
QUICK VIEW™ CULTURE FIT ASSESSMENT

TECHNICAL MANUAL

Last Updated: July 1, 2019



Corporate Headquarters

178 East Washington Street, Chagrin Falls, Ohio 44022
www.pradco.com | (440) 337-4700



TABLE OF CONTENTS

Chapter

I.	INTRODUCTION.....	2
II.	BEHAVIOR DEFINITIONS.....	4
III.	ADMINISTRATION AND SCORING.....	5
IV.	USES AND APPLICATIONS	8
V.	ASSESSMENT DEVELOPMENT AND VALIDATION.....	10

Tables

1.	Quick View™ Culture Fit Assessment Benchmark for Leadership Job Titles	10
2.	Correlation of Scores with Average Performance Ratings	10
3.	Quick View™ Culture Fit Assessment Benchmark for Individual Contributor Job Title	11
4.	Correlation of Scores with Average Performance Ratings	12
5.	Adverse Impact Results for Quick View™ Culture Fit Assessment.....	13

CHAPTER I. INTRODUCTION

Philosophy

PRADCO's assessment philosophy is to capture the behaviors and attitudes that are most frequently demonstrated on the job. As with all of PRADCO's assessments, every effort is made to ensure that statements are behavioral and, therefore, observable. All response options are positively worded so that people are not required to select negative items to describe themselves. This is done deliberately based on findings from studies done on earlier assessments. PRADCO assessments are designed in a forced-choice format, minimizing the occurrence of faking or exaggeration, and allowing for more accurate scores to be generated.

PRADCO believes that the qualities needed to be successful in one organization are different from those that might be needed in another setting. In addition, different roles and positions require different skill sets. Further, organizations have individual cultures and unique circumstances that can influence what type of person will succeed there. To make

determinations about these issues, PRADCO utilizes a benchmarking process to tailor the Quick View™ Culture Fit Assessment to specific group or organizational cultures. This allows for the identification of behaviors most critical to success in a specific culture. When the appropriate work has been done to establish a benchmark, the Quick View™ Culture Fit Assessment can be used to gain information about people and to compare their scores to those of the most successful incumbents. We also encourage clients to gather data to link Quick View™ Culture Fit Assessment scores with measurable performance outcomes.

About the Quick View™ Culture Fit Assessment

Quick View™ Culture Fit Assessment measures factors critical to cultural fit across a variety of work settings. Sixteen behaviors are assessed through a series of 85 pairs of behavioral statements. People complete the measure by selecting the statement in each item pair that best describes their behavior. Since every statement reflects a favorable work behavior, the person must make a choice between equally desirable items. This forced-choice format reveals the behaviors or attitudes that an individual emphasizes most and is likely to display.

The Quick View™ Culture Fit Assessment is used several ways:

- As an interview tool for job applicants
- As part of a larger battery to comprehensively assess job candidates
- As a tool to assess the developmental needs of current employees
- To identify critical success factors for a job
- As a basis for generating follow up questions to probe job-relevant behaviors
- As a basis for generating developmental suggestions that maximize new-hire success

Scores on each behavior are expressed as percentiles that indicate someone’s relative standing to others who have taken the assessment. For example, a candidate who scores at the 94th percentile on *Responsiveness* has scored higher than 93 out of 100 individuals who have taken the assessment. The norms are based on a broad population of individuals who take Quick View™ Culture Fit Assessment. Norms are updated on a regular basis to reflect current population trends.

This manual provides an in-depth description of the Quick View™ Culture Fit Assessment, including behaviors measured, administration and scoring procedures, uses and applications, and further information about the assessment’s development and validation.

CHAPTER II. BEHAVIOR DEFINITIONS

Based on years of experience assessing people, previous research studies conducted by PRADCO, and a review of relevant literature, 16 behaviors were identified as being related to fitting within an organization’s culture. These behaviors reflect actions displayed by employees performing at or above expectations in a variety of roles and settings, and are defined as follows:

Quick View™ Culture Fit ASSESSMENT

Motivation

- AMBITION:** Wanting more responsibility and seeking advancement.
- IMPROVEMENT:** Developing skills and enhancing how things are done.
- OWNERSHIP:** Approaching work with the attitude of an owner.

Work Approach

- RESULTS:** Meeting commitments and being personally productive.
- QUALITY:** Paying attention to detail and working with accuracy.
- FLEXIBILITY:** Adjusting to change and adapting to different circumstances.
- RESPONSIVENESS:** Attending to people’s needs in a timely manner.

