

SMART HIRING TEST

A unit of Smart Hiring

Test Manual

15 Trait Test

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HRD TEST -The New Version**INTRODUCTION**

▶ 15 Trait Test as a personality assessment tool has been in use since its inception from 1st Jan 2000 and has enjoyed tremendous success over the year in terms of its utility as a selection tool for recruitment of personnel for the middle rung of HR hierarchy in more than 250 Companies in India.

The use and popularity of the tool has brought in various types of feedback from our esteemed customers as well. At HRD Test, research and development is a continuous process. The feedback over the year has helped the Company to modify and update the tool through scientific research methodology and thereby come out with this new version of 15 Trait Test.

▶ 15 Trait Test is a multi-dimensional personality assessment tool. It has been shaped to the structures of traits that basic research in Psychology has shown to be essential elements of human personality. It is based on the principle that behaviour and personality are, in part, manifestation of certain traits and that the strength of traits can be evaluated. It measures personality dimensions well and meaningfully. It is the Corporate HR professionals' answer to the demand for a test giving fullest information in the shortest time about most personality dimensions.

▶ The new version sets out to cover plan fully and precisely all the main dimensions along which people can differ. It takes cognizance of the total personality, in all its main dimensions. Such a test is a necessary requirement for functional testing and assessment; for it is replicable of objectively measurable broad personality dimensions.

UTILITY OF 'HRD TEST' The New Version

Utility of 'HRD TEST' - The New Version

There are three special considerations which raise the utility of the new version of 15 Trait Test for most HR Personnel Managers, Clinical, Educational and Research Psychologists. These are:

- Some of the real statistical research has been devoted to modifications of 15 Trait Test on a very broad sampling of the area of personality responses in consultation with the following highly experienced and qualified Psychologists:-
 - **Mr. Inderjit Arora**, formerly Additional Director, Defence Institute of Psychological Research and Senior Member Psychologist, Defence Services Selection Boards. Presently Advisor (Psychology), Smart Hiring/HRD Test.
 - **Mr. A. R Hindi**, a former Senior Member Psychologist, Defence Services Selection Boards.
 - **Mr. B. J Soni**, a former Senior Member Psychologist, Defence Institute of Psychological Research and Defence Services Selection Boards.
 - **Mr. C.P Kohli**, a former Senior Member Psychologist, Defence Institute of Psychological Research and Defence Services Selection Boards.
 - **Mr. C.M Thukral**, a former Senior Member Psychologist, National Council of Educational Research and Training.
- The consensual approach of Psychologists and the statistical treatment of data collected on the tool have given way to a true personality structure, revealing functionally independent items for each dimension of personality.
- A fresh standardization exercise held on a sample of 454 prospective MBA students from Management Institutes spread over Northern, Eastern, Western and Southern regions of the country.
- Providing of Reliability and validity indices.
- Providing of Norms in the form of Percentiles and Standard Scores with an easy graphic representation of presence and strength of each specified trait along with a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis report.
- Providing of a 'Consistency Score' of an individual thereby showing how far the person tested was in commune with his own self in responding to the various situations. In a way, it is a measure of one's character, sincerity, integrity and ego-strength that go to make one's inner core of personality.

DESIGN OF 'HRD TEST' The New Version

Design of "15 TRAIT TEST" -The New Version

a. The design of the new version of 15 Trait Test has been in keeping with the long distance goals of HR Managers who want a kind of constancy in their assessment over the periods the employees recruited tend to stay and work for the organisation. The new version has been 'timed' to reduce the effect of factors like social desirability and provides 15 Trait Test's 'consistency score' as a measure of a person's ego strength. The graphic representation of 'high' and 'low' on various dimensions gets more revealing along with SWOT (Strength, Weaknesses, Opportunities and Threats) report. The new version allows for an easy testing of employees time and again for a comparative study of employees' attitude change and helps in better performance appraisal.

b. The latest version of 15 Trait Test contains as many as 15 dimensions of personality that are of potential importance in selection, counselling as well as educational guidance and clinical evaluation.

The other psychological properties of "15 Trait Test" are given in the chapters to come.

