Identifying Successful Warehouse Employees with SecureFit®

THE SITUATION

A large sporting goods company wanted to validate SecureFit® for their Material Handler position. These individuals work in a warehouse distribution center environment loading and unloading products distributed by the organization. The organization contracted with Select International to design, develop, and implement a selection process that could be integrated within an existing selection system for hiring warehouse employees. This organization has been using the SecureFit assessment for some time, but recently decided to implement an updated version of the assessment that includes additional measurement methods and assesses additional competencies than the original version of the test. The goal of the study was to assess the validity of the decisions made using the updated version of SecureFit and to make adjustments to maximize utility, validity, fairness, and efficiency.

THE SOLUTION

A job analysis was previously conducted for the position, and competencies that were rated as important to the role were included in the SecureFit assessment. To assess the utility of the updated version of the assessment, a concurrent validation study was conducted to examine the relationship between the new version of SecureFit and job performance. In other words, employees working in the material handler role took the SecureFit assessment and performance data was collected by having supervisors provide ratings of their employees' job performance. The purpose of the study was to show that there is a statistical relationship between the competencies measured in SecureFit and actual performance on the job and that the new components of the assessment are

working effectively. Validity evidence demonstrated that employees who scored high on the SecureFit assessment also tended to receive high job performance ratings.
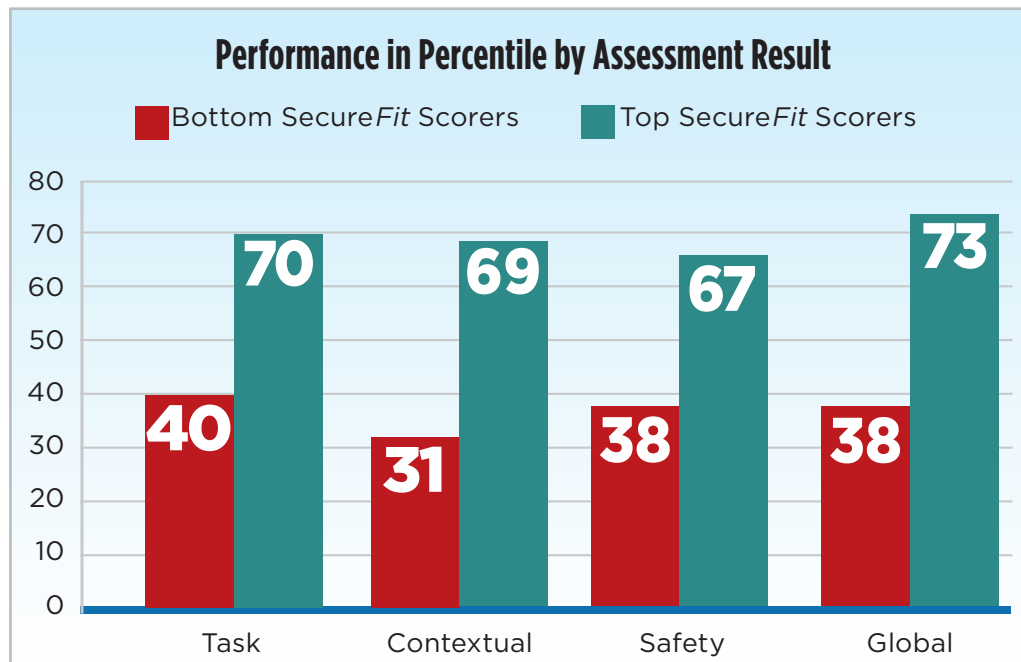
OUTCOMES

Job Performance

Job performance was rated by the employees' supervisors on several domains including, task performance, contextual performance, safety, global rating, and counterproductive work behaviors (CWBs).

- Task performance is a rating of how well the employees complete the necessary tasks of their job.

- Contextual performance reflects a rating of how much the employee goes above and beyond their typical job duties.

- Safety ratings reflect how seriously employees take safety by following safety rules and procedures.

- Global ratings are the overall impression the supervisor has of the employee.

