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3435 Ocean Park Boulevard Suite 214
Santa Monica, CA 90405
(31) 452-5130/ Fax (310) 450-0548
www.envisiatools.com

Inbasket Validation

The Envisia Learning In-Basket provides separate results for each of the eight (8) in-basket competencies. Raw scores are derived directly from our objective competency based scoring key that is returned with each in-basket scored by Envisia Learning.

Raw scores are translated into t-scores (mean of 50 and standard deviation of 10) for ease of interpretation based on our national norms (approximately 7,000 supervisors and managers in diverse industries). Approximately 68% of all respondents will score in the range between 40 to 60 (one standard deviation below or above the mean of 50) and approximately 95% will score between 30 to 70 (two standard deviations below or above the mean of 50).

For the example provided, low scores were observed for the delegation, administrative control/follow-up, and decisiveness competencies. Moderate to moderately high scores was observed in the initiative, interpersonal sensitivity, planning/organizing, problem analysis, and judgment scales. This individual might be described as a manager who is highly analytical and slow to make decisions (low decisiveness and high problem-analysis scores combined with a high planning/organizing score), interpersonally responsive to others, and very "hands on" with a tendency to do as much as he/she can on his/her own (low delegation and administrative follow-up/control scale scores).

Adding the standard t-scores (mean 400 and standard deviation of 80) across the eight scales can derive an overall in-basket score. Interpretation of overall scores across all the in-basket scales would be as follows:

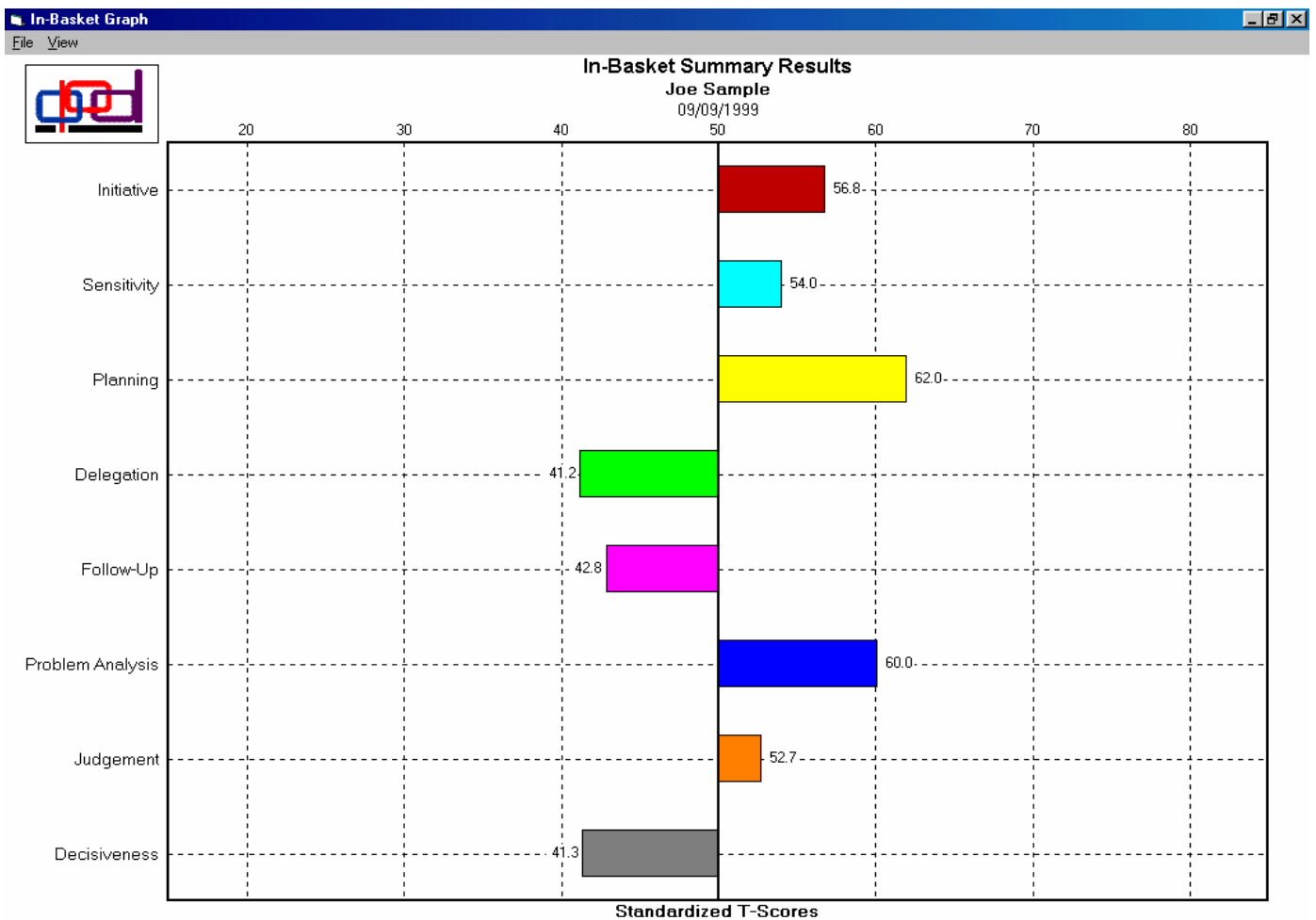


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OVERALL IN-BASKET INTERPRETATION