Interpersonal

- ATTITUDE:** Having a positive disposition toward people.
- EVEN TEMPERED:** Maintaining emotions and composure in all situations.
- TEAMWORK:** Being cooperative and working closely with others.
- COMMUNICATIVE:** Sharing information regularly and in a clear manner.

VALUING DIVERSITY:	Embracing and valuing people with different backgrounds. Decision Making
INTEGRITY:	Being forthright, honest, and demonstrating ethical standards.
RESOURCEFUL:	Finding solutions and new ways to handle problems.
JUDGMENT:	Analyzing situations effectively and making sound decisions.
LEARNING AGILITY:	Acquiring and understanding new information quickly.

CHAPTER III. ADMINISTRATION AND SCORING

Administration

The Quick View™ Culture Fit Assessment be taken on a desktop computer or mobile device. Standard instructions are provided. The items consist of two (2) statements describing work-related behaviors. Individuals must select which of the two (2) statements best describes them. There are 85 item pairs, and people work at their own pace. Administration time is approximately 15-20 minutes.

The assessment is available online through our testing site. To maintain security, clients are issued a username and an access code to administer the assessment, and a separate code is issued to the individual authorized to retrieve scores as well as the person taking the assessment.

Once test-takers have completed the assessment, a computerized report containing the results is emailed to the individual(s) designated by the client to receive results. The report includes the candidate's scores on each of the 16 behaviors, their score on a performance benchmark if the organization has established one, a set of 12 computer-generated follow up questions, and a set of six (6) computer-generated developmental suggestions.

Scoring

For each of the 16 behaviors measured by the Quick View™ Culture Fit Assessment, candidates receive a percentile score, ranging from 1-99, that is derived from a norm base consisting of thousands of people who have taken the assessment previously. Scores are classified into one of three ranges based on previous studies conducted by PRADCO:

- High scores (71st – 99th percentile) are probable strengths and represent behaviors that the person frequently demonstrates on the job.

- Moderate scores (30th–70th percentile) are typically positive and represent behaviors that the person occasionally demonstrates on the job.
- Low scores (1st–29th percentile) may indicate developmental needs or represent behaviors that are less relevant to the person's current job.

In many cases, it is useful to develop a benchmark of success for a particular role or organization. Benchmarking is a way to sharpen the focus of the Quick View™ Culture Fit Assessment to make it relevant to a specific job or organization. The benchmarking process yields a subset of approximately six (6) or seven (7) behaviors that are most predictive of successful outcomes in the organization. There are three (3) types of benchmarking PRADCO utilizes:

