

Learning Window 5



Tests

Before discussing the different types of tests that can be used in the selection process, it is important to briefly consider the applicant's attitude towards tests.

Very few people enjoy doing tests, however most applicants understand that tests are part of the procedure they must go through in order to secure a new position. Tests in most cases are carried out in an artificial situation that bears little resemblance to the day-to-day working environment.

It is up to the person conducting the test to explain its purpose, to put the applicant at ease and to ensure that the test area is quiet and free from distraction. A friendly, relaxed, helpful test administrator can do wonders for an applicant's morale. Applicants who are given time to relax and are not rushed into the test will usually perform to the best of their ability.

In some cases, the applicant may have done several other tests that day and may be feeling very disgruntled about having to do more tests.

It is up to the test administrator to put them at ease and get them in a more responsive frame of mind before tackling the tests. If the applicant performs badly and asks to do another test, they should be allowed to do so where possible.



Psychological Testing

Psychological testing is a controversial subject.

They are certainly “harmful” if conducted and interpreted by people who are not trained to do so. In fact, many psychological tests used in the industry today can only be bought and used by qualified psychologists.

The use of psychological testing is increasing as more suitable tests are developed and as their value is better understood by business executives. There are special tests for clerical workers, machine operators, manual workers, salespeople, stenographers, supervisors and executives.

Thousands of different jobs have been grouped into job families, and batteries of tests have been designed to measure an applicant’s likelihood of success in each. The tests are used in an effort to improve predictability.

An experienced interviewer knows the value of psychological testing and also its limitations. If used correctly, psychological testing is a useful tool in the selection process. On the other hand, an interviewer should recognize that tests have limitations in that they do not give precise reasons for success or failure and they provide statistical information rather than individual predictions.



A wide range of tests is available. They are not generally administered by an interviewer, unless a registered psychologist. The following are some test examples:-

Attitude Tests

These are usually of a questionnaire type, designed to discover a person's attitudes and opinions. For example, a series of statements could be made and the applicant is asked to indicate whether they strongly agree, are undecided, disagree or strongly disagree.

Intelligence Tests

Intelligence tests consist of a series of tasks of graded difficulty, which have been standardized on a representative sample of the population.

Intelligence tests may be divided into verbal and performance tests. Verbal tests utilise language and both in their administration and in the subject's response. Performance tests utilise concrete non-verbal materials such as form board, incomplete pictures and coloured block designs.

Interest Tests

Interest tests are designed to measure a person's interests in a variety of activities. They are often used in vocational guidance.

Aptitude Tests

Aptitude tests are a series of standardised tasks designed to give a quantitative estimate of a subject's ability to profit by training. They measure future achievement.



Achievement Tests

Achievement tests are a measure of a person's present ability to perform a task. They measure how well the person has benefited by learning and experience compared with others. Achievement tests are not designed to measure a person's future potential.

As it is not possible to measure all aspects of a complex skill, or group of skills, by means of a single test, batteries or groups of achievement tests are used in educational and industrial practice.

Personality Tests

Personality tests are used to measure personality and character traits and allow one to obtain information about aspects that are generally important in the working environment. There are many different kinds of personality tests available. It is important that the test used assesses the traits relevant to successful performance in the job, i.e. a different personality profile would be required of a salesperson in comparison to an accountant.

Situational Tests

Situational tests combine aspects of both performance and personality testing. They are designed to observe how job applicants react to stressful real-life situations. The results will measure the applicant's reaction to difficult colleagues, their ability to undergo stress, and their ingenuity under pressure.



There are many other tests available to interviewers when evaluating applicants for jobs. Some tests are better than others and some are often misused. In general, however, psychological tests are a useful tool in the selection process when sufficient attention is paid to their limitations and providing that they are only administered and interpreted by people qualified to do so.

学习之窗 5



测试

在讨论遴选过程中使用的不同类型的测试之前，我们必须考虑到应聘者对于测试的态度。

虽然没有人喜欢做测试，但大多数的应聘者都明白这是被录用前必须经过的程序。在多数情况下，测试与实际工作环境几乎没有任何的相似之处。

这应该由进行测试的负责人向应聘者说明测试的目的，好让应聘者在安静的地方能安心地进行测试。因为一个友好及友善的测试员可以提高应聘者的士气。不仅如此，给予应聘者充足的时间能使他们表现得更好。

在一些情况下，应聘者可能在一天内做了很多测试，所以对于接踵而来的测试难免会感到不满。

这时测试员必须在测试之前舒缓应聘者的情绪，让他们以一个积极的心态面对测试。如果应聘者表现不好，并要求另做测试，这种情况是被允许的。

心理测试

心理测试是个备受争议的话题。

如果心理测验是由没有经过培训的人进行，这将会带来负面的影响。事实上，许多行业使用的心理测试只有合格的心理学家才能使用。

越来越多的组织管理人员开始参与心理测试，因为他们了解其价值。测试对象包括行政人员、机器操作员、体力劳动者、销售人员、记录员、主管和管理人员。



依据同类的职业设计一系列的测试以衡量应聘者成功的可能性。这些测试已被使用，以提高预测性。

一个有经验的面试官知道心理测试的价值及其局限性。如果使用得当，心理测试在遴选过程中将是一个有用的工具。另一方面，面试官应该意识到测试的局限性，因为其不会提供成功或失败的具体原因，以及只提供统计资料而不是个人预测。

其实可使用的测试还有很多，但一般不由面试官使用，除非你是合格的心理学家。以下是一些例子：

态度测试

以问卷方式进行，用以考查一个人的态度和看法。例如，应聘者只要对一系列的状态描述表明是否强烈同意、不确定、不同意或强烈不同意。

智力测试

智力测试包括一系列难度等级不同的任务，并成为合乎标准的群体代表性样本。

智力测验可以分为口语和表现测试。口语测试考查对象对语言的反应。表现测试使用具体的非语言材料，如模型板，不完整的图片和彩色方块等。

利益测试

利益测试的目的是衡量各人在不同的活动中的利益导向，而它通常用于职业指导。



能力倾向测试

能力倾向测试是一系列标准化的职务，目的是考察主体获利的能力，能力倾向测试将衡量个人的未来成就。

成就测试

成就测试是衡量个人在执行职务的能力。该测试衡量个人如何通过学习和实际经验中获益。成就测试并不能成为个人未来潜力的标准。

因为成就测试不能在各方面测量技能技巧，无论是通过适用于教育和工业实践的单一测试、一系列测试或是群体测试。

性格测试

性格测试用来衡量个性和性格特征，并能取得各方面对于工作环境来说很重要的信息。在众多的性格测试中，选择评估相关工作表现特点的测试是非常重要的。例如，销售员和会计员都需要不同个性特征的人。

情境测试

情境测试结合了工作表现与性格测试的各个方面。该测试旨在观察应聘者如何面对困难与承受压力。测试结果反映出应聘者如何应对难搞的同事、他们承受压力的能力以及在压力下的机智应对能力。对应聘者进行就业评估时，面试官可使用的测试还有有很多种。不过在一般情况下，心理测试还是一个较适用于遴选过程的工具，因为它对其局限性给予充分重视，但前提是必须由专业人士进行。