

Using Modern Assessment Techniques to Rebuild the Security Forces in War-Torn Iraq

Implications for Global HR Manager

WASHINGTON, DC

ATLANTA, GA

NEW ORLEANS, LA

JACKSON, MS

BAGHDAD, IRAQ

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**Morris & McDaniel, Inc.
Management Consultants**

Introduction

Our experience in Iraq & Middle East confirms:

- Well-developed Cross Cultural Tests Work

Our tests were designed for assessment of large numbers, not for key government or top management positions, 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
- to establish a sound security force.

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

Diverse Cultures

- Kurdish
- Arabic
- Reed People

Conclusion

A well managed test program can help the global HR managers for the multi-national companies make the thousands of personnel decision that have to be made.

Background

Goal: Use Cross-Cultural Test to Help Reconstruction Efforts

- Re-Establish Law and Order
- Gainful Employment for Every Willing Man and Woman

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
- Solidarity

With a new site in:

- Irbil



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

Entry-Level Police Aptitude (ELP) Test assesses well researched abilities that are important for law enforcement work for example:

- **Spatial Skills**
- **Memory Skills**

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.**

Validity

- **Transportability**
Based on criterion studies in the U.S.
- **Content of Job**
Skills, Abilities, and Personal Characteristics
- **Entry-Level Police (ELP) Test would work**
- **Candidate Profile Summary – should work?**

Content Validity

Subject-Matter Experts (SMEs) in Iraq Police Service

- Reviewed the Job Analysis
- Reviewed Abilities & Personal Characteristics
- Reviewed Draft Test
- We reviewed Training Content of Academy

Conclusion

Both tests should predict success on the job. The Entry-Level Police (ELP) Test should predict success in the Academy.

Criterion Validity

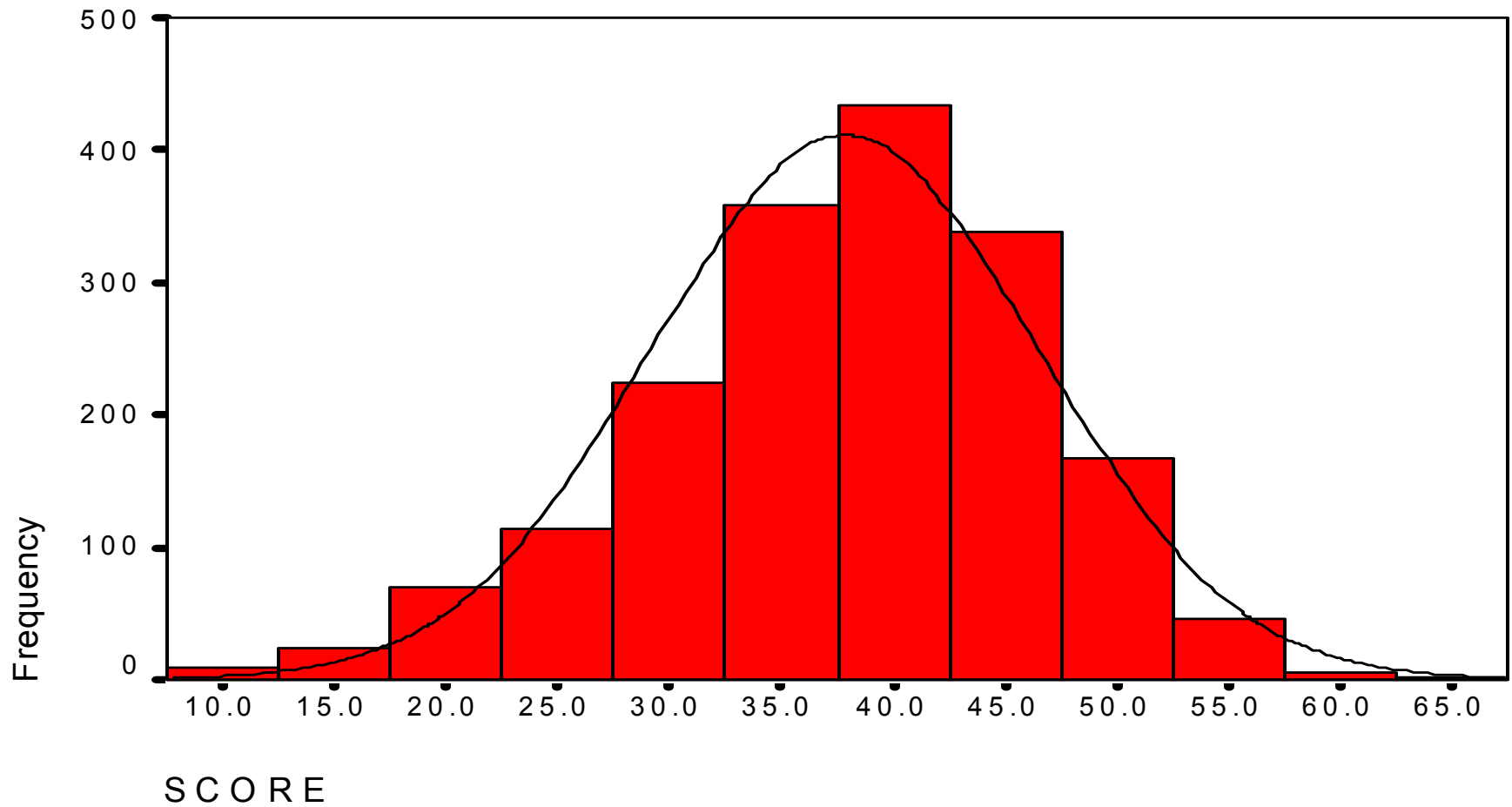
ELP ranged from .29* to 3.2* (P<.01 for all)