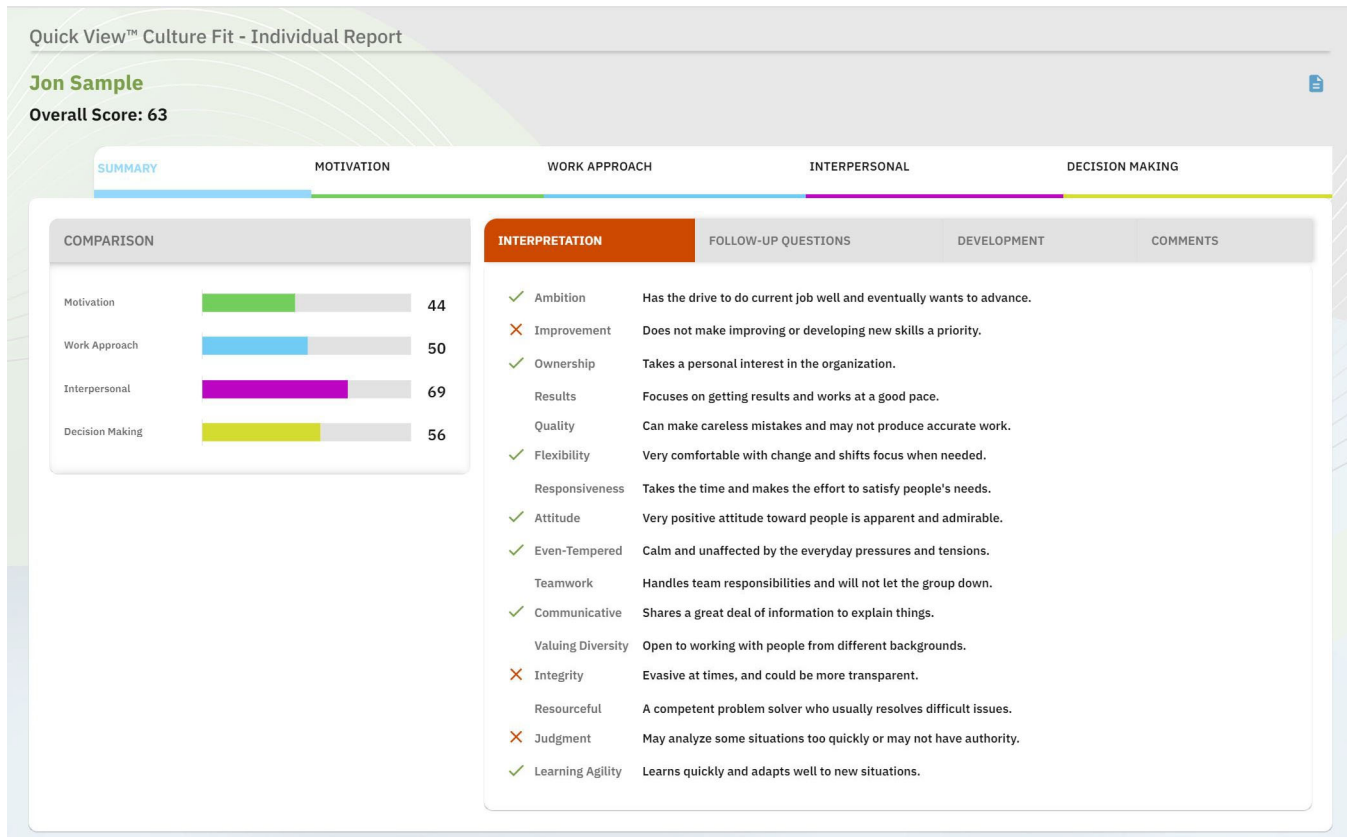
- Full Validation (Recommended option)
 - A work group or large sample of employees in a job is identified to complete the Quick View™ Culture Fit Assessment
 - The participating organization provides performance metrics to indicate the success of job incumbents (rating forms can be provided)
 - Analyses are conducted to show which behaviors are most related to performance
 - Performance on the Quick View™ Culture Fit Assessment is statistically connected to current employee performance, providing evidence of validity
- Contrast Analysis (When a full validation is not feasible)
 - Top and bottom groups of employees are identified based on performance
 - Employees in these groups complete the Quick View™ Culture Fit Assessment
 - TalentScan scores are compared for the two (2) groups to identify behaviors that differentiate top and bottom performers in the organization, such that top performers score higher on average than bottom performers
 - Additional behaviors are included in the benchmark when average scores are high for both groups, as this can be indicative of a culture fit characteristic
- Focus Group (When a contrast analysis is not feasible)
 - Subject matter experts are identified to discuss important aspects of the job or organization being benchmarked, including key success characteristics and potential derailers
 - Critical themes from the discussion are linked to PRADCO behaviors

Each behavior chosen for the benchmark is assigned a target range (e.g. 50-99) that constitutes hitting the benchmark for that specific behavior.

Once a benchmark is established, people also receive a score, which typically ranges from 1-100. Each behavior included in the benchmark receives equal weighting toward the overall score. Candidates can:

- Gain points for scoring within the established target range for a given benchmark behavior (maximum points) or for scoring within the moderate range (i.e. 30 and above) but not within the target range (partial points)
- Lose points for scoring especially low on a benchmark behavior (i.e. 15 and below)
- Neither gain nor lose points for scoring outside of the ranges outlined above

A sample benchmark page with scores is below:



CHAPTER IV. USES AND APPLICATIONS

As an Interview Tool for Job Applicants

The Quick View™ Culture Fit Assessment can assist hiring professionals in determining if a candidate merits further consideration in the selection process. The assessment can be used for a variety of positions. Used in this way, the Quick View™ Culture Fit Assessment provides considerable value in streamlining the selection process. It enables hiring managers to focus their interviewing around candidate strengths and weaknesses. When Quick View™ Culture Fit Assessment is used as a screening tool, a benchmark study is recommended.

As Part of a Larger Test Battery

The Quick View™ Culture Fit Assessment makes an important contribution to a larger battery of tests we use for higher-level roles. In combination with personality inventories, questionnaires, specific skill measures, and other assessments, the Quick View™ Culture Fit Assessment adds information about motivating factors, work approach, interpersonal skills, and decision making. This is helpful in evaluating people for roles in all industries by adding critical data about factors that are essential for success on the job.