PSYCHOLOGICAL DESCRIPTION OF PERSONALITY

Psychological description of personality dimensions measured by 'HRD TEST'

The new version of 15 Trait Test measures 15 dimensions covering

- ➡ **Adaptability**
- ➡ **Assertiveness**
- ➡ **Competitiveness**
- ➡ **Dynamism**
- ➡ **Reasoning**
- ➡ **Stress-Tolerance**
- ➡ **Self-Reliance**
- ➡ **Leadership**
- ➡ **Emotional stability**
- ➡ **Team-work**
- ➡ **Decision-Making**
- ➡ **Tactfulness**
- ➡ **Creativity**
- ➡ **Career Maturity**
- ➡ **Integrity**

Description of personality dimensions and meanings of 'high score' and 'low score' on the test are defined here. The term 'high score' refers to score range pertaining to 80th percentile or higher for each dimension as well as for Total Score that places an individual in the upper 20% with respect to his reference population. However this does not suggest that the 'low scores' are of no significance. The dimensions with 'low score' represent important interpretable departures from the norms, for these place an individual in the bottom 20th percentile or lower with respect to the reference population.

DESCRIPTION OF PERSONALITY DIMENSIONS

Description of Personality Dimensions

(sheet 1 of 5)

PERSONALITY DIMENSION

DESCRIPTION

- **ADAPTABILITY (ADP)**

Ability to accommodate, accept and adjust to changing circumstances/situations and to easily get along with others.

High score Reveals a person readily accepting any beneficial change. Shows emotional maturity, trustworthiness, self-assurance and strong will-power.

Low score Shows lack of harmonious relationship in one's environment and failure in obtaining satisfaction for most of one's needs.

- **ASSERTIVENESS (AS)**

Ability to be bold and energetic in a group situation and be influencing in one's thoughts and ideas by convincing and persuasion.

High score Reveals feelings of being free to participate in group situations and skillfully influencing others with one's thoughts and ideas. Enjoy being in focus.

Low score Reveals submissiveness. Mild and shy in expressing oneself too forcefully in front of group members. Avoiding open competition. Prefers to be a follower.

- **COMPETITIVENESS (CPT)**

Ability to be self-assertive, dominant and aggressive

High score Displays forcefulness in putting own ideas into practice in one's own way. However high competition may lead to dominant personality that may be termed as disobedient, headstrong and independent.

Low score Reveals submissiveness: Of being too accommodative and lacking in leadership behaviour Both the extremes pose problems for adjustment. Therefore moderate score is preferred. e.g. good sports performance; independence and creativity in arts and science.

DESCRIPTION OF PERSONALITY DIMENSIONS

Description of Personality Dimensions

PERSONALITY DIMENSION

DESCRIPTION

● **DYNAMISM (DM)**

Ability to put in sustained efforts and to remain lively and enthusiastic for achieving the goal. Showing active energy level in most of one's undertakings. Likes to perform.

High score Reveals spirited efforts for achieving goal. High level of aspiration backed with self-confidence and desire to take risk.

Low score Reveals loss of buoyancy in meeting life problems and taking purposive risk willingly. Low in dash and drive.

● **REASONING(RN)**

Ability to put across one's thoughts and ideas logically and to arrive at judgment by rational thinking.

High score Reveals organized thought process. Is insightful and intellectually adaptable. Has eye for minute details. Ability to handle abstract problems and make wise and sound judgements.

Low score Shows poor mental capacity to learn and solve abstract problems. Remains at the periphery of a problem. Haphazard and poor in judgements.

● **STRESS-TOLERANCE (ST)**

Ability to withstand day-to-day stress. Having harmonious state of mind. Proactive in thoughts and behaviour.

High score Reflects high ego-strength. Having more resources to meet stressful and challenging situations of life. Well adjusted and organized within one-self. Decisive in crises.

Low score Reflects dissatisfaction with things and people. Is more reactive. Suffers from feelings of in-security. Feels easily distressed in the face of mounting pressure. Indecisive under crises.

