
 3. Stress-management: .632, $p < .001$

Indicators

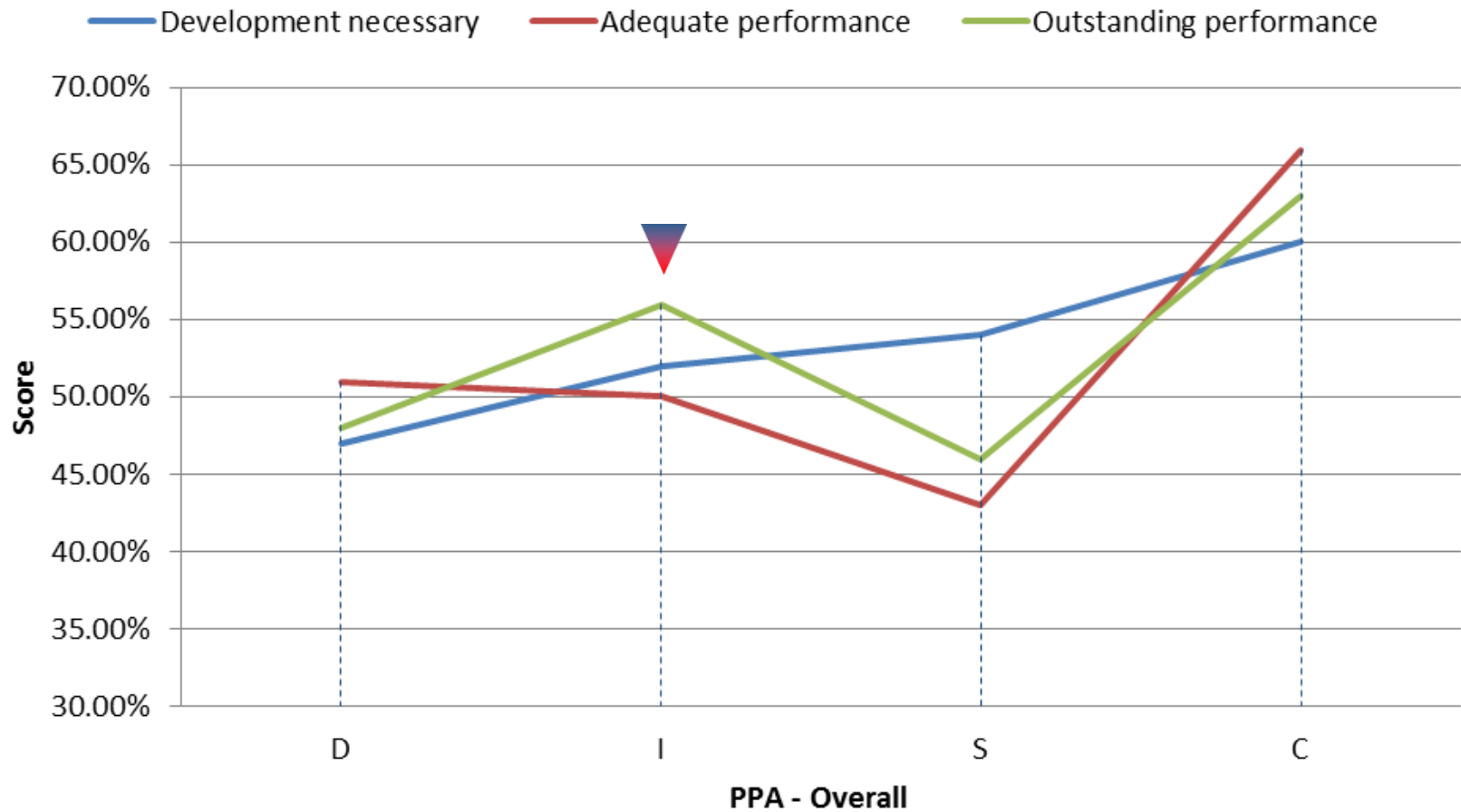


Factor is not statistically significant in current study, but may be a potentially influential factor