- CWBs indicate the number of counterproductive behaviors an employee engaged in.

- An overall performance rating was computed by averaging the task, contextual, safety, and global supervisor ratings.

The graph shows job performance in percentile for the top and bottom scorers on SecureFit. The 50th percentile reflects average performance, while scores above the 50th percentile reflect above average performance and scores below the 50th percentile reflect below average performance.

Performance in Percentile by Assessment Result

■ Bottom Secure*Fit* Scorers **■ Top Secure*Fit* Scorers**

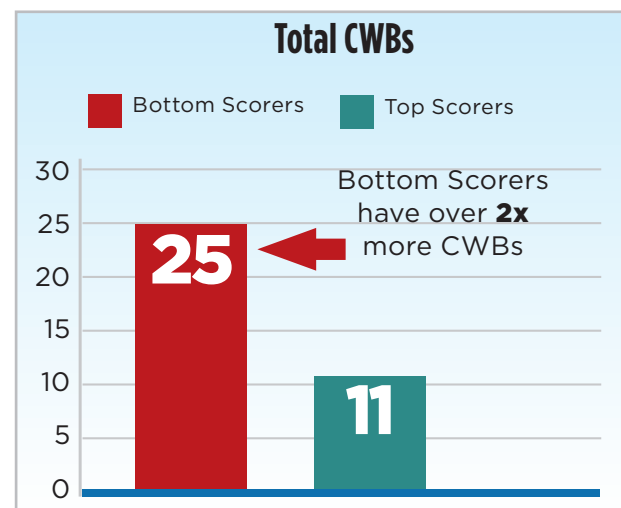|	Task	Contextual	Safety	Global
Bottom	40	31	38	38
Top	70	69	67	73

There are substantial differences in job performance ratings when comparing the bottom and top scorers on the assessment. Those who scored in the top 10% tended to have above average job performance ratings, while those in the bottom 10% had below average job performance ratings.

When looking at overall performance (see the graph below), those who scored in the top 10% on Secure*Fit* were rated as having 102% better performance as compared to those who scored in the bottom 10%.

Overall Performance Rating in Percentile by Assessment Result

■ Bottom Scorers **■ Top Scorers**

102% Higher {

Bottom	Top
36	72
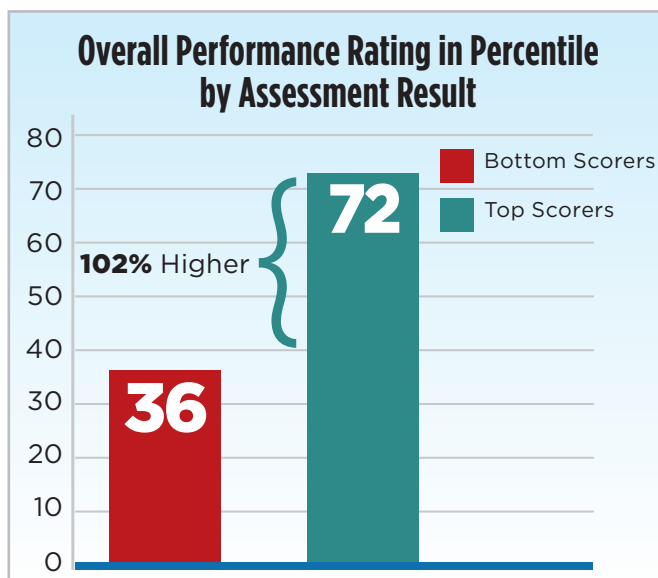
Additionally, individuals who scored in the bottom 10% had two times more counterproductive work behaviors than those who scored in the top 10%.

Total CWBs

■ Bottom Scorers **■ Top Scorers**

Bottom Scorers have over **2x** more CWBs

Bottom	Top
25	11

CONCLUSION

Overall, the updated version of Secure*Fit* was shown to be a successful predictor of job performance ratings and CWBs in this organization. Secure*Fit* demonstrated value for hiring high quality material handlers in the manufacturing/warehouse environment.

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