DESCRIPTION OF PERSONALITY DIMENSIONS

Description of Personality Dimensions

(sheet 3 of 5)

PERSONALITY DIMENSION	DESCRIPTION
<ul style="list-style-type: none"> ● SELF-RELIANCE (SR) 	<p><i>Independent and enterprising. Self-sufficient and self-dependent. Shows state of self-confidence.</i></p> <p>High score Reveals state of being highly confident and resourceful. Independent and alone (no need for group support) in achieving targets envisaged.</p> <p>Low score Reveals group dependency. Sharing of feelings with others and looking for social approval.</p>
<ul style="list-style-type: none"> ● LEADERSHIP (LDR) 	<p><i>Ability to influence others. Initiates action for a group. Controls and directs people and their behaviour and achieves goals. Shows self-control and ability to win other's cooperation.</i></p> <p>High score Reveals power to direct, control the attitude or action of others. Shows potential to influence. Is self-confident and has strong will- power. Is able to carry others along with him.</p> <p>Low score Reflects shirking responsibilities; impatient and is generally group dependent. Undependable and obstructive. Prefers to be a follower.</p>
<ul style="list-style-type: none"> ● EMOTIONAL STABILITY (ES) 	<p><i>Ability to control one's own emotions as well as that of others. Shows sense of discipline, foresight and feelings of empathy.</i></p> <p>High score Reflects feelings of strong self-security and strong control over emotional life and behaviour. Conscientiousness and consideration for others. Has strong ego-strength.</p> <p>Low score Shows poor adjustment within and outside the individual. Indecisive and having less control over emotional life and behaviour. Shows weak ego-strength.</p>

DESCRIPTION OF PERSONALITY DIMENSIONS

Description of Personality Dimensions

(sheet 4 of 5)

PERSONALITY DIMENSION	DESCRIPTION
<ul style="list-style-type: none"> ● EMOTIONAL STABILITY (ES) 	<p><i>Ability to work with others cohesively and in unison for group goals.</i></p> <p>High score Reflects esprit de corps. A high sense of devotion and loyalty to the group. Strong belief in combined efforts and cooperation.</p> <p>Low score Shows avoidance to group efforts. Self seeking, self-oriented and self-centered tendencies. Reflects feelings of self-inadequacy. Wanting in sportsmanship.</p>
<ul style="list-style-type: none"> ● DECISION-MAKING (DM) 	<p><i>Ability to arrive at a fair and workable conclusion. Clear-headed and resourceful. Is able to lay priorities.</i></p> <p>High score Reveals capacity to make decisions inspite of diversions and obstacles. Is generally wise and sound in his decisions. Shows enough resourcefulness and ability to carry on and decide things through rational thinking.</p> <p>Low score Reveals poor ability to take decisions in the face of minor difficulties. Is generally vague in his judgement. Shows poor resourcefulness.</p>
<ul style="list-style-type: none"> ● TACTFULNESS (TCT) 	<p><i>Ability to skillfully manage the feelings and behaviour of others.</i></p> <p>High score Reveals ability to convince and persuade others by skillfully managing their emotions and behavior. Is able to make his presence felt and carry the members towards group goals.</p> <p>Low score Reflects poor ability to manage others and their feelings. Lacking in self-confidence. Failing to create any influence on others. More often tends to remain a follower.</p>

DESCRIPTION OF PERSONALITY DIMENSIONS

Description of Personality Dimensions

(sheet 5 of 5)

PERSONALITY DIMENSION

DESCRIPTION

- **CREATIVITY (CR)**

To be imaginative, spontaneous and original, showing fluency in thoughts. Explorative and self-assured.

High score Reveals high sense of independence. Is self-assured and self-sufficient. However being self-sentimental about one's image, high scorers are reserved and critical thinkers. They are sensitive to scientific reasoning and experimental thinking.

Low score Shows stereotype ideas. Tends to be intellectually dull and wanting in emotional stability. Low scorers are sensitive to threats though often are warm hearted and cheerful.

- **CAREER MATURITY (CM)**

Ability to foresee, take and tap the opportunities for career growth. Readiness to face challenges in career. Keep good relations with colleagues, seniors and juniors. Is able to decide things in time.

High score Reveals readiness to face problems and challenges for career growth. Accepts, takes and taps opportunities and builds good interpersonal relations. Shows high sense of discipline and loyalty. Keeps himself abreast of organizational events and happenings.

Low score Reveals poor insight and remains dependent on others in the face of challenging situations. Fails to take advantages of opportunities in time.

- **INTEGRITY (ITGY)**

Shows sincerity and honesty in thoughts and actions. Cherishes values of respectfulness, obedience and responsibility.

