

EXHIBIT 9.7 Examples of Situational Judgment Test Items

Retail Industry Manager

You are the assistant manager of a large department store. One weekend day while you are in charge of the store, a customer seeks to return a pair of tennis shoes. The employee in charge of the customer service department has refused to accept the return. The customer has asked to speak to the manager, and so the employee has paged you. Upon meeting the customer—who is clearly agitated—you learn that the customer does not have a receipt, and moreover, you see that the shoes are clearly well worn. When you ask the customer why she is returning the shoes, she tells you that she has bought many pairs of shoes from your store, and in the past they have “held up much better over time than these.” You recognize the shoes as a brand that your store has stocked, so you have no reason to believe the customer is lying when she says that she bought them from your store. Still, the shoes have clearly been worn for a long time. Should you:

- Issue a refund to the customer
- Check with your boss—the store manager—when he is at the store on Monday
- Deny a refund to the customer, explaining that the shoes are simply too worn to be returned
- Inform the customer of the current sale prices on comparable tennis shoes

Park Ranger

You are a park ranger with the National Park Service, stationed in Yellowstone National Park. One of your current duties is to scout some of the park's more obscure trails to look for signs of lost hikers, to detect any malfeasance, and to inspect the conditions of the trails. It is mid-September, and you're inspecting one of the more remote trails in the Mount Washburn area to determine whether it should be closed for the season. When you first set out on your hike, the forecast called for only a slight chance of snow, but midway through your hike, an early fall blizzard struck. For a time you persisted on, but later you took refuge under a large lodgepole pine tree. Although the storm is now abating, it is near dark. Which of the following would be your best course of action?

- Stay put until help comes
- Reverse course and hike back to the ranger station
- Once the clouds clear, locate the North Star, and hike north to the nearest ranger station
- Use your matches to build a fire, and hike back in the morning

well are these aims achieved? A meta-analysis of the validity of situational judgment tests indicated that such tests are reasonably valid correlates of job performance ($\bar{r}_{xy} = .26$).⁸⁰ One study of medical students showed that a situational judgment test on interpersonal skills predicted internship performance seven years later and job performance nine years later.⁸¹ Research also suggests that situational judgment tests have less (but not zero) adverse impact against minorities.⁸²