



The New “Assessment of Men”

Using Assessment Center Methodology to Rebuild the New Iraqi Intelligence Agency and Implications for Industry in Establishing a Reliable Work Force in Emerging Market Countries

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Introduction

History may repeat itself in a small way.

Professional Testing programs that helped screen candidates for the OSS in the 1940s were adapted in the last 50 years to help companies improve their screening procedures.

Professional testing programs that helped screen candidates for the New Iraqi Intelligence Agency (2005-07) could help companies today seeking to establish a reliable workforce in emerging markets



Our test procedures were designed for assessment of large numbers and to assist decision-makers with the thousands of personnel decisions that would be required to put people back to work in the various jobs of:

- labor;
- skilled crafts;
- technical support; and
- security jobs.



The data show they work with diverse population.

Diverse Languages

- Arabic
- Kurdish



Diverse Ethnicities & Race

- Arabic
- Kurdish
- Assyrians
- White
- Black



Diverse Religions

- **Islam**
 - Sunni
 - Shia

- **Christianity**
 - Orthodox
 - Protestant
 - Nestorians



Diverse Cultures

- Kurdish
- Arabic
- Reed People



Conclusion

The testing procedures we developed for the New Iraqi Intelligence Agency can help those companies seeking to establish a reliable workforce in emerging markets.



Background

- Limited infrastructure
- Traditional Western vetting procedures, i.e. calling former employees or asking neighbors were problematic at best

The situation was best suited for the Candidate Profile Summary and Ability testing in a proctored assessment.



First Contract

- ✓ Feasibility Study
- ✓ 5000 Candidates
- ✓ Determine Validity
- ✓ Assess Utility



Many Challenges in Mobilizing and Starting

- Contract Delays
- Test Site Bombed
- Adapting Available Facilities

Tested 100 candidates a day, 6 days a week.



Conclusion

- ❖ The Tests Work
- ❖ They Are Valid
- ❖ They Have High Utility



Second Contract

7 Locations

- Basrah
- Al Hillah
- Mosul
- Sulymaniyah
- Al Kut
- Baghdad
- Erbil



- ❖ Up to 100 Candidates a Day
- ❖ Testing 6 Days a Week

- ❖ Diverse Language
- ❖ Diverse Cultures
- ❖ Diverse Race & Ethnicities
- ❖ Diverse Religion



Important Caveats

- ✓ Top decision makers should be on the ground at ground zero
- ✓ Cultural modifications are critical
- ✓ Must be unusually persistent to overcome obstacles





Validity and Utility Testing Instruments

**The How & Why They Work and
Implications for Global HR Managers**



Instruments

1. Cognitive Abilities tests which assesses well researched abilities that are important for the job. For example:

- Spatial Skills
- Memory Skills



2. The Candidate Profile Summary assesses non-cognitive behavioral characteristics important for successful police officers such as:

- **Fundamental Honesty;**
- **Willingness to Serve;**
- **Work Ethic; and**
- **Multi-Cultural Tolerance.**



3. Behavioral-Based Interviews

- Focusing on flagged items of concern; and
- Combinations of testing results pointing to a problem hire.

(for example, most problematic hire is the candidate who tests as very bright but has a very poor work ethic)



Validity

- **Transportability**
Based on criterion studies in the U.S.
- **Content of Job**
Skills, Abilities, and Personal Characteristics
- **The Cognitive Ability Test** would work
- **Candidate Profile Summary** – should work?



Content Validity

Iraqi Subject-Matter Experts (SMEs) as well as U.S. SMEs

- Reviewed the Job
- Reviewed Abilities & Personal Characteristics
- Reviewed Draft Test



Conclusion

Both tests should predict success on the job.



