Reenvisioning Entry-Level and Promotional Selection to Improve Both Diversity and Job Performance

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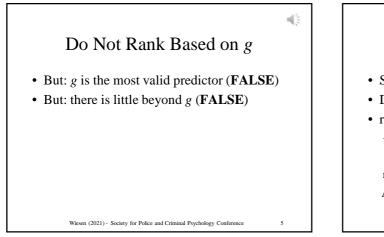
Why New Selection Approaches? Exams have adverse impact on minorities Entry-level Police Officers (POs) Promotion to Sergeant and above Re-evaluate current selection tools/methods Consider new selection tools/methods Returnish performance for many times pro-

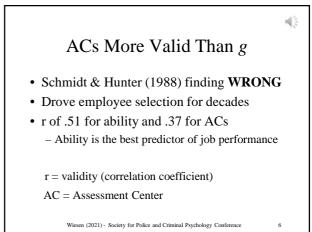
Better job performance & more diverse POs

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48 48 More Detailed Presentations **Selection of Entry-Level POs** • Cannot fully survey literature in 15 minutes • Problem: M/C g tests have adverse impact • Some highlights in this presentation • Solutions: • For more on this topic see: - Do not rank based on g- Measure g in other ways http://jpwphd.com/papers - Use g on a pass-fail basis, if at all - Rank using other valid KSAPs g = "general mental ability" (typically academic?) Wiesen (2021) - Society for Police and Criminal Psychology Conference Wiesen (2021) - Society for Police and Criminal Psychology Confer

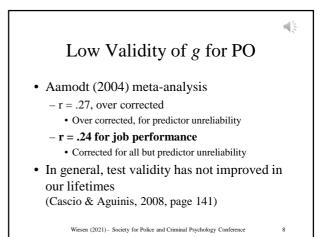


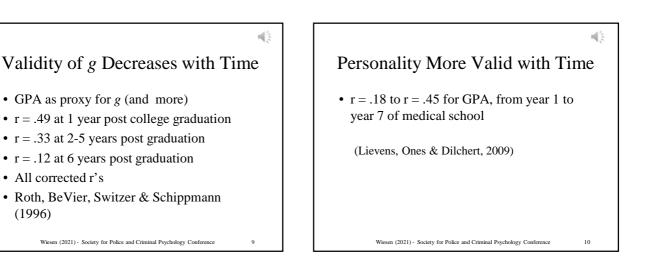




- Sackett, Shewach, Keiser (2017) "In contrast to Schmidt and Hunter's ... reporting51 for ability and .37 for ACs, we found ... mean validity of **.22 for ability** and **.44 for ACs**."
- Assessment centers seem to have higher validity than tests of *g*, in general.
 - Why not rank on the test with highest validity?









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Utility

- SIOP *Principles*: "Projected productivity gains or utility estimates for each employee and the organization due to use of the selection procedure" (SIOP, 2017, page 46)
- We will focus here on job performance
- Can consider diversity in evaluating utility (Cascio & Aguinis, 2011, page 331)

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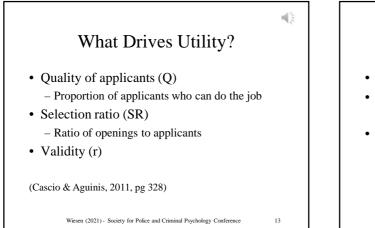
Utility of Personality Can Be Higher than g

- The utility of using a low r test can be high
- The utility of using a high r test can be low
- Utility is the bottom line for an organization

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What Happens with Higher Q?

- We hire better people
- Less room for improvement over chance – Cannot do much better than hiring randomly

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• Utility is lower

Expectancy Chart, $Q = .9$			
Group	Chances of hires being successful (r=.25)	Chances of hires being successful (r=.20)	
top 20%	95%	94%	
top 40%	94%	93%	
top 60%	93%	92%	
top 80%	92%	91%	
All	90%	90%	
(Based on Taylor & Russell, 1939, page 577) Wiesen (2021) - Society for Police and Criminal Psychology Conference 15			

43 Expectancy Chart, Q = .5**Chances of hires** Chances of hires being successful being successful top 20% 64% 61% 60% 58% top 40% 56% top 60% 55% 54% top 80% 53% All 50% 50% (Based on Taylor & Russell, 1939, page 575)

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Less Valid Test w/ Higher Utility

- Test of *g*: r = .25, Q = .9
 - i.e., 90% of applicants have the *g* to do the jobUtility of *g* is 5%
- Test of personality : r = .20, Q = .5 Utility of personality is **11%**
- Rank based on personality!
 - E.g., if the PD requires a college degree

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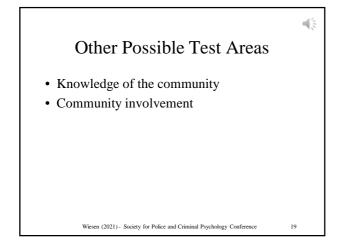
Low d, Job-Related Abilities

