Stopping The Revolving Door

Finding And Putting The Right People In The Right Jobs

Note: These Slides Will Be Available
The World Is Changing
Four Key Trends

- There is a shortage of qualified candidates
- Candidates are passive, not active
- The younger generation is different than the older generations
- The cost of a bad hire is increasing
Generations In The Workplace

Percentage Of Workforce By Age

The Process Is Changing

The Old Way
- Put Ad In Paper
- Collect Resumes
- Interview
- Hire
- Fire

The New Way
- Source Passive Candidates
- Engage
- Interview
- Assess
- Hire
- Retain
Change With It...
Or Else
Your Talent Pool

- Actively Looking: 25%
- Satisfied: 15%
- Super Passive: 15%
- Passive: 45%
## New Expectations

<table>
<thead>
<tr>
<th>New Expectations</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Communication</td>
<td>People are able to express ideas openly at all levels</td>
</tr>
<tr>
<td>Shared Values</td>
<td>Staff is aware of the organization’s values and shares in its focus.</td>
</tr>
<tr>
<td>Honesty</td>
<td>Workers sense equity in all activities. Fairness and straightforwardness are the accepted norms.</td>
</tr>
<tr>
<td>Trust</td>
<td>The organization recognizes the character, ability, and honesty of individuals within the organization.</td>
</tr>
<tr>
<td>Respect</td>
<td>Everyone is considered worthy of high regard.</td>
</tr>
<tr>
<td>Fairness and Equity</td>
<td>There is freedom from bias to enable one to do what is right or proper.</td>
</tr>
</tbody>
</table>
# New Expectations

<table>
<thead>
<tr>
<th><strong>Supportiveness</strong></th>
<th>Employees encourage others during difficult periods. They support team members’ strengths and limitations.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opportunity for Advancement</strong></td>
<td>Promotions and opportunities for growth are available based solely on one’s qualifications.</td>
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<tr>
<td><strong>Fact Based Decision Making</strong></td>
<td>The organization objectively decides on solutions without regard to the way things have always been or other subjective measures.</td>
</tr>
<tr>
<td><strong>Constructive Feedback</strong></td>
<td>Feedback is healthy and moves employees toward personal and business goals while increasing their productivity.</td>
</tr>
<tr>
<td><strong>No Fear Work Environment</strong></td>
<td>Politicking, disrespecting ideas, surprise attacks, and mean-spirited behavior are not supported.</td>
</tr>
</tbody>
</table>
New Expectations

Flexible Work Environment

It is accepted that there are many ways to accomplish a task. Work is accomplished based on productivity and not on hours.
Selection Success

Guiding Principles
People fail because of the existence of negatives, not a lack of positives

The candidate’s intention is to get the job, not help you hire the right person

Turnover and reduced productivity are an unseen tax on your profits

It’s better to wait for the right person than to hire the best available person
The Unseen Tax On Profits

The fastest way to increase profits without increasing sales

Every Dollar Saved Goes Directly To The Bottom Line

Turnover is costly

Direct recruiting, training costs
Indirect management and customer dissatisfaction costs

But... it’s easy to get used to
Satellite Dish Installer

- 400 Satellite Dish Installers
- 25% Turnover
- 100 Hires / Year
- $14,000 Per turnover
- $1,400,000 Yearly cost of turnover
- Reduced turnover to 20%
Why They Fail

- Lack of Technical Skill: 11%
- Attitude / Behavior / Cognitive Mismatch: 89%

Source: Forbes Magazine / Leadership IQ
“We can change skill levels through training, but we can’t change attitude.”

Herb Kelleher, Founder / CEO Southwest Airlines
Defining Successful Attitudes

Top Results vs. Poor Results

- Thoroughly Defined
  - Poor Recruiters: 1%
  - Good Recruiters: 15%

- Somewhat Defined
  - Poor Recruiters: 54%
  - Good Recruiters: 51%

- Not Defined
  - Poor Recruiters: 45%
  - Good Recruiters: 34%

Source: Forbes Magazine / Leadership IQ
Question

• Have you ever hired someone who turned out **WORSE** than you expected?