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

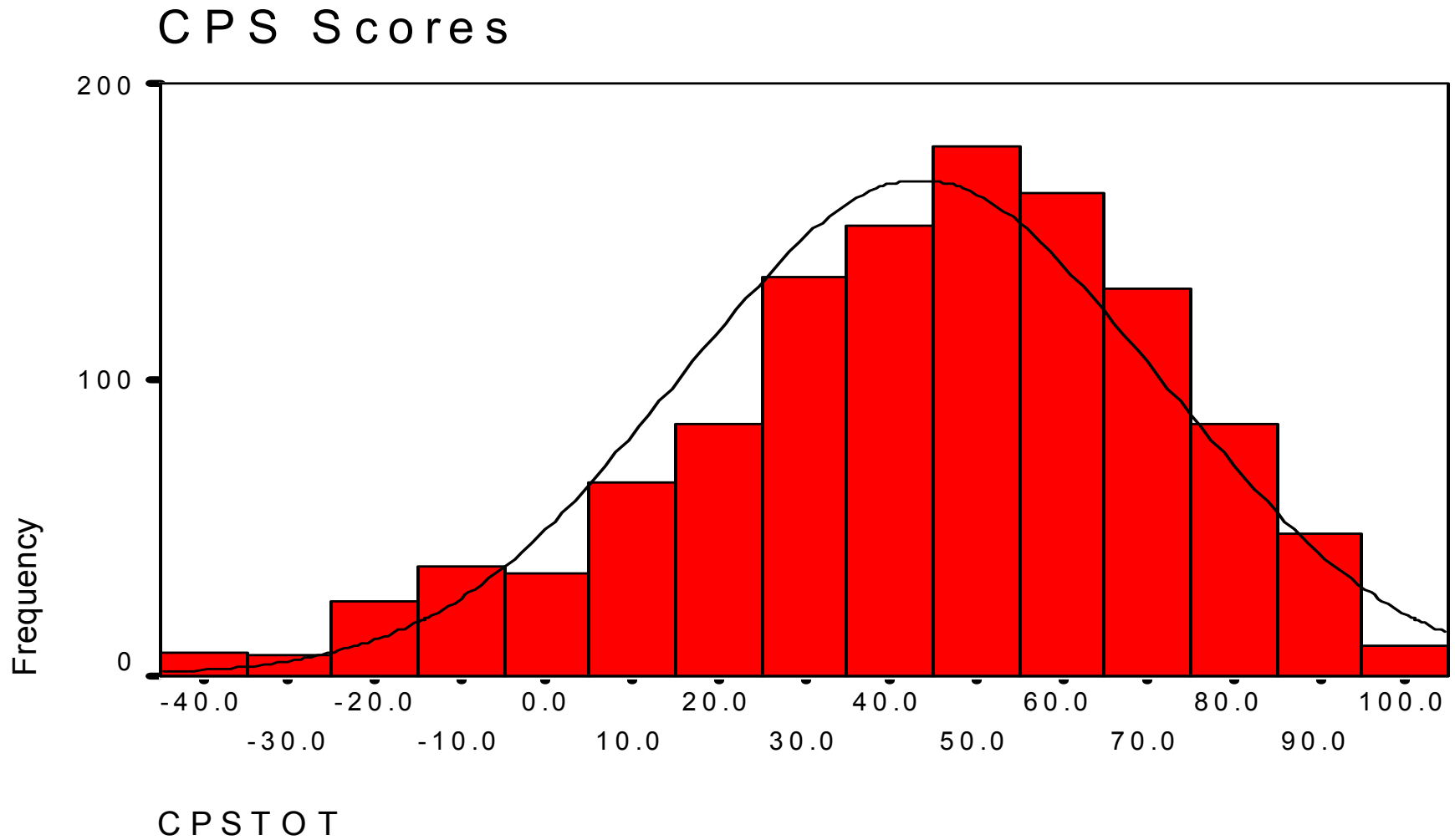
**corrected*

Distribution of ELP Scores

Entry Level Police Test 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 Goodie

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

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:

= 45,760,000 Dollar value of gain in quality

ROI = 6.24

Cost Savings of Avoiding a Bad Hire
Dollar Value in Gain in Quality

30 to 1

Almost 3000% Gain

6.24 to 1

Over 500% Gain

Implications for Global HR Managers

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

- Scientific proven methods to reduce global employee risks
- 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



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