

Hogan's Assessment Evaluation Guide offers a set of standard considerations against which you can compare potential providers.

## **1 What are the personality assessments designed to do relative to the needs and goals of the customer?**

Our personality assessments are designed to do three things: (1) evaluate basic employability, (2) evaluate job fit, and (3) provide a solid basis for coaching around career development.

## **2 Is the personality assessment provider a member of the American Psychological Association (APA), Society of Industrial/Organizational Psychology (SIOP), or other professional organization that mandates ethical and statistical guidelines for creating assessments?**

Dr. Robert Hogan is a Fellow of Division 5 (Measurement and Assessment), Division 8 (Personality and Social Psychology), and Division 14 (Industrial and Organizational Psychology) of the American Psychological Association. We employ Ph.D./M.A. consultants and researchers who present at and/or are involved in Division 14, Association of Test Publishers, and Society for Human Resource Management.

## **3 Have the personality assessments been reviewed in Buros' Mental Measurement Yearbook or the British Psychological Society (BPS) Psychological Testing Centre test reviews?**

Our assessments have been examined by agencies across several continents. The Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), and Motives, Values, Preferences Inventory (MVPI) received favorable reviews in the U.S. and U.K. from the Buros Institute of Mental Measurements and the British Psychological Society (BPS), respectively. Our assessments receive similar reviews in Australia, Brazil, South Africa, and Sweden. As data become available, we request new independent reviews. In addition, our tools regularly appear in top peer-reviewed journals (Journal of Applied Psychology, Personnel Psychology, Human Performance, International Journal of Selection and Assessment).

## **4 Are the assessments locally supported?**

To ensure that our assessments are locally supported wherever we operate, we work with a global network of authorized distributors and partner organizations. From our earliest partnerships in Europe in 1999 to more recent alliances in Asia and Africa, we ensure that our clients receive support from trusted local agencies.

## **5 Is each personality assessment supported by a test manual that is organized according to the standards outlined in the Uniform Guidelines on Employee Selection Procedures?**

Each assessment manual contains detailed information on the development, validation, and norms for each assessment; we use the Uniform Guidelines, SIOP Principles, and APA Standards for Educational and Psychological Testing to guide the development of our manuals and technical reports.

## **6 Can the personality assessment provider produce a summary of validation results for jobs similar to the one under consideration?**

We can provide a summary for validation results for virtually every job in the U.S. economy. The Hogan archive contains research from more than 20 different industries and represents 95% of the industry coverage of the Dictionary of Occupational Titles. Using the studies from the archive, we can match worker requirements of a target job with similar jobs in the archive, allowing us to identify assessment scales that reliably predict job performance.



## 7 Have the assessments been translated for use in other cultures?

Our assessments have been translated for use in more than 40 different languages. In these efforts, we partner with qualified professionals and use a combination of forward and back-translation to ensure congruence between the original and translated forms of our assessments.

## 8 Does the assessment provider adapt their assessment content to ensure cultural relevance?

Our primary goal in translation is to maintain the integrity and content of the original assessment while ensuring cultural sensitivity and relevance to the local audience. We adapt our assessment content by focusing on congruence with the original assessment, but allowing local language and cultural issues to inform adaptations to ensure relevance to the local audience.

## 9 Can the assessment provider ensure that translated assessments are equivalent to the original forms?

Research indicates that nuances in languages, cultural differences, and other factors make perfect measurement equivalence impossible. Perfect measurement equivalence distorts differences across cultures as well as the cultural relevance of adapted forms. Nevertheless, global test publishers are responsible for ensuring the comparability of assessments across cultures and languages. Hogan takes this responsibility seriously, using a combination of techniques to ensure functional equivalence of items, scales, and factors. Once sufficient data are available for adapted assessments, we examine item and scale level statistics to identify any content that requires revision. Also, we review the overall factor structures of the adapted assessments to ensure that they are congruent with those from the original assessments. These analyses ensure that adapted Hogan assessments are equivalent to the original assessments across all levels of analysis.