Criterion Validity

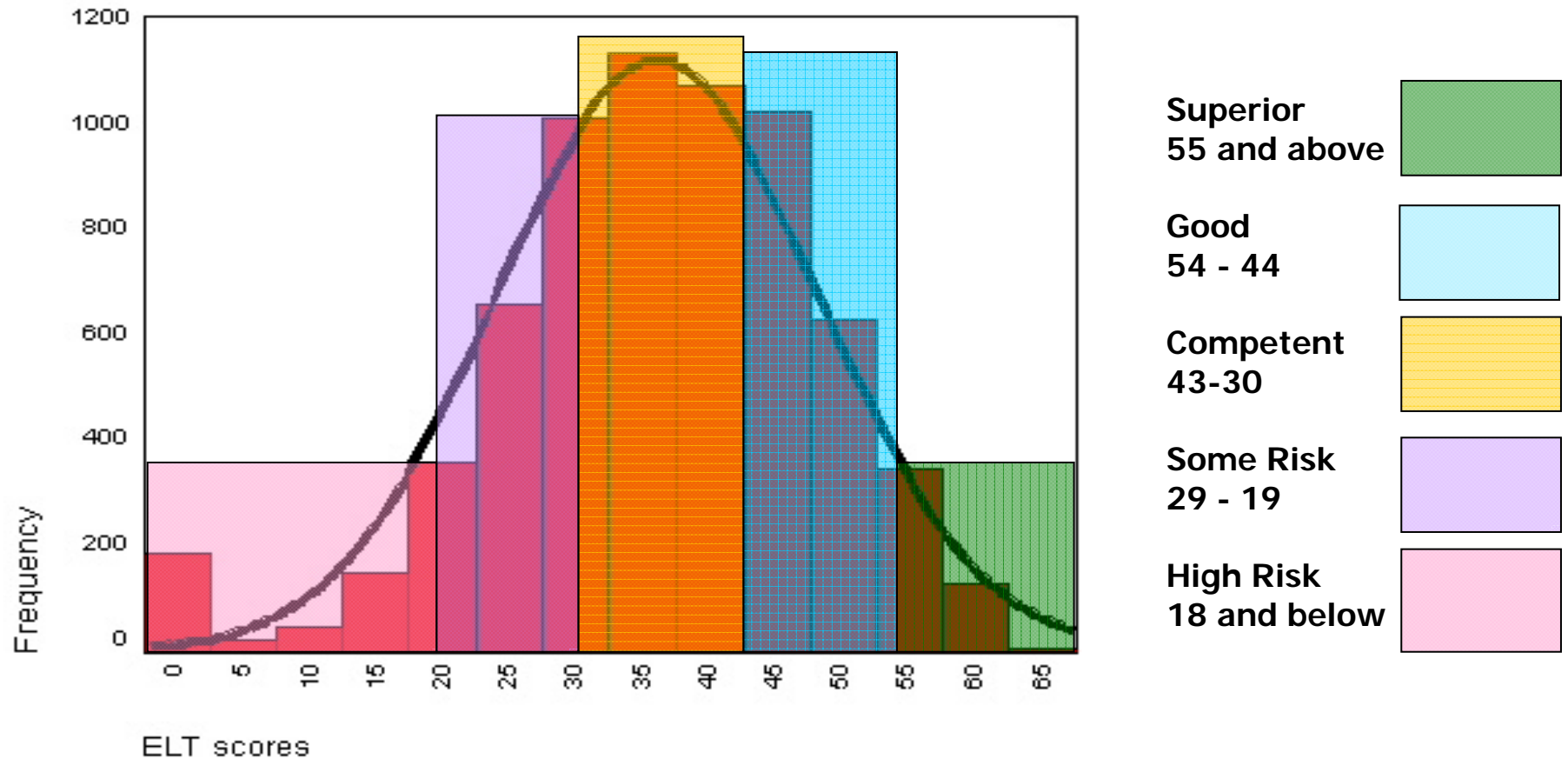
**Cognitive Abilities Test ranged from .29* to .32*
($P < .01$ for all)**

CPS ranged from .21* to .47* ($P < .01$ for all)