• Have you ever hired someone who turned out **BETTER** than you expected?

• What was the difference in the process?
How To Define Success In Hiring

Totally Average!

Average Performers

Bottom Performers 16% 58% Top Performers 16%
30 Years of Research
How To Hire Top Performers
Sources

- Professor Mike Smith, University of Manchester; Personnel Selection and Assessment: Individual and Organizational Perspectives


Eight Factors That Correlate With Success In Hiring
Correlation With Job Success

- **COGNATIVE ABILITIES**: 53%
- **BEHAVIORS**: 38%
- **REFERENCES**: 26%
- **EXPERIENCE**: 18%
- **INTERVIEW**: 14%
- **TRAINING**: 13%
- **EDUCATION**: 11%

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Interests

• Higher correlation with longevity than performance
• More likely to stay if they are interested in their job and enjoy it
• Performance is not necessarily related to longevity
  ▪ Poor performers tend to stay
  ▪ Top performers tend to leave

Education

• A cut off criteria
  • A minimum amount may be required
  • More won’t necessarily give better results

• Can be a cause of failure but is not a strong indicator of success

• Just because someone has education it doesn’t mean that they will use it to get outstanding results

• Can be obtained if necessary
Training

• The specifics of how to do a job
• May or may not be easy to acquire
Interview

• Experienced, behaviorally-based interviewers can get results close to 50%
  • Not many interviewers have that level of proficiency
  • Requires training, practice, continuous use

• Filtered by subjective bias
  • Getting everyone to see and evaluate each candidate in the same way

• Quantifying the results of an interview can be difficult
Experience

• Experience must be directly relevant

• The more relevant, the higher the correlation
  • High end condo sales in NY vs. general real estate sales experience

• Relevance can be impacted by culture
• 60% of companies won’t provide references

• Social media is the new frontier
  • 73% of recruiters now check social media
  • Candidates are becoming more careful

• Bad reference or background check becomes 100% decision factor
Behaviors

• Behavior is not the same as personality
  • Personality is situational
  • Behavior is who you are

• Different personalities can do the same job

• DISC and MBTI are personality tools
Cognitive

- How they learn and process data
- Verbal and analytical abilities are more relevant than kinesthetic and spatial
- Difficult to measure in an interview
- Ask candidate to solve real job related problems
Primary Causes of Installer Failure

1. Inability to transfer learning from classroom to field
2. Bad interaction with customers
3. Didn’t like the working conditions
Using Assessments
To Put The Right Person In the Right Job
What Is An Assessment?

A Process To Gather Information

Related To The Ability To Perform A Job
Types Of Assessments

- Interview
- Skills test
- Demonstrations
- Simulations
- Automated psychometric
Psychometric Assessments

Online Validated Questions That

• Developed by experts – so you don’t have to be an expert

• Gather needed information in a structured manner

• Gather information that would be difficult to ask in an interview

• Cross check results and detect distortions
Look Below The Surface

Surface Structures

What They Do

Who They Are

Personality & Behaviors
Interest & Motivations
Thinking Style
The Role of Assessments

- Validated Assessment
- Background Check
- Application / Resume
- Interview(s)
Two Types Of Assessments

Ipsitive

• Self reporting **without** comparison to a fixed standard
• Tells what you are but doesn’t tell how you compare to other people
Sample Word List

DIRECTIONS: Please read the words in the list below and check those that you feel describe the are expected to act by others.

Helpful     Esteeemed     Calm
Relaxed     Worrying     Popular
Exciting    Sentimental  Polite
Assertive   Adventurous  Dynamic
Patient     Easy Going   Good Humored
Conscientious Unassuming  Escapist
Sophisticated Good Mixer   Generous
Persistent   Agreeable    Unobtrusive
Earnest     Well liked   Daring
Outstanding  Docile      Tolerant
Sympathetic  Demanding   Nice
Loyal       Charitable    Compelling
Self Starter Persuasive   Resolute
Conventional Careful      Tranquil
Eloquent     Satisfied    Cultured
Cynical     Understanding Dominant
Two Types Of Assessments

