

EXHIBIT 7.17 Content Validation Study

Job Analysis: First-Level Supervisor—Maryland Department of Transportation

Seven performance dimensions and task statements:

Organizing work; assigning work; monitoring work; managing consequences; counseling; efficiency reviews; and discipline; setting an example; employee development

Fourteen KSAs and definitions:

Organizing; analysis and decision making; planning; communication (oral and written); delegation; work habits; carefulness; interpersonal skill; job knowledge; organizational knowledge; toughness; integrity; development of others; listening

Predictor Measures: Five Assessment Methods

Multiple-choice in-basket exercise

(assume role of new supervisor and work through in-basket on desk)

Structured panel interview

(predetermined questions about past experiences relevant to the KSAs)

Presentation exercise

(make presentation to a simulated work group about change in their work hours)

Writing sample

(prepare a written reprimand for a fictitious employee)

Training and experience evaluation exercise

(give examples of training and work achievements relevant to certain KSAs)

Source: Adapted from M. A. Cooper, G. Kaufman, and W. Hughes, "Measuring Supervisory Potential," *IPMA News*, December 1996, pp. 8-18. Reprinted with permission of *IPMA News*, published by the International Personnel Management Association (IPMA; www.ipma-tr.org).

developed: multiple-choice in-basket exercise, structured panel interview, presentation exercise, writing sample, and training and experience evaluation exercise.

Candidates' performance on the exercises was to be evaluated by specially chosen assessors at the location where the exercises were administered. To ensure that candidates' performance was skillfully observed and reliably evaluated by the assessors, an intensive training program was developed. The program provided both a written user's manual and specific skill training.

Validity Generalization

In the preceding discussions of validity and validation, an implicit premise is being made that validity is situation specific, and therefore validation of predictors must occur in each specific situation. All of the examples involve specific types of mea-