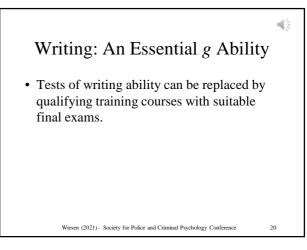
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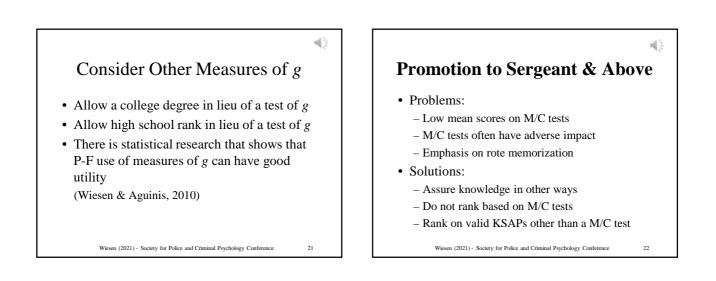
- Face recognition and memory
- Creative and critical problem solving
- Oral communication
- New ways to measure intelligence
- Structured oral exams
 - d = standardized difference between means of two groups

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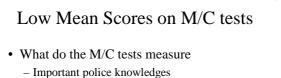






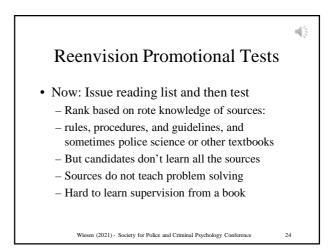
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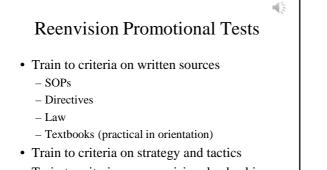
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- Important ponce knowledges
- Must know, cannot look up on the job
- Thousands of pages of SOPs, law, etc.
- Mean scores often low (in the 80's)
- Incumbents often fail the knowledge test
- We promote people with critical K gaps

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• Train to criteria on supervision, leadership

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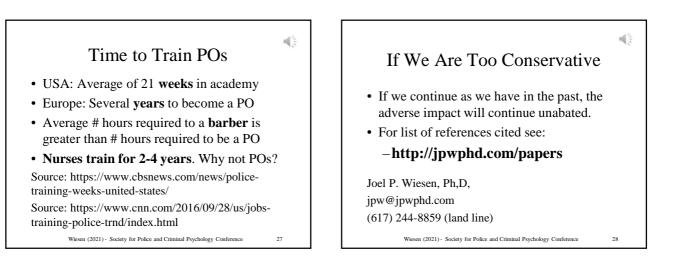
Ideas for Implementation

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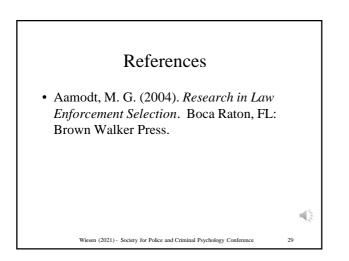
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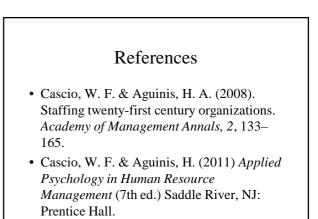
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- Self-paced learning of sources
- · Mastery tests to earn course credit
- Retake course if needed
- Many short courses on the sources

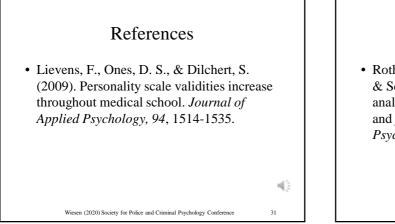


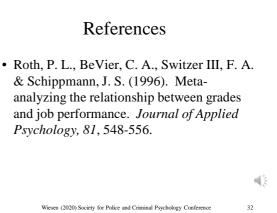
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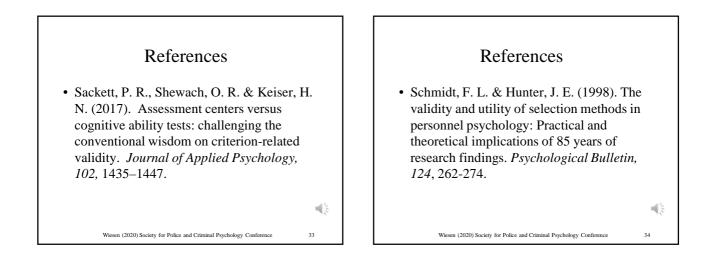




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• Taylor, H. C, & Russell, J. T. (1939). The relationship of validity coefficients to the practical effectiveness of tests in selection. *Journal of Applied Psychology, 23*, 565-578.

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