



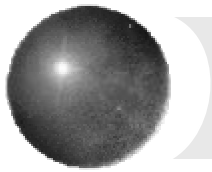
***SUPERVISORY TEST BATTERY***

***NEW JERSEY DEPARTMENT OF PERSONNEL***

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**Mid-Atlantic Personnel Assessment Consortium Winter 2003 Meeting**



# BACKGROUND

- Surveys indicate that Supervisory practices are related to employee turnover and are a major source of job stress
- Subordinates basically want two things from Supervisors:
  1. For them to be involved in their Work Structure
  2. Want them to be considerate
- New set of job skills needed in order to be a successful supervisory



# BACKGROUND

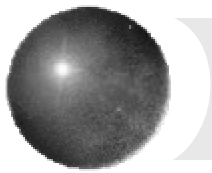
## Objectives:

- Improve retention of professional employees by selecting those who will perform effectively as supervisors.
- Focus primarily on the assessment of supervisory -related attributes rather than relying on ratings of experience or examinations designed to only assess technical knowledge.
- Use new technologies to simulate real life.
- Increase test utility through “banking” of scores.



# JOB ANALYSIS

- In-depth review of the literature, review of job analyses performed by other public HR agencies, and review of previous New Jersey state government job analyses and title specifications.
- Matrix developed which listed core attributes of effective supervisors - identified by each author or study.
- Same attributes identified across studies - different labels.
- Results became the basis for a Job analysis booklet developed for ease of administration and data analysis.



# JOB ANALYSIS

- Most important supervisory attributes identified and measured by the STB:

## Interpersonal Factors

Interpersonal Skills

Interpersonal Understanding

Relationship Building

Conflict Management

Customer Service Orientation

Valuing Diversity

## Supervision Factors

Leadership

Developing

Evaluating

Supporting and Motivating

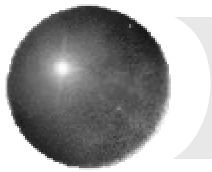
Others

Team Building

Teamwork and Cooperation

Human Resource Mgmt.

Directing and Guiding



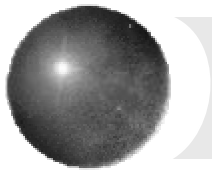
# JOB ANALYSIS

## Thinking Factors

Problem Solving  
Information Seeking  
Analytical Thinking  
Decisiveness  
Judgment

## Communication Factors

Communication Skills  
Written and Oral Communication  
Listening and Speaking Skills  
Informing Others



# JOB ANALYSIS

## Personal Factors

Drive

Initiative

Self-Direction

Achievement Orientation

Self-Confidence

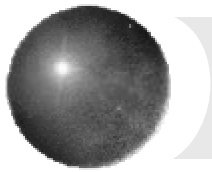
Flexibility

Honesty

Integrity

Stability

Stress Tolerance



## DESCRIPTION

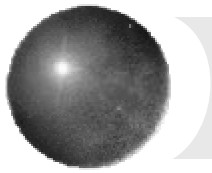
Computer-based exam designed to measure the degree to which test candidates possess the many attributes associated with being a successful supervisor.

- Multiple-Choice Format
- Scenario-based
- Weighted options
- High degree of SME involvement
- Instantaneous test results
- Candidate may retain score for up to two years



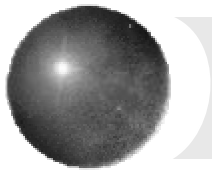
# TEST FORMAT

- “Day-in-the-life” simulation - 120 multiple-choice test items, 2 and 1/2 hours to complete.
- Candidates given background information concerning a fictitious organization and presented with In-Basket items (memos, e-mails, phone calls, etc.) prior to start of the test (50 minutes to review).
- Software allows unlimited number of answer choices including more than one “correct” response.
- Software allows item “branching” so that candidates may choose more than one answer for some questions.



# TEST FORMAT (Continued)

- Answer options may be differentially weighted.
- + 2 Essential to do in the situation**
- +1 Helpful to do in the situation**
- 0 Neither helpful or harmful to the situation**
- 1 Harmful to the situation**
- 2 Essential to avoid in the situation**



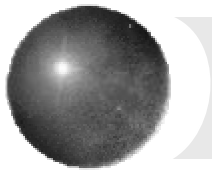
# TEST FORMAT (Continued)

- Candidates may begin test when ready
- Count-down clock displayed on computer at all times
- Candidates receive their test score upon completion and know if they passed or failed.
- Candidates not permitted to return to previous item:
  - Eliminate test-taking strategy
  - Decisiveness required on job
  - Belief that Items may be related



# TEST VALIDATION

- Multiple panels of SMEs used to review and validate.
- 35 SMEs used in validation process. SMEs identified as “above average” or “outstanding.”
- Two separate teams used to review background, draft questions and responses. Each item rated in terms of:
  - Relevance
  - Importance
  - Difficulty
- Each item response reviewed in terms of relative degree of correctness.



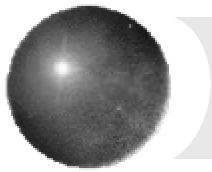
# TEST VALIDATION

- Each test item linked to supervisory dimensions/competencies.
- “Sensitivity Review” team.
- Last group of SMEs used to pre-test exam.



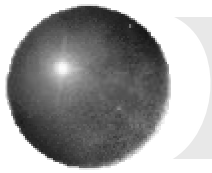
# TEST ADMINISTRATION

- Candidate retains test score for two years; score used for subsequent announcements.
- Candidate has option to re-take exam after one year or retain score.
- No test review
- Two pass points assigned:
  - Supervisors who oversee professional staff
  - Supervisors who oversee paraprofessional staff  
(no BA/BS required)



# RESULTS

- No Adverse Impact
- High Level of Candidate Acceptance
- Faster Turnaround
- Increased Examination Utility



## EXAM UTILITY

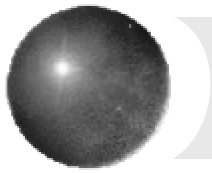
- STB used to generate eligible lists for over 200 separate, State, County and Municipal titles.
- Used to test Over 600 separate announcements since May 2000.
- Over 4800 candidates tested to date.



# EXAM UTILITY

**Some of the titles tested by the STB include:**

- **DISTRICT SUPERVISOR, WAGE AND HOUR COMPLIANCE**
- **FIELD SERVICE SUPERVISOR 2, FAMILY DEVELOPMENT**
- **INVESTIGATOR 1, REAL ESTATE COMMISSION**
- **MICROBIOLOGIST 1**
- **PROGRAM SUPERVISOR INTERNAL AUDITS**
- **RESEARCH ECONOMIST 1, STATISTICS**
- **SUPERVISING ACCOUNTANT**
- **SUPERVISING BIOLOGIST - FISHERIES**
- **SUPERVISING CONTRACT ADMINISTRATOR**
- **SUPERVISING LIBRARIAN**



# FUTURE

- Alternate version of STB developed and being validated
- Other test batteries in stages of development:
  - ▶ Managerial Test Battery
  - ▶ Administrative Test Battery
  - ▶ Supervisory Test Battery for Clerical and Paraprofessional Supervisors
- Additional Test Administration sites