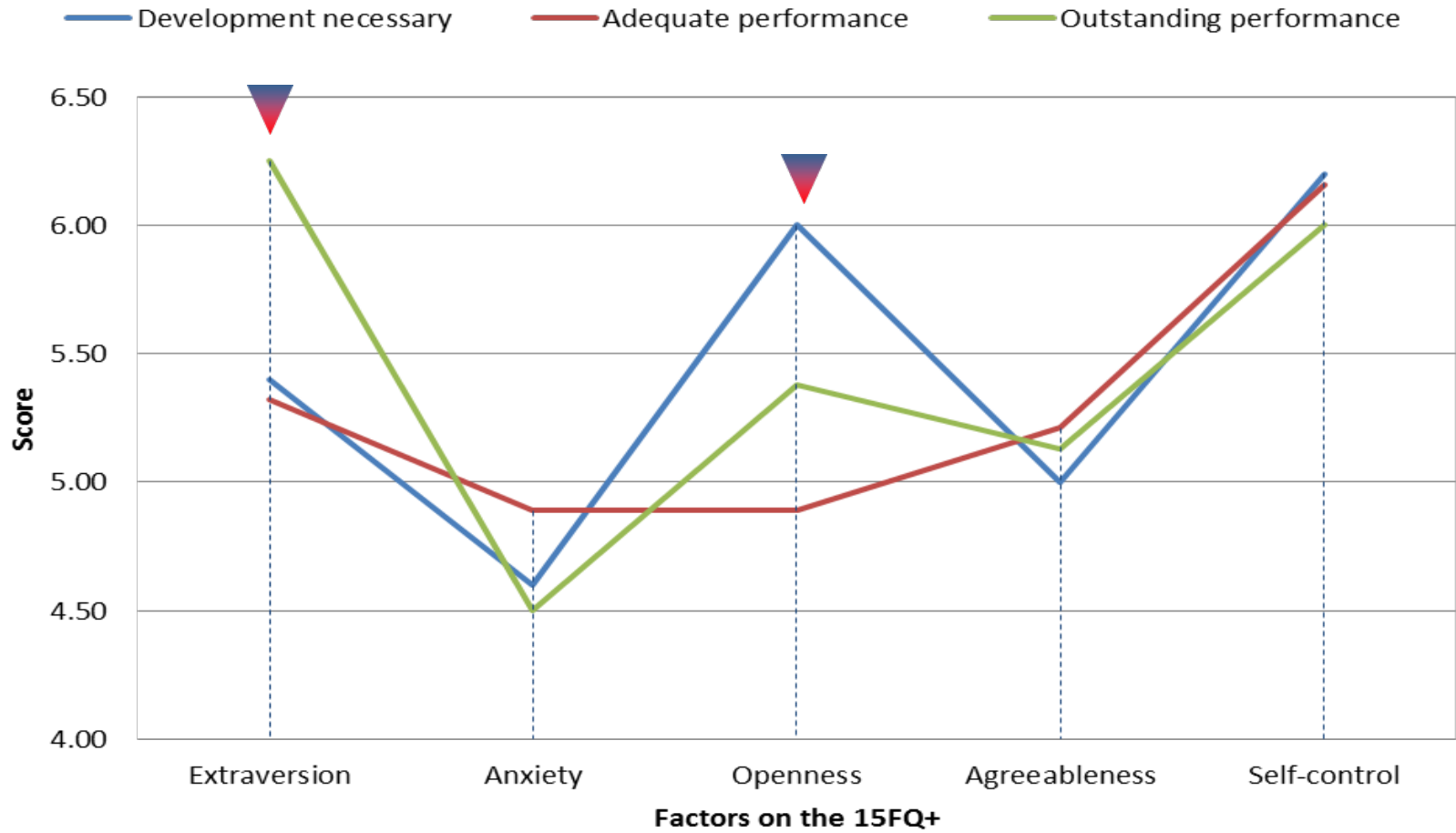


Factor associates strongly with a good performance rating, Factors that need to be noticed