To Assess Training Needs

The Quick View™ Culture Fit Assessment provides a variety of scores on individual behaviors. The pattern of scores illustrates an individual's areas of strength and weakness. Knowledge of these patterns will enable supervisory staff to provide the necessary training and coaching to help a person improve. The scores can also be shared with people in structured feedback sessions to provide insight into their behavior and facilitate developmental discussions. The Quick View™ Culture Fit Assessment can be administered to groups to identify the collective strengths and deficiencies of a department or job level. The latter has become more prominent as interest in succession planning has grown.

To Identify Critical Success Factors

PRADCO has developed a benchmark-building process to enhance the effectiveness and utility of its assessments. By administering the Quick View™ Culture Fit Assessment to samples of employees currently working in a job or an organization, score patterns can be identified to create a benchmark that characterizes successful performance. Comparing future candidates to this benchmark helps determine which candidates are most likely to meet and exceed expectations.

To Generate Follow Up Questions

Follow up questions are computer generated for every Quick View™ Culture Fit Assessment report. When a benchmark is established, these questions are pulled from the benchmark behaviors a person scores lowest on. Otherwise, questions are taken from behaviors across the assessment that people gave the least emphasis to. By probing into areas in which individuals score low, the interviewer can gain behavioral incidents that provide evidence for how a person is likely to handle relevant, job-related experiences. In addition to the questions provided, other questions can be easily constructed using the behavioral descriptions provided for each score. We generally recommend a two-fold approach, whereby interviewers probe deeper into behaviors with lower scores while confirming behaviors with higher scores.

To Generate Developmental Suggestions

Developmental suggestions are also provided for every Quick View™ Culture Fit Assessment report, using the same criteria referenced above with regard to follow up questions. Each report contains suggestions pertinent to six behaviors on the assessment. For each behavior, a brief description of the behavior's significance to leadership effectiveness is followed by a set of three (3) suggestions that are specific, actionable, and measurable. We recommend providing this portion of the report to newly hired or current employees, as the suggestions are written directly to them.

CHAPTER V. ASSESSMENT DEVELOPMENT AND VALIDATION

Assessment Development Process

The Quick View™ Culture Fit Assessment was designed to update a forced-choice assessment that PRADCO had previously administered to a broad range of job candidates: the *Competency Index*. Three (3) major changes were made to the assessment as part of this update.

First, four (4) behaviors that appeared in the *Competency Index* were removed: Loyalty, Initiative, Assertiveness, and Versatile. Based on feedback from clients as well as benchmarking studies, it was determined that these behaviors are less significant in terms of predicting cultural fit.

Second, three (3) behaviors that did not appear in the *Competency Index* were added: Ownership, Valuing Diversity, and Learning Agility. These behaviors had been utilized in other assessments with a high degree of effectiveness in determining fit with culture, making them prime candidates for inclusion in the Quick View™ Culture Fit Assessment. They also capture aspects of cultural fit that were missing previously.

Finally, two (2) behaviors were replaced with newer, updated versions and item sets reflecting those behaviors. Specifically, the Culture Fit TalentScan Assessment replaces Service with Responsiveness and Composure with Even-Tempered.

New items were written and tested for the behaviors that had not previously appeared. Meanwhile, items for pre-existing behaviors were carried over into this assessment and paired with one another in a way that enabled new behavior items to be appropriately integrated. The end result was a list of 16 behaviors represented by 85 item pairs.

Item Format

To minimize the risk of bias, a forced-choice format was maintained with the Quick View™ Culture Fit Assessment. Historically, self-report instruments have been susceptible to several types of bias. First, individuals may consciously attempt to present themselves in an overly positive light to create a good impression. This can lead to impressions about them that are not entirely true. Secondly, candidates may try to sway their responses to create a pattern that they believe the employer desires. For example, if a job requires working at a fast pace, candidates may consistently endorse items that show quick thinking even though this is not an accurate description of their behavior. To address these potential problems, the forced-choice format was used. People evaluate two (2) statements and indicate which is most like them. It is difficult for a person to choose the most desirable response to a question because both alternatives are equally positive. Secondly, statements from one behavior are randomly paired with statements from other behaviors so that it is difficult for people to consistently endorse one behavior they believe the organization values.

Validity Evidence

Multiple studies have been conducted to assess the relationship between Quick View™ Culture Fit Assessment behaviors and job performance. Two (2) of these studies are outlined below as a means of establishing validity across various types of job roles.