High score Reflects high sense of discipline and responsibility in the discharge of his duties. Sincerity in dealing with others and respect for moral values.

Low score Displays conflicting values. Shows feelings of in-adequacy. Behaviour often reflects in-consistency in thoughts and actions. Self-seeking and self-centred approach to problems. Shows casual attitude in following rules and regulations.

Administration

- 15 Trait Test is a software tool with 150 questions. The front page contains instructions for answering the two examples. Each of the items in the questionnaire has three choices namely (A), (B) and (C) from which the subject may select one answer. Generally, the last response (C) is 'uncertain' or 'undecided' or 'sometimes type of category. The instructions specifically urge the individuals not to use this category very frequently and keep it as a last resort when both choices (A) and (B) are found not suitable.
- Though the scale is a power test, it has been timed to make individuals respond with their first thought or reaction to each situation and also to minimise the effect of social desirability in responses. Time allowed is 20 minutes. Experience has shown that most individuals are able to complete the test in full within 20 minutes if the test is used as a 'Screening tool'. However whenever a complete profile is required on all dimensions, subjects take around 20-25 minutes to complete the test. Either of the two choices can be utilized depending upon the purpose for which the test is to be put to use. However in the case of latter, it is recommended that individuals must be reminded, say, after 10 minutes, by announcing that they should be somewhere at Q.No 70 or beyond. They should give the first answer that comes to them. And then after 20 minutes, it should be announced that they should glance over the text to make sure that they had not missed any question and should try to finish the rest of the questions within the next five minutes. After 25 minutes, those straggling should be encouraged to finish as soon as possible.
- 15 Trait Test comes with a Personnel Particulars Form (PPF) that needs to be filled up by all those who apply for the jobs and appear on HRD Test. The Form helps HR Managers to short list individuals meeting the minimum standards laid down for recruitment as well as in better interpretation of personality profile at the time of interview. PPF is available with HRD Test software.

SCORING

Scoring

The Scoring Procedure for 15 Trait Test is quite objective and simple. Before scoring, it should be ensured that an individual has answered all the questions. This should be checked and made sure during the administration of the test. If more than 15 questions are skipped, the test is invalid unless it is being used as a 'Screening tool'. The scoring key for the test is provided with the software.

SAMPLING

Sampling

a. The new version of 15 Trait Test was administered to 454 prospective MBA students from 12 Management Institutions located in Northern, Eastern, Western and Southern regions of the country. The sample includes both male and female students of 21-26 years age from the following institutions:-

- ◆ Department of Business Economics, Delhi University, Delhi
- ◆ Delhi school of Professional Studies and Research, Delhi
- ◆ Entrepreneurship and Management Process International B-School, Delhi
- ◆ Institute of Integrated Learning and Management, Delhi
- ◆ Birla Institute of Management, Delhi
- ◆ VBS Purvanchal University, Juanpur
- ◆ Silicon Institute of Information and Technology, Bhubaneswar
- ◆ Centre for Development of Advanced Computers, Mumbai
- ◆ Chetna Institute of Management, Mumbai
- ◆ N.L Dalmia Institute of Management and Research, Mumbai
- ◆ Alliance Business Academy, Bangalore
- ◆ Intech IBM, Bangalore

SAMPLING

Sampling

b. It was a purposive sampling. Efforts were made to include B-Schools representative of the HR population, by keeping proportion of each sex, geographical distribution, socio-economic status and age distribution equitable.

c. Table 1 below gives the mean scores and standard deviations (SDs) for each personality dimension and for the whole test.

TABLE-1

Showing Mean and Standard Deviation for each personality dimension and for the whole test.

Sample Size:454

S.No.	PERSONALITY DIMENSION	MEAN	S.D
1.	Adaptability (ADP)	13.66 **	3.30
2.	Assertiveness(AS)	13.53 **	2.98
3.	Competitiveness (CPT)	14.54 **	2.87
4.	Dynamism (DYM)	16.17 **	2.86
5.	Reasoning (RN)	13.53 **	3.78
6.	Stress-tolerance (ST)	13.02 **	2.92
7.	Self-Reliance (SR)	14.52 **	3.25
8.	Leadership (LDR)	14.62 **	3.23
9.	Emotional Stability (ES)	12.12 **	3.47
10.	Team Work (TW)	13.16 **	2.97
11.	Decision Making (DM)	9.92 **	3.16
12.	Tactfulness (TCT)	12.64 **	2.71
13.	Creativity (CR)	13.90 **	2.90
14.	Career Maturity (CMA)	14.54 **	2.87
15.	Integrity (ITGY)	13.35 **	2.93
Total Score		203.36 **	27.19

**** Significant at 1% level**

RELIABILITY

Reliability

Reliability refers to the extent to which a test is internally consistent i.e. how accurately is the test measuring at a particular time?