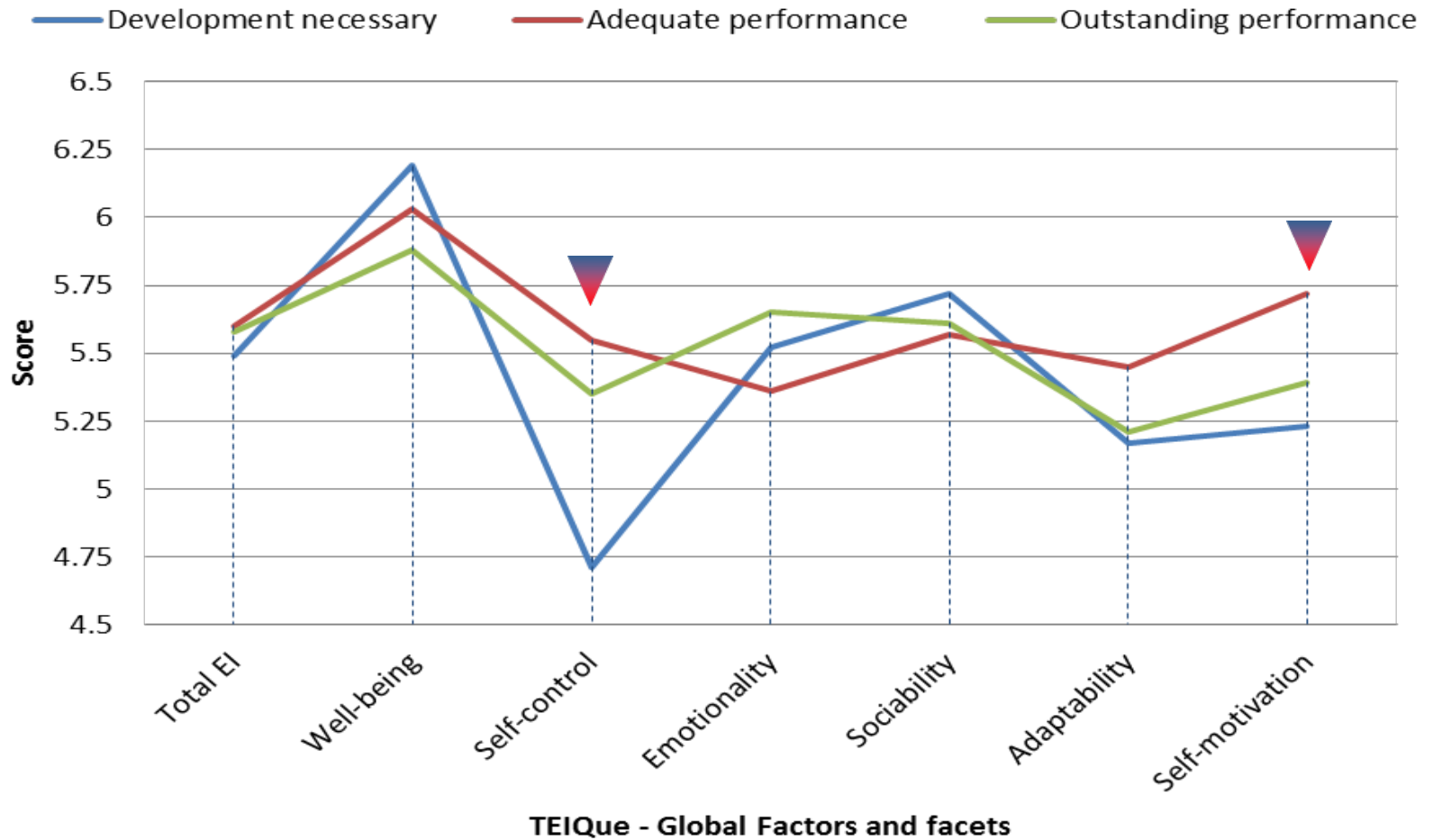
Personal Profile Analysis



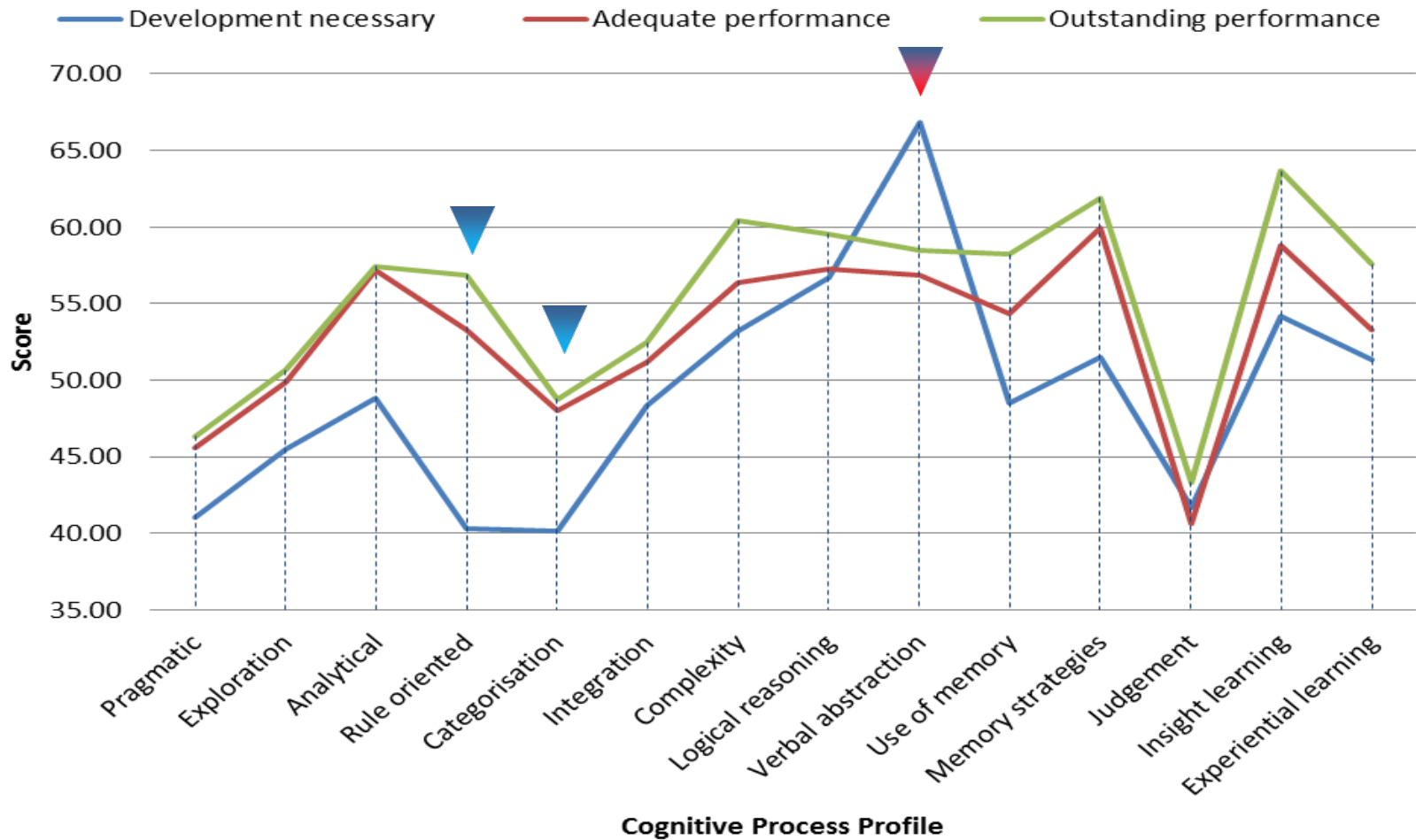
15FQ+



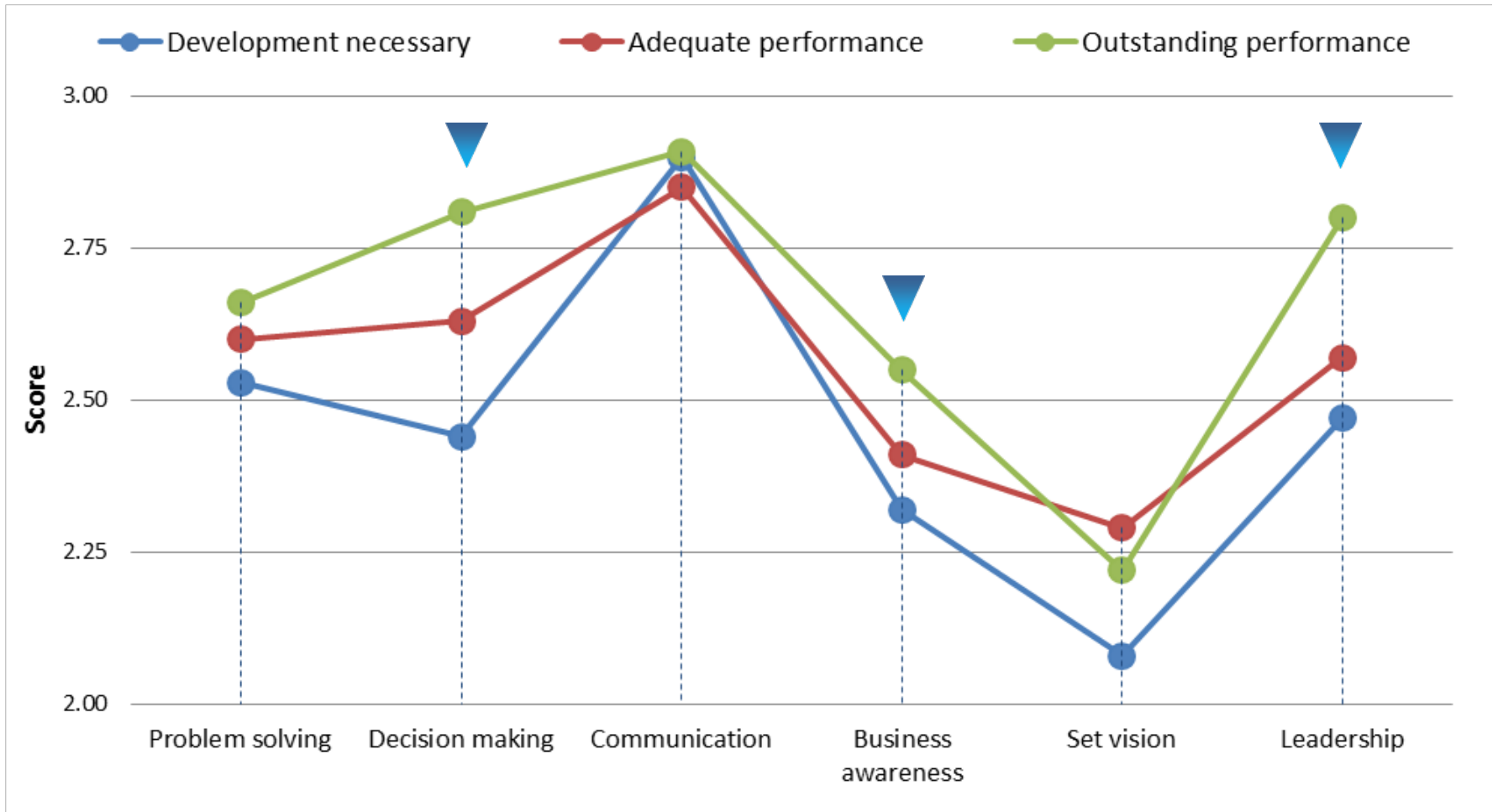
Trait Emotional Intelligence Questionnaire (TEIQue)



Cognitive Process Profile (CPP)



Competencies

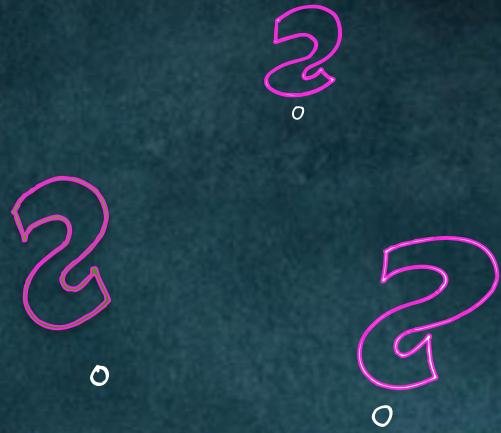




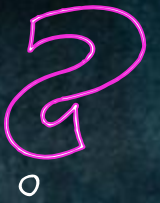
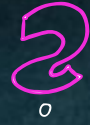
So what?

Summary

- The culture of the organisation seems to have an influence on the profile of a good performer
- Rule orientation and maintenance of the status quo seem to be rewarded over other aspects
- Lower self-esteem is also related to higher performance – avoidance of conflict?
- Being able to demonstrate SKILL (as shown in competency scores) also related to performance



QUESTIONS



1. What constitutes a good performer?
2. What role does culture/emotion play in the designation of performance ratings?
3. What impact does this have on predictive validity research?
4. Is it possible to move away from biased performance ratings, or is subjectivity inevitable?
5. How can we, as service providers, better align our offerings to address the needs of our clients?

THANK YOU!



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References

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