



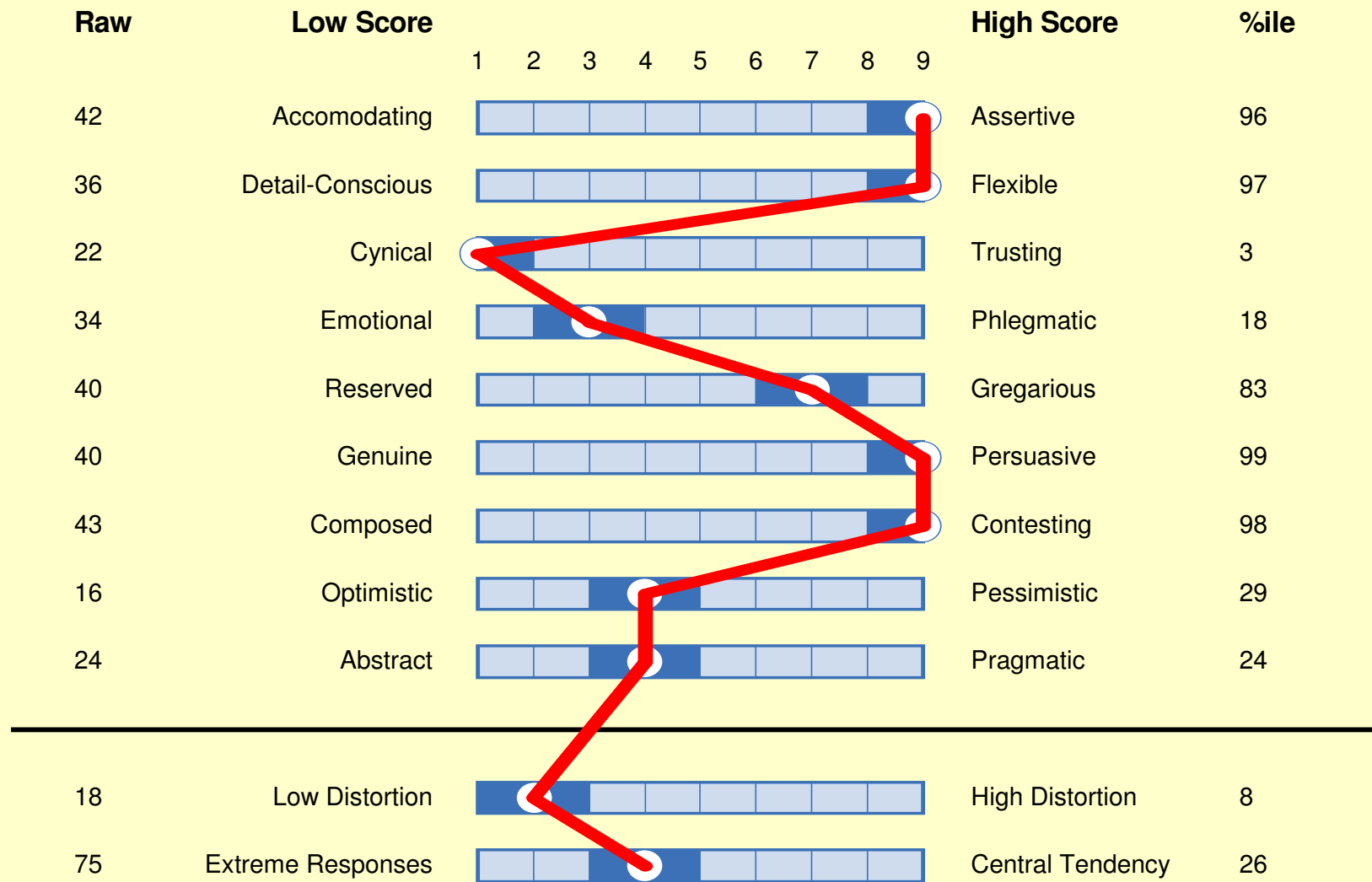
# **Personality in Assessment Centres: Occupational Personality Profile**

**Nanette Tredoux  
Psytech SA**

# Psytech Personality Questionnaires

- **Three questionnaires:**
  - Occupational Personality Profile
  - 15 Factor Questionnaire Plus
  - Jung Type Indicator
- **Developed in the UK, used internationally**
- **All classified with the SA Professional Board for Psychology**
  - With all that entails

# OPP Scales



# OPP derived scores

- **Team types**
- **Leadership styles**
- **Subordinates styles**
- **Selling and influencing styles**
  - Derived scores are calculated from standard scores

# Classification - research

- **Extensive portfolios of local research submitted for each questionnaire**
  - Reliabilities on different groups
  - Norms where applicable
  - Various validation studies
  - South African User guide and research reference prepared based on research used for submission
  - Research is updated from time to time as new studies are done
  - Clients are encouraged to do in-house studies