The reliability or internal consistency of the scale was calculated by Split-half method. The scale was divided into two parts using odd-even method. The correlation co-efficients thus calculated were corrected by Spearman Brown formula for each dimension and for the whole test. Table-2 gives the split-half reliability co-efficients for each of the dimensions and for the whole test.

TABLE 2

Showing split-half Reliability co-efficient for each personality dimension and for the whole test.

Sample Size:454

Dimension	Split-half Reliability Co-efficient
Adaptability	0.512 * *
Assertiveness	0.432 * *
Competitiveness	0.521 * *
Dynamism	0.476 * *
Reasoning	0.447 * *
Stress-tolerance	0.433 * *
Self-Reliance	0.434 * *
Leadership	0.601 * *
Emotional Stability	0.437 * *
Team-work	0.417 * *
Decision-Making	0.441 * *
Tactfulness	0.319 * *
Creativity	0.360 * *
Career Maturity	0.301 * *
Integrity	0.342 * *
Total Score	0.894 * *

*** Significant at 1% Level*

The above table shows the reliability co-efficients for each of the personality dimension are quite high and statistically highly significant. The high reliability coefficient for the total score shows that total score is a more dependable index of personality dimensions than is any score for each of personality dimensions.

VALIDITY

Validity

Validity refers to the degree to which a test measures what it purports to measure.

The New Version of 15 Trait Test has 150 items that cover 15 normal personality dimensions. All the test items have been pruned and refined by a team of highly qualified and experienced psychologists. Based on consensual approach regarding manifestation constituting evidence of a specified trait, the items were selected and placed under each of the respective personality dimensions. For each dimension, finally, there are 10 questions.

The data collected on 454 candidates from various B-schools was also used to validate the items by evaluating the relevance of test items individually and Test as a whole; the purpose being to learn whether answers to the individual items are, on the whole, reasonably consistent with the behaviour or personality trends suggested by the scores. This is a form of content validity. Table-2 below gives the Validity Co-efficients for each of the dimensions.

TABLE-3

Showing Validity coefficients of internal consistency.

Sample Size: 454

Personality Dimension	Validity Coefficient
Adaptability	0.632 **
Assertiveness	0.660 **
Competitiveness	0.656 **
Dynamism	0.709 **
Reasoning	0.339 **
Stress-tolerance	0.580 **
Self-Reliance	0.655 **
Leadership	0.648 **
Emotional Stability	0.623 **
Team-work	0.485 **
Decision-Making	0.502 **
Tactfulness	0.539 **
Creativity	0.644 **
Career Maturity	0.700 **
Integrity	0.456 **

***Significant at 1% level*

Validity of 15 Trait Test was also checked by administering a standardized Inventory with 36 items taken from published tests. Scores on inventory as a criterion were correlated with scores on HRD Test for 454 subjects. The correlation co-efficient between the criterion and HRD Test is 0.616 which is highly significant at 1% level. Thus the test has high concurrent validity.

The above finding shows that validity of the new version of 15 Trait Test is quite high. It may be mentioned that validity and cross validation of psychological instrument like 15 Trait test is a continuous process at HRD Test. With increased data and feedback coming from valued users, its predictive value is likely get enhanced.

