THE ECONOMIC BENEFITS OF PREDICTING JOB PERFORMANCE

Volume 2: Classification Efficiency

Cecil D. Johnson and
Joseph Zeidner

Economic Benefits Of Predicting Job Performance Classification Efficiency

Wolfgang Guggemos

Economic Benefits Of Predicting Job Performance Classification Efficiency:

The Economic Benefits of Predicting Job Performance: Classification efficiency Joseph Zeidner,1991 **The Economic Benefits of Predicting Job Performance: Estimating the gains of alternative policies** Joseph Zeidner,1991 **The Economic Benefits of Predicting Job Performance** Joseph Zeider,Cecil D. Johnson,1991-10-23 Designed as a comprehensive text for advanced courses in personnel selection and classification the three volumes that comprise The Economic Benefits of Predicting Job Performance take a different approach than that taken in most previous works on the subject While most texts focus on selection and psychological measurement to the exclusion of classification these volumes summarize the major theories and research findings in both areas and provide a thorough treatment of classification processes This is the first text providing more than a chapter on classification since Cronbach and Gleser s historic work in 1965 Cecil D Johnson and Joseph Zeidner discuss the central topics involved in the practical prediction of job performance including validity and utility models and research strategies and designs Based on their analysis they introduce a new theory the differential assignment theory and illustrate the mathematical principles that govern its use in personnel classification Throughout the authors are concerned with the realistic applications of specific procedures to maximize both selection and classification efficiency This volume begins with an overview that describes the major issues and highlights important findings and conclusions Volume 2 begins with a taxonomy of personnel selection classification and placement going on to address the measurement of classification effectiveness and ways to improve it The use of model sampling and simulation as a tool for measuring utility potentially available from personnel classification is described This volume concludes with a glossary and list of references **Technical Report** ,1997 *The Substitutability of Criteria in the Development and Evaluation of ASVAB Classification Procedures* Joseph Zeidner,1998 **Exploring the Limits in Personnel Selection and Classification** John P. Campbell,Deirdre J. Knapp,2013-06-17 Beginning in the early 1980s and continuing through the middle 1990s the U S Army Research Institute for the Behavioral and Social Sciences ARI sponsored a comprehensive research and development program to evaluate and enhance the Army s personnel selection and classification procedures This was a set of interrelated efforts collectively known as Project A Project A had a number of basic and applied research objectives pertaining to selection and classification decision making It focused on the entire selection and classification system for Army enlisted personnel and addressed research questions that can be generalized to other personnel systems It involved the development and evaluation of a comprehensive array of predictor and criterion measures using samples of tens of thousands of individuals in a broad range of jobs The research included a longitudinal sample from which data were collected at organizational entry following training after 1 2 years on the job and after 3 4 years on the job This book provides a concise and readable description of the entire Project A research program The editors share the problems strategies experiences findings lessons learned and some of the excitement that resulted from conducting the type of project

that comes along once in a lifetime for an industrial organizational psychologist This book is of interest to industrial organizational psychologists including experienced researchers consultants graduate students and anyone interested in personnel selection and classification research **Personnel Selection and Classification** Michael G. Rumsey,Clinton B. Walker,James H. Harris,2013-05-13 Bringing together several key elements needed to identify the most promising themes for future research in selection and classification this book s underlying aim is to improve job performance by selecting the right persons and matching them most effectively with the right jobs An emphasis is placed on current innovative research approaches which in some cases depart substantially from traditional approaches The contributors consisting of professionals in measurement personnel research and applied and military psychology discuss where the quantum advances of the last decade should take us further Comprehensive coverage of the selection and classification domain is provided including a broad range of topics in each of the following areas performance conceptualization and measurement individual differences and selection and classification decision models The presentations in each of these areas are integrated into a set of coherent themes This integration was the product of structured group discussions which also resulted in a further evolution of some of the ideas presented **Workload Transition** National Research Council,Division of Behavioral and Social Sciences and Education,Board on Human-Systems Integration,Panel on Workload Transition,1993-02-01 Workload transition is a potentially crucial problem in work situations wherein operators are faced with abrupt changes in task demands People involved include military combat personnel air traffic controllers medical personnel in emergency rooms and long distance drivers They must be able to respond efficiently to sudden increases in workload imposed by a failure crisis or other often unexpected event This book provides a systematic evaluation of workload transition It focuses on a broad spectrum of activities ranging from team cooperation to the maintenance of this problem on a theoretical level and offers several practical solutions **The Economic Benefits of Predicting Job Performance** Joseph Zeider,Cecil D. Johnson,1991-10-23 Designed as a comprehensive text for advanced courses in personnel selection and classification the three volumes that comprise The Economic Benefits of Predicting Job Performance take a different approach than that taken in most previous works on the subject While most texts focus on selection and psychological measurement to the exclusion of classification these volumes summarize the major theories and research findings in both areas and provide a thorough treatment of classification processes This is the first text providing more than a chapter on classification since Cronbach and gelser s historic work in 1965 Joseph Zeidner and Cecil D Johnson discuss the central topics involved in the practical prediction of job performance including validity and utility models and research strategies and designs Based on their analysis they introduce a new theory the differential assignment theory and illustrate the mathematical principles that govern its use in personnel classification Throughout the authors are concerned with the realistic applications of specific procedures to maximize both selection and classification efficiency This volume begins with an overview describing the major issues and highlighting