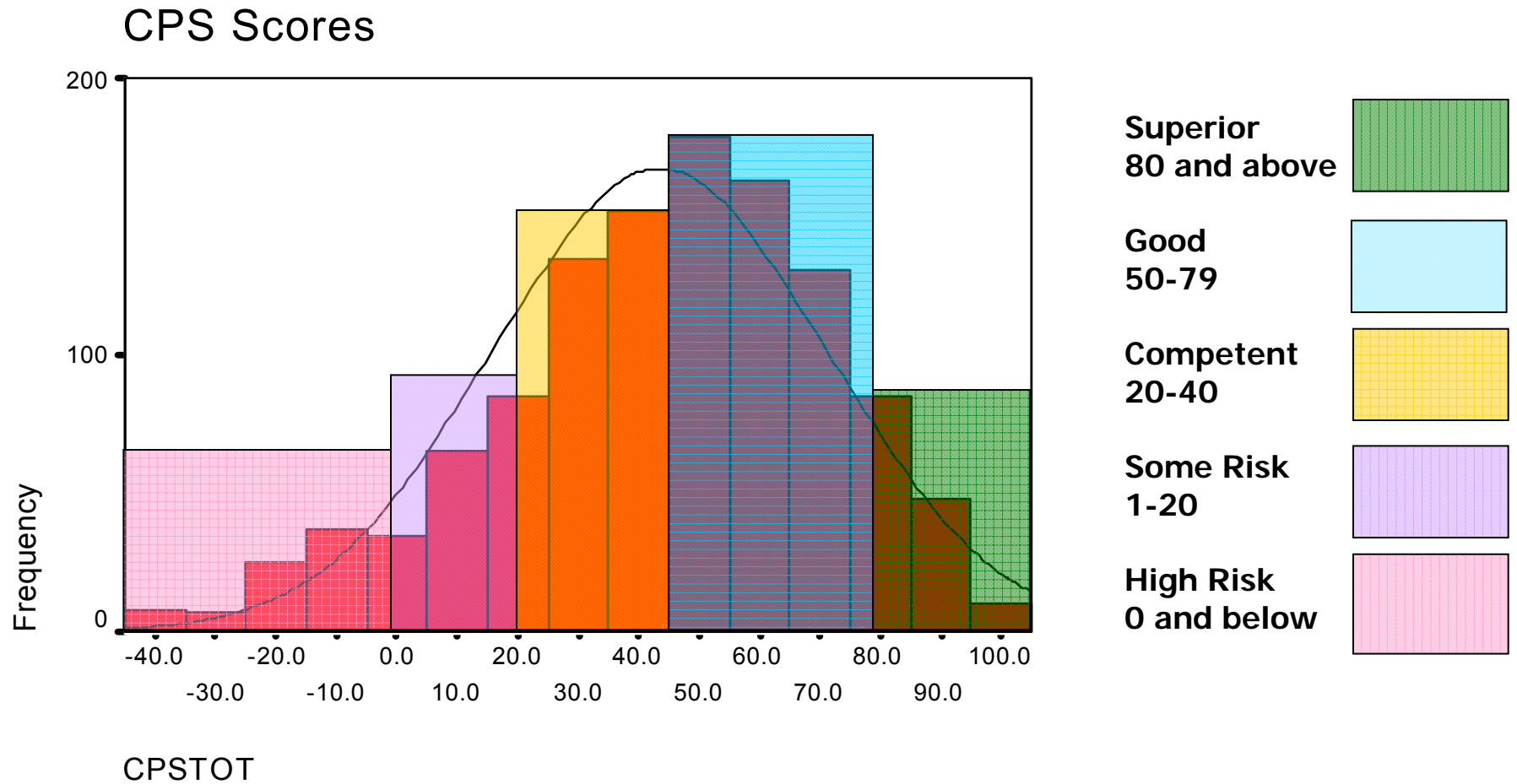
**corrected*



Distribution of Cognitive Abilities Scores



Distribution of CPS Scores



Utility and Value of the Test **Reported by Subject Matter Experts**

“The adaptation of the tests to the Iraqi culture has been successful.”

Dr. William G. Harris
Executive Director
Association of Test Publishers



“It (the professional test battery) raises the bar from the current simple literacy test.”

Melvin Goudie

Director of Baghdad Police College

John Bozicevich

Director of Recruitment



“Use of the professional screening test has made it possible to spend more quality time in training candidates with more aptitude.”

Col. George Biszak



“... the results of the (Morris & McDaniel) testing program have been a tremendous help to the regional Interior Ministry in selecting the best candidates for formal training and for positions of leadership within the police service.”

“...and has resulted in a tremendous savings in our training program by aiding our efforts to remove unsuitable candidates before large sums are wasted in the vain effort to properly train them.”

Karim Sinjari
Ministry of State for the Interior
Kurdistan



ROI

For Training

- Significantly reduced academy failures
- Significantly improves the quality of the training
- Saves \$30 for every \$1 spent on testing by screening out persons unsuited for training



ROI

For Job Performance

Schmidt, Hunter, McKenzie and Muldrow (1979) model based on the Brogden-Cronbach Gleser (1965) Utility Model

Gain in Quality of Officer selected

ROI = 9.9

| | | |
|--|----------------|--------------------------|
| Cost Savings of Avoiding a Bad Hire | 30 to 1 | Almost 3000% Gain |
| Dollar Value in Gain in Quality | 10 to 1 | Over 1000% Gain |



Implications for Global HR Managers

- **Search for Human Capital in Global World**

Scientific proven methods to reduce global employee risks

*** risks in job performance**

*** risks in security concerns**

Testing for traits and characteristics universal in nature and common to UNDEPENDABLE and HIGH RISK employees in all cultures regardless of geographical borders

HIGH RISK foreign nationals can be screened and IDENTIFIED in their country of origin

SUBSTANTIAL SAVINGS IN TRANSPORTATION COSTS and greatly INCREASING SECURITY and quality of work force.



Our research and experience shows that no matter what the job or industry...

OIL & GAS



SERVICE JOBS



TOURISM



HEALTH



FINANCE / BUILDING TRADES



- The Abilities can be Measured
- The Personal Characteristics for Dependable Worker can be Measured

At their country of origin, results can be used by HR Managers to

- ❖ Reduce Risks
- ❖ Increase Quality
- ❖ Yield High ROI for mobilization/orientation/training