- ✓ High = Above 480
- ✓ Moderately High = 441 to 480
- ✓ Moderate = 360 to 440
- ✓ Moderately Low = 320 to 359
- ✓ Low = Below 320

In the example provided below, the overall standard t-score of 410.80 would be considered as *moderate* based on the Envisia Learning norms.



DESCRIPTION OF THE ENVISIA INBASKET SIMULATION

The Envisia In-Basket exercise simulates the administrative and supervisory problems of a typical manager. With the aid of background information on a fictitious organization, the participant assumes the role of a new manager and is asked to respond to 23 specific letters, memos, reports, requests, and problems that have accumulated on a predecessor's desk. The participant must make decisions, take actions, delegate responsibility, write letters, initiate meetings, assign work, plan, organize, and schedule activities based on the material in the In-Basket exercise. The Envisia managerial In-Basket is most appropriate for pre-supervisory to middle-management levels within any organization.

IN-BASKET COMPETENCIES

The Envisia In-Basket provides feedback on eight job-related supervisory and management competencies:

- τ Initiative
- τ Interpersonal Sensitivity
- τ Planning & Organizing
- τ Follow-Up/Administrative Control
- τ Delegation
- τ Problem Analysis
- τ Judgment
- τ Decisiveness

STATEMENT OF APPROPRIATE USES AND INTERPRETATION OF THE ENVISIA IN-BASKET SIMULATION

The Envisia In-Basket Simulation was designed to provide targeted feedback to respondents across eight managerial competencies and is most appropriately used for the supervisory and managerial job families. It is recommended that the Envisia In-Basket Simulation be used in personnel selection, supervisory and management training, career development programs, management coaching, performance management, and succession development systems. Caution should be used in the possible misinterpretation of the feedback results and possible adverse emotional reactions of some individuals to feedback that does not match his/her self-perceptions.

Envisia Learning fully subscribes to the Standards for Educational and Psychological Testing (1985) published by the American Educational Research

Association, American Psychological Association, and National Council on Measurement in Education and expects that the user shall rigorously observe the required user qualifications set out for each test.

Envisia Learning recommends that users should become familiar with the contents of these standards. For a copy, please write the American Psychological Association, Order Department, 1200 Seventeenth Street, NW, Washington, D.C., 20036. Note specifically that the standards state:

“The test user, in selecting or interpreting a test, should know the purposes of the testing and the probable consequences. The user should know the procedures necessary to facilitate effectiveness and to reduce bias in test use. Although the test developer and publisher should provide information on the strengths and weaknesses of the test, the ultimate responsibility for appropriate test use lies with the test user. The user should become knowledgeable about the test and its appropriate use and also communicate this information, as appropriate, to others. Responsibility for test use should be assumed by or delegated only to those individuals who have the training and experience necessary to handle this responsibility in a professional and technically adequate manner.”

Envisia Learning endeavors to conform to the standards, which recommend that all assessment instruments be released only to individuals who can demonstrate that they have the knowledge and skill necessary for their effective use and interpretation. The Envisia In-Basket Simulation *can be adequately administered, scored, and interpreted with the aid of the User’s Manual.*

ENVISIA Inbasket Reliability

The competency-based scoring key developed for the managerial in-basket provides for consistency across raters in evaluation of specific in-basket actions, decisions, and plans. Inter-rater reliability has been established by correlating cumulative competency scores across two-pairs of independent raters trained on the in-basket scoring process. The average inter-rater reliability across the eight in-basket competencies was .93.

Correlations between the eight in-basket competencies were calculated to determine the relationship between the scales (N=148). Moderately high correlations were apparent between several competencies (all p’s < .05) including: 1) Interpersonal Sensitivity and Initiative ($r=.61$); 2) Interpersonal Sensitivity and Administrative Control ($r=.45$); 3) Planning and Decisiveness ($r=.50$); 4) Planning and Delegation ($r=.48$); 5) Delegation and Decisiveness ($r=.61$); 6) Problem-

Analysis and Planning ($r=.48$); 7) Problem-Analysis and Delegation ($r=.42$); 8) Initiative and Administrative Control ($r=.54$); 9) Judgment and Decisiveness ($r=.56$); and 10) Planning and Judgment ($r=.54$). The moderately high correlations among in-basket competencies are expected and logical based upon the development of the specific supervisory and managerial content (e.g., respondents who do not prioritize the in-basket items will typically receive lower scores in Planning, Judgment, and Decisiveness).

