

OAD JOB VALIDITY STUDY
EXECUTIVE SUMMARY



POSITION: SITE MANAGERS
INDUSTRY: COMMERCIAL CONSTRUCTION

Purpose – of this study was to determine statistically significant (valid) relationships between OAD measures of personality traits and job behaviors with measured job performance. These relationships satisfy EEOC demands for job relatedness and assist clients to better recruit, manage, and develop individuals for the Site Managers position.

Performance Criteria – were percentage measures of Within Total Budget Assignments and On-Time Completions, which are measures of the efficiency and timeliness of completing a construction project.

Analysis Results – First we correlated the two performance measures and obtained a coefficient of .904 (significance level = .001). This means that the two measures are actually inter-connected to the point that one is a reliable predictor of the other. Consequently, the OAD Survey measures against these two performance criteria yielded near-identical results.

Below are listed the statistically significant results of the correlations between the OAD Survey and the Within Total Budget measure. The cut-off established by the EEOC and the American Psychological Association for validity is .05 (i.e. a less than a 1 in 20 chance occurrence). Note that a .01 level of significance means that there is a 1 in 100 chance of occurrence and a significance level of .001 means a chance occurrence or relationship of only 1 in a 1000.

Within Total Budget and OAD: Traits		Perceived Job Behaviors	
Constructs	Significance Level	Constructs	Significance Level
Higher A / Lower P	.02	Higher A / Lower P	.03
Higher A / Lower D	.01	Higher D / Lower A	.01
Higher D / Lower E	.05	Higher D / Lower E	.04
Higher VL	.02	Higher VL	.04

Interpretation – The most successful Site Managers exhibited Traits like or very similar to the Developer pattern (see illustration 1). By temperaments these individuals are assertive and self-confident (Higher A); reserved, analytical and data-oriented (Lower E); impatient and work well under pressure (Lower P); and strong on detail and follow-up (Higher D). Also, they have a higher degree of behavioral flexibility (VL) or the need to sometimes behave “out of character” in certain situations than their lesser successful colleagues.

Illustration 1, Most Successful

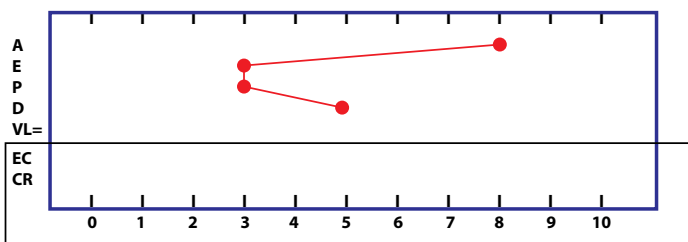
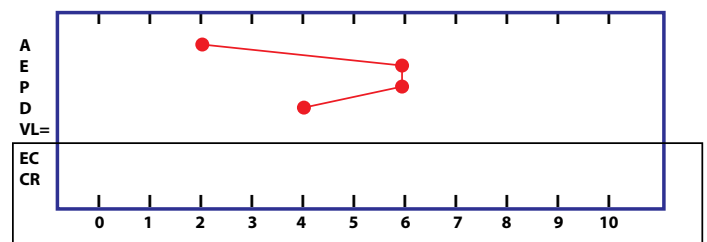


Illustration 2, Least Successful



In their perception of Job Behaviors these Managers see the need to be even more attentive to detail, rules and procedures, but less independent – similar to the Technical Specialist pattern. However, behavioral versatility is reinforced.

The least successful Site Managers exhibited Traits and Perceived Job Behaviors like or similar to the Social Diplomat pattern (see illustration 2). These lesser successful Site Managers are amiable, outgoing and friendly, patient and easygoing, with average or lower than average behavioral versatility.