Ipsitive

• Self reporting **without** comparison to a fixed standard
• Tells what you are but doesn’t tell how you compare to other people

Normative

• An estimate of the position of the tested individual in a predefined population
• Allows comparison of individuals
## Comparison of Ipsitive and Normative

### Ipsitive
- [ ] I prefer to go to parties
- [ ] I prefer to stay home by myself

### Normative
How much do you enjoy going to parties?

- Very Much So
  - ✓
  - ☐
  - ☐
  - ☐
  - ☐

- Not At All
  - ☐
Population Distribution Is The Key

![Population Distribution Diagram]

- 16% are in the tails (outside the central 68%)
- 68% are in the central region
- 16% are in the tails (outside the central 68%)
Learning Index – An index of expected learning, reasoning and problem solving potential
Create A Target Range

**Learning Index** – An index of expected learning, reasoning and problem solving potential.
Compare Candidate To Target Range

**Learning Index** – An index of expected learning, reasoning and problem solving potential
Learning Index – An index of expected learning, reasoning and problem solving potential.
Build Performance Models

Learning Index
- Verbal Skill
- Verbal Reasoning
- Numeric Ability
- Numeric Reasoning
- Energy Level
- Assertiveness
- Sociability
- Manageability
- Attitude
- Decisiveness
- Accommodating
- Independence
- Objective Judgment
Compare Candidate To The Model

Learning Index
Verbal Skill
Verbal Reasoning
Numeric Ability
Numeric Reasoning
Energy Level
Assertiveness
Sociability
Manageability
Attitude
Decisiveness
Accommodating
Independence
Objective Judgment
The Result...

More people who are just like your existing best people!
Validity / EEOC
Following The Rules
A Difficult Choice

There are about 500 assessments on the market!
Three Primary EEOC Regulations

1. Must be unbiased and fair to all groups
2. Will the same person taking the same test get the same results?
3. Is the test valid for the purpose it is being used for?
Uses For Assessments
They’re Not Just For Hiring
A Word About Cost...

- Between $20 and $200
- Use 3 or 4 per hire = $800 / hire max
- What is the cost of a bad hire?
- How much more productive and trouble free is a top performer?
- No assessment will prevent all bad hires
- Even a modest reduction in turnover can be very profitable
## Satellite Dish Installer

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Previous cost of turnover @ 25%</td>
<td>$1,400,000</td>
</tr>
<tr>
<td>Current cost of turnover @ 20%</td>
<td>$1,120,000</td>
</tr>
<tr>
<td>Savings from turnover reduction</td>
<td>$280,000</td>
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</table>
Hiring

- Determine what it takes to be a top performer in a position
- Determine how well the candidate matches
Custom Interview Questions

• Some assessments generate custom interview questions
• The candidate is not prepared for these!
• Huge help for hiring managers

Interview Questions

• Have you ever had someone become upset because you needed instructions repeated? How have you dealt with such a situation?
  Interviewer’s Notes

• How often do you read instructions or memos and have difficulty understanding what they mean? Give some examples.
  Interviewer’s Notes
Succession Planning

- Who will fit best into this position?
- Easy once you have candidates and performance models

<table>
<thead>
<tr>
<th>Candidates</th>
<th>Job Match Percent</th>
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<tbody>
<tr>
<td>Nancy Miller</td>
<td>93%</td>
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<tr>
<td>Karl Border</td>
<td>88%</td>
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<tr>
<td>Matthew Snyder</td>
<td>84%</td>
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<td>Chuck Stevens</td>
<td>83%</td>
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<td>Lynn Phillips</td>
<td>81%</td>
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<td>John Como</td>
<td>80%</td>
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<td>Angela Smith</td>
<td>80%</td>
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<tr>
<td>Karen Luig</td>
<td>76%</td>
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<tr>
<td>Paula Lewis</td>
<td>75%</td>
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<tr>
<td>Jane Vineyard</td>
<td>73%</td>
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<td>Teresa Martinez</td>
<td>68%</td>
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<td>Anne Head</td>
<td>65%</td>
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<tr>
<td>Steve Lauver</td>
<td>64%</td>
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<tr>
<td>Patti Ohl</td>
<td>56%</td>
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</table>
Career Development