ENVISIA Inbasket Validity

Several recent studies have established the criterion-related validity of the Envisia managerial in-basket simulation. Each of these will be briefly summarized below.

STUDY 1

This validation study investigated the relationship between in-basket scale scores and supervisor ratings of job performance with 132 managers in a large aerospace company. Managers attending a management development training program were administered the manufacturing/production version of the Envisia in-basket. The participant's supervisors were concurrently asked to complete a competency based performance evaluation measuring 12 skill areas using a behaviorally anchored 1 to 7 scale.

Supervisors were also asked to provide a global ranking of their direct report relative to others in the organization that they supervised on a 1-7 scale (1=lower 5% of all employees, 2=lower 5-25%, 3=middle 40-60%, 5=upper 60-75%, 6=upper 75-95%, and 7=upper 5% of all employees). Adding the ranking score to the competency ratings across the 12 skill areas derived a cumulative supervisory rating.

A total of 178 managers were asked to complete the competency-based performance rating and a total of 132 were returned for a response rate of 74%. Pearson correlation coefficients were calculated to determine the strength of association between supervisory performance ratings and in-basket scores. Seven of the eight in-basket scales were significantly correlated with supervisor's overall performance ratings ($p < .05$).

<u>IN-BASKET SCALE</u>	<u>CORRELATION</u>
Initiative	.15
Interpersonal Sensitivity	.31*
Planning/Organizing	.24*
Delegation	.30*
Administrative Control	.28*
Problem-Analysis	.27*
Judgment	.26*
Decisiveness	.25*

STUDY 2

In a recent doctoral dissertation study investigating the interrelationships among assessment center measures in 72 managers working in a large electric utility company, Envisia service in-basket scores were correlated with self-ratings, overall assessor ratings, job satisfaction, and performance appraisal ratings (*Guterman, Dafna. 1997. A study of the impact of self-insight on job satisfaction and job performance. California School of Professional Psychology. Unpublished Doctoral Dissertation*). Overall in-basket scores (summed t-scores across all the eight scales) was calculated for each manager participating in the developmental assessment centers (mean in-basket score= 406.63, standard deviation=58.67).

Pearson correlation coefficients were used to explore the strength of association between overall in-basket scores and assessment center performance. The Envisia service in-basket (cumulative score) was significantly correlated with overall assessor ratings ($r = .26, p < .05$). In-basket performance was not significantly correlated with self-ratings on the 14 assessment center dimensions being measured ($r = .19, p > .05$), job satisfaction (Minnesota Job Satisfaction Questionnaire; $r = .01, p > .05$), or overall organizational job performance ratings ($r = .19, p > .05$) in the 72 managers included in this study. The correlation between overall in-basket scores and the performance appraisal ratings were based on a sample size of 44 managers. It is important to note that all correlation coefficients reported were uncorrected and based on a relatively small sample size.

STUDY 3

A recently published study investigated the relationship between measures of assessment center performance (overall assessor ratings and Envisia in-basket scores) with 144 production supervisors working in a large newspaper (*Nowack, K.*,

1997. *The congruence between self-other ratings and assessment center performance. Journal of Social Behavior and Personality, Volume 12, No. 5, 145-166*). Results from hierarchical regression analyses indicated that assessment center participant's self-ratings across the 16 targeted dimensions being measured incrementally contributed towards predictions of in-basket performance ($R_{sqCh} = .04, p < .05$) above that of manager ratings on task management skills ($R_{sqCh} = .33, p < .01$). In-agreement/poor raters and under-estimators had significantly lower overall in-basket scores than in-agreement/good raters and over-estimators.

Overall in-basket scores were significantly correlated with diverse measures of assessment center performance including self-ratings, overall assessor ratings, and supervisor performance ratings using a validated 360-degree feedback instrument (Nowack, K. 1992. *Self-and other ratings as a function of management development. Human Resources Development Quarterly, 3, 141-155*).

Pearson correlation coefficients are summarized below between measures of assessment center performance and overall in-basket scores for the 144 production supervisors (all p's < .05).

<u>ASSESSMENT CENTER MEASURE</u>	<u>IN-BASKET SCORE</u>
Self-Rating	.27*
Overall Assessor Rating	.38*
Supervisor Overall Performance Rating	.28*
Supervisor Interpersonal Scale Rating	.19*
Supervisor Task Management Scale Rating	.26*
Supervisor Communication Scale Rating	.38*

ADVERSE IMPACT

No adverse impact has been observed with respect to performance on either the service or production/manufacturing versions of the Envisia in-basket simulations. No significant differences in in-basket performance have been found based on gender, age, or ethnicity in previous unpublished studies. As a type of work-sample test, the management in-basket simulation is non-discriminatory in that its use results in no adverse impact against any group of job applicants.

If you have any additional questions please contact us email address support@envisialearning.com