# Research on OPP

- **Norms on various groups – race, language**
- **Reliabilities on different groups**
- **Construct validity studies**
- **Criterion-related validity studies:**
  - Business school prediction
  - Prediction of competency ratings – retail sector
  - Government sector validation study (not available to general public)

# Problems with research

- **English proficiency**
- **Quality of criterion information**
- **Sampling and attenuation of variance**
  - Testing of only shortlisted candidates mean that it is often difficult to get sufficient data on Whites.
- **Rapid social change – applicable life of results**
- **Persons who can not be classified clearly**

# Classification - implications

- **Accessibility**

- Because the tests are classified as psychological tests, we can only sell to psychologists and psychometrists (independent practice)
- Psychometrists (supervised practice) can only get access if a psychologist signs for it.

- **Training**

- Not compulsory – we can't "accredit" you to use the test
- Training is available and recommended

# **Occupational Personality Profile**

- **Nine scales identified based on review of studies predicting work success**
- **Not based on a particular personality theory, each scale has its own theoretical basis**
- **Does not claim to include all possible traits**
- **Includes two validity scales**

## **OPP practical details**

- **98 items, administration time influenced by English proficiency of respondents (about 30 minutes in most cases)**
- **Five point Likert scale, not ipsative**
- **Narrative reports generated by computer**
- **Administration: supervised online, onscreen, pencil and paper**
- **Scored and reported using computers**

## **Using computer-generated reports**

- **A professional needs to take responsibility for the report**
  - Content of the report should be critically reviewed for appropriateness to the assessment situation
  - Report should be signed
  - A verification interview is very important

## **OPP: suitable groups**

- **Aimed at people with minimum grade 12**
- **Pre-test for English proficiency. If below grade 10 equivalent, consider an alternative**
- **Afrikaans version available (norms are limited)**
  - Consider implications when testing some respondents in their home language and others not

## **Not suitable for**

- **Situations where “clinical information” is desired**
- **Scenarios where many of the respondents are likely to have problems understanding the language**
  - Verbal Reasoning test gives an indication of problems with English, and this shows up in the reliability

		OPP Coefficient Alpha by Verbal Reasoning Stanine Group					
		1 OPP Scale	2 VR2 s9 1-2	3 VR2 s9 3-4	4 VR2 s9 5	5 VR2 S9 6-7	6 VR2 S9 8-9
1	Assertive		0.34	0.46	0.51	0.61	0.67
2	Flexible		0.72	0.5	0.49	0.51	0.56
3	Trusting		0.52	0.68	0.73	0.76	0.8
4	Phlegmatic		0.65	0.69	0.69	0.71	0.72
5	Gregarious		0.41	0.65	0.66	0.7	0.7
6	Persuasive		0.6	0.61	0.69	0.7	0.73
7	Contesting		0.6	0.65	0.68	0.7	0.74
8	Pessimistic		0.55	0.65	0.66	0.71	0.72
9	Pragmatic		0.24	0.52	0.66	0.67	0.72
10	Social Desirability		0.53	0.59	0.6	0.65	0.61
	MEAN case		0.516	0.6	0.637	0.672	0.697

# **Linking to AC dimensions and competencies**

## **Recommended practice:**

- **Base the development of the competencies or dimensions on a thorough job analysis**
- **Do a validity study to support the links to AC dimensions**
- **Verify reliabilities at the same time**
- **Draw up a table of links**
- **Use this as a heuristic guide in making decisions**

## Doing your own linking

- **Using a spreadsheet, a weighted matrix linking personality scales to competencies can be drawn up**
- **Recommend doing this based on validity results**  
(Guard against using assessment centre exercise ratings as if they were additive scales – or even standard scores – recent research by Jackson et al counter-indicate calculating composite summary scores)

## **Aids in linking to Assessment Centre competencies**

- **Profiler software: edit the links and the weights for personality scales for every competency**
- **Obtain a match index for every competency**
- **Combine to create an overall match for the role**
  - As with any powerful tool, use with care

### Creating a new profile






Profile name:


Brief description:

Specified by:

This profile is a job specific competency

	Attribute Name	Source	Data type	Weight	Optimal value	Transformation	Norms
1	Accommodating - Assertive	O.P.P. [OPP]:ASSERT	Stanine	1.0	7	<none>	SA General Population
2	Detail-Conscious - Flexible	O.P.P. [OPP]:FLEXIBL	Stanine	1.0	6	<none>	SA General Population
3	Cynical - Trusting	O.P.P. [OPP]:TRUSTIN	Stanine	1.0	6	<none>	SA General Population
4	Emotional - Phlegmatic	O.P.P. [OPP]:PHLEG	Stanine	1.0	7	<none>	SA General Population
5	Reserved - Gregarious	O.P.P. [OPP]:GREGAF	Stanine	1.0		<none>	SA General Population
6	Genuine - Persuasive	O.P.P. [OPP]:PERSUA	Stanine	1.0		<none>	SA General Population
7	Composed - Contesting	O.P.P. [OPP]:CONTES	Stanine	1.0		<none>	SA General Population
8	Optimistic - Pessimistic	O.P.P. [OPP]:EXTERN	Stanine	1.0		<none>	SA General Population
9	Abstract - Pragmatic	O.P.P. [OPP]:PRAGMA	Stanine	1.0		<none>	SA General Population
10	Low Distortion - High Distortion	O.P.P. [OPP]:CONFOR	Stanine	1.0		<none>	SA General Population

-  Profiles
-  Competencies
-  Respondents
-  Compare
-  Summary report
-  Exit GPS

-  More
-  Remove selected
-  Add test scores
-  Add manual entry
-  Edit
-  Save
-  Cancel

# Watchpoints

- **Beware over-interpreting profile similarity coefficients**
- **Be aware of the properties of the profile similarity coefficient you use**
- **Avoid adding qualitatively different information (competency ratings based on exercises and traits measured using tests and questionnaires) to create a composite score**

# Competency based reporting

- **Automated competency based reporting based on personality questionnaires and tests**
  - Select competencies
  - Generate application form, interview schedule, reference check form
  - System “prescribes” a test battery
  - Reporting software will generate a competency based report based on the results of the test battery

## ORGANISATIONAL PERFORMANCE DIMENSION (OPD) SYSTEM

### Step 1: Select OPDs

### Step 2: Assessment Selection

### Step 3: Generate Files

Please Select the OPD Model to Use

- OPRA OPD Model     Choose your Own Model

Generic OPDs:

- |   |  |  |   |
|---|--|--|---|
| <input type="checkbox"/> Adaptability                     | <input type="checkbox"/> Entrepreneurship          | <input type="checkbox"/> Networking                  | <input type="checkbox"/> Task Focus               |
| <input checked="" type="checkbox"/> Appropriate Assertion | <input type="checkbox"/> Future Orientation        | <input type="checkbox"/> Numerical Critical Analysis | <input type="checkbox"/> Team Work                |
| <input type="checkbox"/> Attention to Detail              | <input type="checkbox"/> General Problem Solving   | <input type="checkbox"/> Numerical Problem Solving   | <input type="checkbox"/> Technical Orientation    |
| <input type="checkbox"/> Commitment                       | <input type="checkbox"/> Impact                    | <input type="checkbox"/> Planning                    | <input type="checkbox"/> Tenacity                 |
| <input type="checkbox"/> Composure                        | <input type="checkbox"/> Initiative                | <input checked="" type="checkbox"/> Prioritising     | <input type="checkbox"/> Time Management          |
| <input type="checkbox"/> Conscientiousness                | <input type="checkbox"/> Innovation                | <input type="checkbox"/> Questioning                 | <input type="checkbox"/> Verbal Communication     |
| <input checked="" type="checkbox"/> Decisiveness          | <input type="checkbox"/> Integrity                 | <input type="checkbox"/> Rationality                 | <input type="checkbox"/> Verbal Critical Analysis |
| <input type="checkbox"/> Delegation                       | <input type="checkbox"/> Interpersonal Sensitivity | <input type="checkbox"/> Risk Taking                 | <input type="checkbox"/> Verbal Problem Solving   |
| <input type="checkbox"/> Dexterity                        | <input type="checkbox"/> Intuitive                 | <input type="checkbox"/> Self Motivation             | <input type="checkbox"/> Written Communication    |
| <input type="checkbox"/> Diplomacy                        | <input type="checkbox"/> Listening                 | <input checked="" type="checkbox"/> Sociability      |   |
| <input type="checkbox"/> Empathy                          | <input type="checkbox"/> Multitasking              | <input type="checkbox"/> Strategic Thinking          |   |

Reset OPDs

<< Previous

Name: Decisiveness

Tests: 15FQ+ OPP

Description: Readiness to make decisions, state opinions, take action and commit oneself.

Next >>

# Watchpoints

- **Avoid:**
  - Simply picking competencies off a menu without doing a defensible job analysis to determine which competencies are important to the role under consideration
- **Build fairness into the process of job analysis**
- **Consult with the right people**

## **Facilitating legally compliant use**

- **Users should participate in fairness and validation studies, and encourage organisations to do so**
  - If your organisation has a body of questionnaire data and performance data, these investigations should be done
  - Also investigate basic psychometric properties and metric equivalence