Traditional Linear Career Path

Departmental

Geographic

Specialty
# Career Development

**New Non-Linear Career Path**

<table>
<thead>
<tr>
<th>Department #1</th>
<th>Department #2</th>
<th>Geographic</th>
<th>Specialty</th>
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</tbody>
</table>
# Career Development

Compare One Person To Many Models To Find Opportunity

<table>
<thead>
<tr>
<th>Position</th>
<th>Job Match Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mechanical Engineer</td>
<td>90%</td>
</tr>
<tr>
<td>Personal Computer</td>
<td>86%</td>
</tr>
<tr>
<td>Specialist</td>
<td></td>
</tr>
<tr>
<td>Network Specialist</td>
<td>82%</td>
</tr>
<tr>
<td>Programmer</td>
<td>82%</td>
</tr>
<tr>
<td>Electrician</td>
<td>81%</td>
</tr>
<tr>
<td>Communications Tech</td>
<td>80%</td>
</tr>
<tr>
<td>Help Desk Manager</td>
<td>79%</td>
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<tr>
<td>Accountant</td>
<td>79%</td>
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<tr>
<td>Data Entry Clerk</td>
<td>78%</td>
</tr>
<tr>
<td>Executive Assistant</td>
<td>73%</td>
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<tr>
<td>Administrative Assistant</td>
<td>72%</td>
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<tr>
<td>Accounting Clerk</td>
<td>69%</td>
</tr>
<tr>
<td>Purchasing Agent</td>
<td>66%</td>
</tr>
<tr>
<td>Marketing Agent</td>
<td>63%</td>
</tr>
<tr>
<td>Sales Rep</td>
<td>62%</td>
</tr>
<tr>
<td>Maintenance Worker</td>
<td>59%</td>
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## Team Analysis & Building

<table>
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<tr>
<th>12 FACTORS</th>
<th>LOW</th>
<th>MOD.LOW</th>
<th>MODERATE</th>
<th>MOD.HIGH</th>
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<tr>
<td>Control</td>
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<td>2, 6, 7, 8</td>
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<td>4, 5, 6, 7, 8</td>
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<td>Patience</td>
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<td>Ambition</td>
<td>6, 7</td>
<td>2, 4, 5</td>
<td>3, 8</td>
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<td>Positive Expectancy</td>
<td>2</td>
<td>6, 7, 8</td>
<td>3, 4, 5</td>
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<td>Composure</td>
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<td>6, 7</td>
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<td>Analytical</td>
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<td>6, 7, 8</td>
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<tr>
<td>Results Orientation</td>
<td>3</td>
<td>6, 7, 8</td>
<td>2, 4, 5</td>
<td>4, 5, 8</td>
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<td>Emotions</td>
<td>6, 8</td>
<td>3, 4, 5, 7</td>
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<td>Team Player</td>
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<td>3, 4, 5, 6, 8</td>
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<td>Quality Orientation</td>
<td>4, 5</td>
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<td>2, 6, 7, 8</td>
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</tbody>
</table>

- Barbara Sample - Team Leader
- Bill Sample
- Bob Sample
- Darrell Sample
- 5. Ed Sample
- Judy Sample
- Kerry Sample
- Sharon Sample
Coaching & Improvement

HERE’S YOUR PLAN
You can’t control what someone else will do, but you can make every interaction better by adapting yourself to the other person(s). Taking one simple step each week will add up to be results!

WEEK 1
LAUGH A LITTLE
Because you are naturally intense and goal focused, delays and frustrations can bring out the worst in your communication style.

Your challenge for this week is to laugh the next time something goes wrong or doesn’t get done.

Instead of barking orders, demanding an explanation, or letting someone have it, make yourself laugh. Give it a try. Just like anything else, you can do it if you want to.

If you want to go even farther, make up a joke about some aspect of the situation. You’ll feel your stress begin to melt away and everyone will appreciate it.