CONSISTENCY SCORE

Consistency Score

a. Since 15 Trait Test has been designed for general adult population applying for various occupations at the middle rung of HR hierarchy, it is assumed that the subjects are motivated towards showing themselves in the most favourable light. Since dimensions measured are not interpreted from the nature of the subject's responses about himself, but from the known correlation between the “mental interiors” as found in scale dimensions and the dimensions as actually established in behaviour, incompatibilities are bound to be found in response patterns of an individual. Pairs of 20 such items were identified and a scoring procedure was developed to arrive at a 'Consistency Score' (reflected in percentage) for an individual. The 'Consistency Score' indicates how far an individual is in commune with his own self in responding to various situations. It is a reflection of his character, sincerity, integrity and ego-strength that make up the inner core of his personality.

b. A recruit's standing on different dimensions and on the Total Test be interpreted and understood vis-a-vis. 'Consistency Score' obtained by him in order to get a clear idea of his true involvement in the test-taking process. Table-4 below gives interpretation of 'Consistency Score' for 15 Trait Test. However the interpretation of 'Consistency Score' should serve as a guideline and must not be misconstrued as an excuse for rejecting an otherwise good candidate. In such cases where, consciously or unconsciously individuals misrepresent themselves by their answers on 15 Trait Test, value of 'Consistency Score' should be understood better by means of subsequent interviews, e.g. where the Total Score on 15 Trait Test is quite high, and Consistency Score is very low, it requires more probing.

Table-4 below gives the interpretation of 'Consistency Scores' vis-a-vis the Total Score on 15 Trait Test.

Table-4
Interpretation of 'Consistency Score' vis-a-vis Total score
on 'HRD Test'.

Total Score	Consistency Score (in %)	Interpretation
240 and above	80 and above	Responses are significantly consistent (No distortion)
200-239	70-79	Responses are highly consistent (No noticeable distortion)
160-199	60-69	Responses are fairly consistent (low distortion, scores are fairly accurate)
Less than 160	Less than 60	Responses are not very accurate (High distortion, scores are not very reliable)

c. HRD Test software provides calculation of 'Consistency Score' vis-à-vis Total Score.

NORMS

Norms

- a. Norms are the averages based on representative sample of a population and against which prospective recruits are compared. These are a kind of Census figure and as such provide a frame of reference.
- b. For 15 Trait Test, 'Percentile Ranks' and 'Standard Scores' with mean 50 and SD=10 have been provided for each dimension as well as for the whole test. An individual's percentile rank on HRD Test designates the percentage of cases or scores lying below it, e.g. a person having a percentile rank of 20 (P20) is placed above twenty percent of the group of which he is a member. Stated otherwise, twenty percent of the group falls below this person's rank. The HRD Test provides calculation of percentile ranks in its software corresponding to the scores obtained by individuals.
- c. Standard Scores designate an individual's position with respect to the total range and distribution of Scores. These tell how far a particular score is removed from the mean of the distribution. Here the mean is 50 and Standard Deviation is 10. Standard scores have been given percentile values to express their full significance. The software provides calculation of Standard Scores and their percentile values.

Graphic representation of '15 Trait Test' profile

HRD Test software provides a graphic representation of all personality dimensions corresponding to the percentile ranks achieved by an individual for each of personality dimensions, making it a kind of 'At a glance' for HR Managers to visualise 'highs' and 'lows' of an individual being tested on the all 15 personality dimensions as well as his overall standing on '15 Trait Test'. It makes recruitment 'Decisions making' process much easier and allows more freedom for consideration of recruits for different job profiles if so desired.

SWOT ANALYSIS

SWOT Analysis

HRD Test also provides a SWOT Analysis Report, giving an individual's Strengths, Weaknesses, Opportunities and Threats based on his 'standing' on different dimensions as well as his over-all standing on the test. The report can be of immense value for :

- Recruitment purposes
- Subsequent interviews
- Follow-up studies on retention
- Follow-up studies on existing employees
- Assigning new responsibilities
- Sending employees on overseas projects

COUNSELLING FACILITY

Counselling Facility

All corporate and their HR Managers wanting to utilize '15 Trait Test' for recruitment or any of the purposes mentioned above in S. No. 14 of the Manual can avail of counselling Facility provided by HRD Test advisors (Psychology)

The facility is also available for :

- Formulating personality dimensions for different job profiles
- Formulating cut-off points for different levels of employee recruitment.
- Assessment of problem employees
- Advice on formulating Occupational Ability Patterns

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EXECUTIVE PROFILE

Executive profile of Mr. Inderjit Arora

Ability to devise methodologies for assessing psychological traits and locate people whose personalities fit the organisation's values Train people to enhance skills in communication building competencies, leadership and teamwork.

