

Choice of Substantive Assessment Methods

As with the choice of initial assessment methods, a large amount of research has been conducted on substantive assessment methods that can help guide organizations in the appropriate methods to use. Reviews of this research, using the same criteria that were used to evaluate initial assessment methods, are shown in Exhibit 9.13. Specifically, the criteria are use, cost, reliability, validity, utility, applicant reactions, and adverse impact.

Use

As can be seen in Exhibit 9.13, there are no widely used (at least two-thirds of all organizations) substantive assessment methods. Structured interviews, emotional intelligence tests, and performance tests and work samples have moderate degrees of use. The other substantive methods are only occasionally or infrequently used by organizations.

Cost

The costs of substantive assessment methods vary widely. Some methods can be purchased from vendors quite inexpensively (personality tests; ability tests; emotional intelligence tests; interest, values, and preference inventories; integrity tests)—often for less than \$2 per applicant. (Of course, the costs of administering and scoring the tests must be factored in.) Some methods, such as team assessments, can vary in price depending on whether the organization develops the measure itself or purchases it from a vendor. Other methods, such as structured interviews, performance tests and work samples, and situational judgment tests, generally require extensive time and resources to develop; thus, these measures are the most expensive of the substantive assessment methods.

Reliability

The reliability of all the substantive assessment methods is moderate or high. This is because many of these methods have undergone extensive development efforts by vendors. However, whether an organization purchases an assessment tool from a vendor or develops it independently, the reliability of the method must be investigated. Just because a vendor claims a method is reliable does not necessarily mean it will be so within a particular organization.

Validity

Like cost, the validity of substantive assessment methods varies a great deal. Some methods, such as interest, values, and preference inventories, have demonstrated little validity in past research. As was noted when reviewing these measures, however, steps can be taken to increase their validity. Emotional intelligence tests also have relatively low validity, though there is reason to believe the tests may

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