Leadership Roles – Non-Profit Organization

Eighteen leaders representing a non-profit organization completed the Quick View™ Culture Fit Assessment. Performance appraisal ratings for each of these leaders were provided with regard to four performance categories; (1) Leadership, (2) Emotional Intelligence and Inclusion, (3) Decision-Making and Empowering, and (4) Influence and Coaching. Additionally, an average performance rating was calculated for each leader based on their performance across these four (4) categories.

This enabled an analysis of two (2) indicators of culture fit; scores that differentiated top 9 performers from bottom performers and scores that were high across performance groups. **Table 1** shows the number of performance appraisal categories where the top-performing 20% scored higher on a given Quick View™ Culture Fit Assessment behavior than the bottom-performing 20%, as well as the number of categories where all leaders scored high on the Quick View™ Culture Fit Assessment behavior in question. Also shown is the benchmark that was recommended on the basis of these analyses and the themes that emerged across performance categories.

Table 1. Quick View™ Culture Fit Assessment Benchmark for Leadership Job Titles

Behavior		Definition	# of Performance Categories	
			Differentiated Top Leaders	High Across Leaders
Motivation				
Ambition	Wanting more responsibility and seeking advancement.		0	0
Improvement	Developing skills and enhancing how things are done.		2	0
Ownership □	Approaching work with the attitude of an owner.		3	0
Work Approach				
Results	Meeting commitments and being personally productive.		1	0
Quality *	Paying attention to detail and working with accuracy.		0	5
Flexibility *	Adjusting to change and adapting to different		0	5
Responsiveness	Attending to people's needs in a timely manner.		0	0
Interpersonal				
Attitude	Having a positive disposition toward people.		0	4
Even Tempered	Maintaining emotions and composure in all situations.		0	2
Teamwork *	Being cooperative and working closely with others.		1	4
Communicative □	Sharing information regularly and in a clear manner.		5	0
Valuing Diversity	Embracing and valuing people with different backgrounds.		0	4
Decision-Making				
Integrity	Being forthright, honest, and demonstrating ethical		1	4
Resourceful □	Finding solutions and new ways to handle problems.		4	0
Judgment □	Analyzing situations effectively and making sound		4	0
Learning Agility	Acquiring and understanding new information quickly.		0	0

✓ Recommended Benchmark Behaviors Based on Top/Bottom Group Differences

* Recommended Benchmark Behaviors Based on Overall High Scores

Using this benchmark, scores were then calculated for each leader. As the significant correlation in **Table 2** illustrates, leaders scoring higher on the Quick View™ Culture Fit Assessment were more likely to achieve higher average performance ratings.

Table 2. Correlation of Scores with Average Performance Ratings

	Correlation	Statistical Significance
Scores and Average Performance Ratings	.514	p = .029

Note. N = 18.

Various Individual Contributor Jobs – Non-Profit Organization

The Quick View™ Culture Fit Assessment was administered to 165 individual contributors representing a variety of different job functions. Supervisory ratings were collected from the direct supervisor of each employee according to four (4) performance categories: (1) Communication and Customer Focus, (2) Teamwork, Dignity, and Respect, (3) Professionalism, and (4) Integrity and Sustainability. Based on these four (4) categories, an overall average performance rating was also calculated for each employee. This enabled an analysis of two (2) indicators of culture fit; scores that differentiated top performers from bottom performers and scores that were high across performance groups. **Table 3** shows the benchmark that was recommended on the basis of these analyses and the themes that emerged across performance categories.

Table 3. Quick View™ Culture Fit Assessment Benchmark for Individual Contributor Job Titles

Behavior		Definition	# of Performance Outcomes	
			Differentiated Top Employees	High Across Employees
Motivation				
Ambition		Wanting more responsibility and seeking advancement.	0	0
Improvement	☐	Developing skills and enhancing how things are done.	3	0
Ownership	☐	Approaching work with the attitude of an owner.	4	0
Work Approach				
Results		Meeting commitments and being personally productive.	1	0
Quality		Paying attention to detail and working with accuracy.	0	2
Flexibility		Adjusting to change and adapting to different	1	0
Responsiveness	*	Attending to people's needs in a timely manner.	0	5
Interpersonal				
Attitude	☐	Having a positive disposition toward people.	2	0
Even Tempered		Maintaining emotions and composure in all situations.	0	0
Teamwork		Being cooperative and working closely with others.	1	0
Communicative	*	Sharing information regularly and in a clear manner.	0	5
Valuing Diversity		Embracing and valuing people with different backgrounds.	0	0
Decision-Making				
Integrity	☐	Being forthright, honest, and demonstrating ethical	2	0
Resourceful		Finding solutions and new ways to handle problems.	1	0
Judgment	☐	Analyzing situations effectively and making sound	5	0
Learning Agility		Acquiring and understanding new information quickly.	0	0

✓ Recommended Benchmark Behaviors Based on Top/Bottom Group Differences

* Recommended Benchmark Behaviors Based on Overall High Scores

Using this benchmark, scores were then calculated for each employee. As the significant correlation in **Table 4** illustrates, individual contributors scoring higher on the Quick View™ Culture Fit Assessment were more likely to achieve higher average performance ratings.