important findings and conclusions Volume 3 looks at the specific case of the Army and asks whether the dollar utility of the Army s personnel classification system can be improved substantially and if so how The authors present the results of their extensive research into the Army s current system and conclude by offering suggestions for improvement based on their findings This volume concludes with a glossary and list of references **Development of a Personal Computer-based Enlisted Personnel Allocation System (PC-EPAS)** ,2001 <u>SAGE Directions in Educational Psychology</u> Neil J Salkind,2010-10-31 Educational psychology is a broad field characterized by the study of individuals in educational settings and how they develop and learn It incorporates information from such sub disciplines such as developmental psychology human development across the life span curriculum and instruction motivation and measurement and assessment Neil Salkind has mined the rich and extensive backlist of SAGE education and psychology journals to pull together a collection of almost 100 articles to be the definitive research resource on education psychology Section One Human Growth and Development focuses on the processes involved in human growth and development including ages and stages of development different theoretical perspectives and the role and effectiveness of early intervention among other topics Section Two Cognition Learning and Instruction concentrates on the mechanisms through which individuals learn and retain information Section Three Motivation explores why individuals seek out goals and what the mechanisms are that characterize this search as it relates to learning Section Four Measurement Assessment and Statistics looks at the topics that are critical to understanding individual differences the growth in the use of computers as assessment tools qualitative and quantitative methods statistical techniques and evaluation **The Optimal Job-person Match Case for Attrition Reduction** Peter Greenston,1997 The purpose of this research is to illuminate an important interaction between personal characteristics and organizational factors as they affect first term attrition This study tests the hypothesis that first term completion is positively related to predicted performance on the job and estimates the attrition reduction that would accompany the utilization of better methods for assigning recruits to jobs so as to improve their predicted performance The testing is conducted with the 1991 accession cohort using the U S Army Research Institute for the Behavioral and Social Sciences Enlisted Panel Research Data Base EPRDB Regression analysis is used to test for a relationship between attrition behavior and predicted performance on the job holding other factors constant This relationship is then applied to estimate the attrition reduction that could be brought about by increased soldier performance through improved job person matching procedures such as the Enlisted Personnel Allocation System EPAS <u>The Economic Benefits of Predicting Job Performance</u> Joseph Zeider,Cecil D. Johnson,1991-10-23 Designed as a comprehensive text for advanced courses in personnel selection and classification the three volumes that comprise The Economic Benefits of Predicting Job Performance take a different approach than that taken in most previous works on the subject While most texts focus on selection and psychological measurement to the exclusion of classification these volumes summarize the major theories and research findings in both areas and provide a thorough

treatment of classification processes This is the first text providing more than a chapter on classification since Cronbach and Gleser s historic work in 1965 Joseph Zeidner and Cecil D Johnson discuss the central topics involved in the practical prediction of job performance including validity and utility models and research strategies and designs Based on their analysis they introduce a new theory the differential assignment theory and illustrate the mathematical principles that govern its use in personnel classification Throughout the authors are concerned with the realistic applications of specific procedures to maximize both selection and classification efficiency This volume begins with an overview describing the major issues important findings and conclusions Focusing on selection utility it covers the analysis of major validation studies and the development of current decision theoretic selection utility models Volume 1 includes a glossary and list of references