WEEK 2
BEING TACTFUL
Because your natural communication style is direct and to the point, you might inadvertently offend others when speaking to them. You don’t usually notice that you are doing it (sometimes you know it but don’t care), so your activity for this week is to concentrate on being aware and tactful when speaking to others.
Management & Leadership Development
Executive Summary
Overview of All Reference Groups

**Universal Management Competencies**

**Communication**
Actively listens to the ideas and concerns of others. Analyzes information from varying perspectives, establishes the pivotal element of an issue, and reaches a logical conclusion through the process. Expresses ideas clearly, concisely, directly and willingly.

**Leadership**
Has built a solid foundation of trust by leading through example. Clearly defines expectations and charts the course for successful implementation. Delegates appropriately, empowering others to manage challenges.

**Adaptability**
Deals effectively with diverse work styles and in differing environments. Adjusts constructively to setbacks and plans for change. Encourages creativity, innovation and risk-taking.

**Relationships**
Is sensitive to the feelings of others and contributes to a positive, cooperative workplace. Capably resolves conflicts and builds consensus while formulating goals and maximizing use of team talent.

**Reference Group Comparison**

<table>
<thead>
<tr>
<th></th>
<th>1 Year</th>
<th>2 Year</th>
<th>3 Years</th>
<th>4 Usually</th>
<th>5 Always</th>
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Use Technology to Hire the Best.
Management & Leadership Development

Executive Summary:

Communication

<table>
<thead>
<tr>
<th></th>
<th>1 Never</th>
<th>2 Seldom</th>
<th>3 Sometimes</th>
<th>4 Usually</th>
<th>5 Always</th>
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<tbody>
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<td>3.77</td>
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<td></td>
<td>3.33</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td></td>
<td></td>
<td></td>
<td>3.21</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td>3.50</td>
<td></td>
</tr>
<tr>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td>3.31</td>
<td></td>
</tr>
</tbody>
</table>

resolves conflicts and builds consensus while formulating goals and maximizing use of team talent.
Skills Testing

The Microsoft Excel 2010 (Multiple Choice) test measures proficiency with a wide range of functionalities in Excel 2010. The test is 10 minutes and contains 20 questions.

**Candidate Information**
- **Name:** Samantha Sample
- **Position:** Data entry/Clerical
- **Test Date:** Jan 10, 2013
- **Test Event ID:** CRI-4624-WHUZ

**Results Summary**
- **Raw Score:** 15
- **Percentile:** 83

**Results Explanation**

<table>
<thead>
<tr>
<th>Question</th>
<th>Time Taken</th>
<th>Correct?</th>
</tr>
</thead>
<tbody>
<tr>
<td>To find the Recent Workbooks list, you would click</td>
<td>18</td>
<td>Yes</td>
</tr>
<tr>
<td>Which is the active cell?</td>
<td>12</td>
<td>Yes</td>
</tr>
<tr>
<td>If you click on a number to the left of Column A,</td>
<td>9</td>
<td>Yes</td>
</tr>
<tr>
<td>Which formula below will sum cells B2 through B14?</td>
<td>13</td>
<td>Yes</td>
</tr>
<tr>
<td>To customize the Quick Access Toolbar, you could click</td>
<td>13</td>
<td>Yes</td>
</tr>
<tr>
<td>If you click on the lower right corner of cell A9 and drag it down two rows, what will happen?</td>
<td>21</td>
<td>Yes</td>
</tr>
<tr>
<td>The symbol at the top of the cursor indicates you are going to</td>
<td>21</td>
<td>No</td>
</tr>
<tr>
<td>Pressing the Home key will</td>
<td>31</td>
<td>No</td>
</tr>
<tr>
<td>To calculate the average in cell B10, you could start by clicking</td>
<td>43</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Five Assessment Selection Guidelines

1. Make sure that the test is appropriate for the purpose
2. Make sure that it is properly validated
3. For hiring, make sure that it is Normative, not Ipsitive
4. For hiring, make sure that it measures Cognitive Ability, the factor with the highest correlation to success
5. Make sure that there is appropriate level of support available