## 10 How are assessment scores interpreted within a local culture?

Assessment scores mean little without norms to guide interpretation. However, even norms hold little meaning unless a person is compared to an appropriate comparison group. For example, organizations interested in selecting job applicants inside the Czech Republic would be interested in how applicant scores compare to other Czechs instead of Americans or other groups. We develop local norms within cultures by collecting assessment data on adapted forms of our assessments. Once sufficient data are available, we use these data to calculate itinerant norms, which summarize the local population. Once additional data are available, Hogan calculates a stratified local norm to replace the itinerant norm, ensuring that the local norm reflects the demographic and workforce characteristics of the target culture.

## 11 How are assessment scores interpreted across cultures?

Interpreting assessment scores across cultures can be a delicate issue, as norms based on scores from one culture may not accurately reflect individuals from a different culture. For example, a multi-national organization would need a common comparison group to interpret assessment scores of job applicants from multiple locations. To provide an apples-to-apples metric for these comparisons, Hogan uses a multi-language norm comprised of data representing many languages and cultures. These norms are useful for comparing individuals from diverse locations using a common metric.

## 12 Have the assessments been proven to consistently and accurately predict performance across cultures?

Hogan has conducted in-depth validation studies to illustrate the validity of the Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), and Motives, Values, Preferences Inventory (MVPI) in predicting job performance across occupations, job levels, and industry sectors around the world. Supporting these studies, we provide ROI results to illustrate the impact of using Hogan assessments for making personnel decisions.



## **13 Does the assessment provider maintain a global research archive that can be accessed to confirm the results of individual validity studies?**

The Hogan archive contains information from hundreds of research studies including Criterion-Related (CR) validation studies, Validity Generalization (VG) studies, content validation studies, job analysis research, and competency mapping studies. The technical reports describing competent validity studies are prepared according to the Uniform Guidelines, SIOP Principles, and APA Standards, based on research conducted with employees in real organizations. Our ability to deliver selection and development solutions using data from similar jobs and industries previously studied hinges on the breadth and depth of validity evidence currently available in our archive. As this global research archive increases, so does our ability to accurately predict job performance across a range of jobs and cultures.

## **14 How are cutoff scores established for selection purposes?**

Before cutoff scores can be established, it is necessary to demonstrate that the test is a valid predictor of performance in the target job. Once we establish validity, cutoff scores are defined using bivariate plots that maximize the number of true negatives and true positives for each score distribution.

## **15 What process does the personality assessment provider use to systematically evaluate the performance of the tests it recommends?**

We encourage organizations to revalidate selection procedures on a periodic basis. The revalidation involves demonstrating that the test (and cutoff scores) remains valid for the job under consideration and provides strong ROI for the client.

## **16 Does the assessment provider offer any global off-the-shelf solutions?**

We offer off-the-shelf solutions for our clients interested in using personality-based assessment solutions without going through the rigor of local validation. These solutions include selection recommendations of job candidates based on job family profiles, selection recommendations of candidates for entry-level jobs, identification of high-potential employees, and evaluation of employee safety. These products provide our global client base with efficient solutions for selecting applicants for a variety of jobs across the labor force, and evaluating current employees against metrics that can facilitate future organizational performance.

## **17 Do the assessments comply with local laws and regulations?**

Hogan works closely with our international network of partners and distributors to understand applicable laws or regulations that apply to the use of psychological assessments in organizations. We routinely provide analyses, documentation, and other support services such as adverse impact analyses, participant access to results, and data privacy and archiving rules. We comply with requirements for becoming approved assessment providers in accordance with local testing commissions and other governing bodies. We provide supporting documentation should the validity research be challenged, on the basis of which a selection process rests. Our suite of personality assessments are legally defensible and our data has never been successfully challenged.