The Substitutability of Criteria in the Development and Evaluation of ASVAB Classification Procedures Joseph Zeidner,1998 The major goal of this research is to determine the adequacy of using operational skill qualification test SQT measures to serve as a criterion surrogate for the more widely accepted but prohibitively costly hands on measures If it could be shown that similar decisions are made or similar outcomes are obtained in the classification context the criteria would be considered as substitutable for one another Project A s longitudinal data set was used to obtain hands on and job knowledge measures for 9 Military Occupational Specialties MOS and only job knowledge measures for an additional 6 MOS 18 to 24 months alter the cohort sample entered the Army Operational Armed Services Vocational Aptitude Battery ASVAB and SQT scores for the same cohorts were available from official records Findings indicate close similarities in selecting tests for assignment composites patterns of predictor test validities classification efficiency MPP and in factor structure in the joint predictor criterion space The overall conclusion is that either criteria can serve as a surrogate for the other in developing classification procedures using ASVAB **Prediction of Job Performance** Robert Vineberg,1982 Literature pertaining to prediction of enlisted military job performance 1952 1980 was reviewed The review excluded studies in which training performance or reenlistment is the criterion Aptitude was the most frequently used predictor and supervisor ratings the most frequent criterion Relationships among classes of criteria and between predictors and criteria were examined Major classes of criteria were job proficiency job performance and suitability to military service The following conclusions are supported by the review 1 For the great majority of jobs job knowledge tests appear to provide the most practical method of objective measurement 2 Because job sample tests are very expensive to construct and administer their use is not practical unless the job is extremely costly or critical and 3 Use of supervisors ratings as the only measure of job performance should be restricted to jobs for which motivation social skill and response to situational requirements are the only attributes worth measuring Two promising approaches to improved prediction are the selective use of miniaturized training and assessment centers and the use of self paced training performance as a predictor The review includes abstracts of the studies that were reviewed **ASVAB Correlations are Lower for Higher Aptitude Groups** Peter J. Legree,1997 Previous research

demonstrates that correlations among IQ tests are lower when estimated using higher scoring individuals However this phenomenon has only been documented using individually administered measures of intelligence and attempts to extend the demonstration to other specialized aptitudes have failed The present study divides the 1980 Armed Services Vocational Aptitude Battery ASVAB weighted norming sample into five aptitude levels with similar levels of variance Analyses show that the ASVAB tests are less correlated within higher aptitude groups provided that the scales used to define the groups are psychometrically sound for three highly skewed ASVAB tests a ceiling effect prevents this phenomenon for the remaining seven tests the phenomenon replicates and the magnitude of the effect is proportional to the skewness of the scale r 85 These findings support the assertion that cognitive aptitudes are less correlated in higher aptitude groups imply that greater classification effects can be associated with higher scoring groups and qualify the use of the multivariate correction for restriction of range DTIC   <u>Subject Guide to Books in Print</u> ,1991   <u>Specifications for an Operational Two-tiered Classification System for the Army</u> Joseph Zeidner,2000 The broad objective of the present study is to design an improved two tiered classification system and to compare its classification efficiency to the current operational aptitude area AA system The total data set includes about 260 000 recruits serving in 170 different entry level MOS during 1987 1989 The set includes all available ASVAB Skill Qualification Test SQT data for MOS with adequate sample sizes collected by ARI during this time frame The proposed system to be evaluated in this study would use an invisible or black box first tier in which separate assignment variables AVs are computed for up to 150 job families The first tier AVs are to be used in assigning recruits to entry level MOS The second tier is used in recruiting counseling and administration The proposed system to be evaluated in the visible second tier uses up to 17 families It is proposed that the aptitude area scores of the visible system be recorded on each soldier s personnel record The principal finding of the present study is that the unbiased overall mean predicted performance MPP of the 150 job family structure is 195 compared to the MPP for the existing operational system of 023 a gain of more than eight fold The unbiased overall MPP for the 17 job families is 146 The 17 family system is obtained by shredding the existing AA families within the boundaries of the operational classification families to maximize the Horst index Findings continue to support an early differential assignment theory DAT principle that maximum MPP is obtainable by using AVs for all jobs having adequate or stable validity data The results clearly demonstrate that considerable classification efficiency is potentially obtainable from the existing ASVAB if it is used in accordance with DAT principles DTIC   *Fair Employment Strategies in Human Resource Management* Richard S. Barrett,1996-10-21 This work presents procedures to select job applicants and predict their success It aims to help executives reduce adverse impacts on minorities women disabled and older workers while providing them with the means to develop evaluate and participate in the litigation of employee selection   **The Economic Benefits of Predicting Job Performance: Selection utility** Joseph Zeidner,Cecil D. Johnson,1991

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web 7 na 2 c 2 o 4 is the limiting reactant percent yield 86 6 8 only four molecules can be made 9 this amount cannot be weighted by ordinary balances and is worthless 10 nitrogen is the limiting reagent 11 yes methane is the limiting reagent 12 c is the limiting reagent 4 33 g of h 2 are left over 13

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