ACADEMIC QUALIFICATIONS

- ◆ **1963** : Masters in Psychology from Delhi University
- ◆ **1960** : Masters in Statistics from Delhi University

THRUST AREAS

- ▶ Have served for 8 years (1969-1977) in the field of preparation of Personality Profiles based on psychological tests of candidates appearing for commission in the Armed Forces at Defence Services Selection Boards in the country, for Coast Guards commission, National Security Guards and para-military organisations.
- ▶ Development of Personality and Intelligence and Aptitude Tests for screening of officers and men.
- ▶ Have completed a large number of projects related to Recruitment and Selection of officers and men for the three Defence Services.

WORK EXPERIENCE

- * **2000-2001** Psychological Advisor to HRD Test/Smart Hiring
- * **1999-2000** Served as Advisor (Psychology) with Tata Consultancy Services (TCS) for selection of Software Engineers through 'Campus Interviews' conducting Training programs on 'Stress Management', 'Team building', 'Leadership development' etc.
- * **1980-1999** Worked with Defence Institute of Psychological Research in different capacities as Deputy Director, Joint Director and Additional. Director
- * **1969-1980** Worked as Scientist 'C' (Asstt. Dir.) with Defence Services Selection Boards.
- * **1965-69** Worked as Sr. Scientific Officer with Defence Institute of Psychological Research (DIPR,DRDO).
- * **1963-65** Worked as Research Fellow with Central Road Research Institute (CRRI, CSIR).

EXECUTIVE PROFILE

Executive profile of Mr. Inderjit Arora

TRAINING COURSES ATTENDED

- ◆ Ten weeks Psychologist's course from DIPR.
- ◆ Three weeks Project Management Course from DIWS, Mussoorie.
- ◆ Two days training in Management of R & D from TMI (India), New Delhi.
- ◆ Two days training session in International Lifestyle & Health at AIIMS, New Delhi.
- ◆ Three days training in New Dimensions in Personnel Management from CRP&A, New Delhi.

TEACHING WORK

- ◆ Have served as faculty for 25 years for the following training courses run by DIPR
- ◆ Interview Officer's course
- ◆ Group Testing Officer's course
- ◆ Psychologist's course
- ◆ Personnel Selection Officer's course.
- ◆ Faculty for Staff Selection Commission, BEL & Oriental Bank of Commerce.
- ◆ Have served as Faculty from time to time for seminars held on Personnel Selection, Leadership Development and Continuing Education Programmes for Senior Scientists/Scientific Staff of DRDO.

PANEL MEMBERSHIP

- ◆ Recruitment & Assessment Centre (RAC), DRDO for recruitment of Scientists, Research Associates and Senior Research Fellows.
- ◆ Sainik School Society for Selection of Principals, Headmasters and Registrars for Sainik Schools.
- ◆ Personnel Assessment Center (PEACE) for promotion of Technical Officers of DRDO.
- ◆ International Airport Authority of India for Selection of supervisors
- ◆ NCC Selection Board for commission of NCC girl cadets as Whole Time Lady Officers.
- ◆ NCC Selection Board for Selection of Best NCC cadets for PM Award.
- ◆ DG Armed Forces Medical Services for admission to MBBS courses, AFMC, Pune.

EXECUTIVE PROFILE

Executive profile of Mr. Inderjit Arora

PUBLICATIONS

- ◆ General Intelligence & Reasoning (Lodestar)
- ◆ Standardisation & Objectivity in Testing (Lodestar)
- ◆ The Importance of Creativity (IAF Journal)
- ◆ Stress & How to cope with it (IAF Journal)
- ◆ Brain Storming (Management Journal, CDM)
- ◆ Ageing-some Psychological Effects (IAF Journal)
- ◆ Psychological Problems in Adolescence (IAF Journal)
- ◆ Management by Intuition (IAF Journal)
- ◆ Health Behavior and Quality of Life (IAF Journal)
- ◆ Vision for India 2000 (Submitted to the Scientific Advisor to Prime Minister)

MEMBERSHIP OF PROFESSIONAL SOCIETIES

- ◆ #Indian Science Congress Association
- ◆ #Association of Clinical Psychologists, AIIMS, Delhi
- ◆ #National Academy of Psychology, Jodhpur

PERSONAL PARTICULARS

- ◆ **Date of Birth:** 13th July 1939
- ◆ **Interests:** Reading, Writing articles and Wire Sketching