Table 4. Correlation of Scores with Average Performance Ratings

	Correlation	Statistical Significance
Scores and Average Performance Ratings	.283	p < .001

Note. N = 165.

Fairness Evidence

Assessments are determined to be fair when demographic factors such as gender and age are statistically shown to have no bearing on the rate at which people achieve passing scores. The statistical analysis for this is commonly referred to as adverse impact analysis. Several methods for determining the absence or presence of adverse impact have been used in court proceedings where the fairness of an assessment was in question. Thus, a robust analysis whereby several calculations yield a similar finding of no adverse impact is the current industry standard. To assess the Quick View™ Culture Fit Assessment for adverse impact, we utilized a spreadsheet from adverseimpact.org that provides the following five (5) calculations for adverse impact:

- The Four-Fifths Rule
 - The simplest and most common way of assessing for adverse impact
 - The group with the lower selection rate (e.g., seven (7) out of ten (10) passed = 70% selection rate) still has a selection rate that is at least 80% as high as that of the group with the higher selection rate
 - This test has the most likelihood of concluding adverse impact exists when it does not
- The Rule of One
 - Retests the four-fifths rule assuming that one more person from the minority group was hired while one more person from the majority group was not hired
 - When this retest causes the selection rate ratio to cross the 80% threshold, it can be concluded that any adverse impact finding is likely due to small sample sizes
- Fisher's Exact
 - Statistically assesses whether the selection rate difference between the two (2) groups is too large to be due to chance
- Chi Square
 - Determines whether the observed selection rate for a minority group is statistically lower than the expected selection rate, based on how the majority group fared

- Z Ratio
 - Evaluates statistically whether the selection ratios of two (2) groups are similar enough to come from a single group (no adverse impact) or large enough to signify independent groups (adverse impact)

The Quick View™ Culture Fit Assessment does not independently yield a determination of whether or not a candidate has “passed,” even when a benchmark is being used. Nevertheless, establishing the absence of adverse impact is important from a test fairness standpoint. Thus, for the sake of this analysis, we established a cut score whereby candidates obtaining a score of 60 or above were regarded as passing the assessment, while candidates obtaining a score of 59 or below were regarded as failing the assessment. This is in keeping with our general counsel to clients that candidates scoring at or above a 60 on the assessment can be viewed as fitting the benchmark reasonably well relative to those who score below a 60.

Candidates taking our assessments can opt to provide demographic information regarding their gender and/or race, providing us with the data we need to establish test fairness across these categories. As the results in **Table 5** show, there is no evidence of adverse impact on the basis of gender or race for the Quick View™ Culture Fit Assessment across any of the measures of adverse impact that were deployed. Thus, the Quick View™ Culture Fit Assessment appears to be a fair assessment that does not contain bias on the basis of gender or race.

Table 5. Adverse Impact Results for Quick View™ Culture Fit Assessment

	Culture Fit TalentScan Score		Evidence of Adverse Impact				
	60 or Above	Below 60	4/5 Rule	Rule of 1	Fisher's Exact	X ²	Z Ratio
Gender							
Male	153	80	----	----	----	----	----
Female	164	78	NO	NO	NO	NO	NO
Race							
White	273	120	----	----	----	----	----
African American	27	21	NO	NO	NO	NO	NO
Hispanic	8	6	NO	NO	NO	NO	NO

[†] Based on 475 candidates who completed the Culture Fit TalentScan assessment and opted to identify gender/race

Summary

The research studies presented above provide support for the reliability, validity, and fairness of the Quick View™ Culture Fit Assessment. The Quick View™ Culture Fit Assessment can be used as a measure of an individual's ability to perform in a broad range of organizations. Once an effort is made to understand the competencies required to perform any given job well, a specific subset of behaviors can be used from the Quick View™ Culture Fit Assessment to identify those who are most likely to fit the characteristics that define success in an organization.