THE SUCCESS OF MANAGEMENT LEVEL MUNICIPAL
EMPLOYEES HIRED USING THE ASSESSMENT CENTER
METHOD VERSUS MANAGEMENT LEVEL MUNICIPAL EMPLOYEES
HIRED USING TRADITIONAL AND GROUP INTERVIEW METHODS
IN TEXAS CITIES WITH POPULATIONS OF
25,000 TO 100,000

BY

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AN APPLIED RESEARCH PROJECT SUBMITTED TO
THE DEPARTMENT OF POLITICAL SCIENCE
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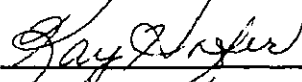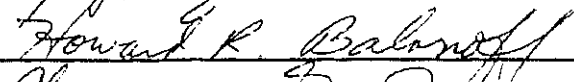MASTER OF PUBLIC ADMINISTRATION

(Summer 1991)

FACULTY APPROVAL:

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CHAPTER 1

Introduction

The hiring process is becoming more and more unsatis-
factory in that it is almost impossible to receive honest,
if any, reference information from former employers. Former
employers are afraid to give little more than date of hire,
date of termination and job title for fear of being sued.
Traditionally, knowledge of past job performance was uti-
lized as part of the applicant assessment process and was
used as a predictive tool to measure future job performance.

In light of our highly litigious society, the absence
of input from former employers, and efforts to make better
employee selection decisions, many employers, including
municipal governments, have begun to use the assessment
center method of employee selection. Dennis Joiner outlined
the emergence of the assessment center process in local
government agencies beginning in the early to mid-1970's
(437). This applied research project will attempt to
answer the following questions: Are municipal management
level employees hired using the assessment center method
superior in managerial job performance? Is retention/
promotability more likely for those individuals than
individuals hired using the traditional and group (panel)
interview methods? The fifteen years of research performed
by George C. Thornton, III and William C. Byham which is
outlined in Assessment Center and Managerial Performance

certainly points in the direction of better managers being chosen by use of the assessment center method. For the purpose of this research, the determination of whether or not employees hired using the assessment center method are managerially superior will be based on the current status of the employee (promoted, transferred, demoted, resigned or terminated) and the opinion of the personnel director regarding the effectiveness of management level employees.

Conceptual Framework

The purpose of the paper will be to examine the assessment center method: What is the assessment center method? How does the assessment center method work? Is the assessment center method of managerial selection more successful than the traditional one-on-one or group interview method? Should the assessment center method of selection be used in lieu of traditional or group interview selection methods? What are the implications for future use of the assessment center method of selection?

A stratified sample of fifty Texas cities with populations between 25,000 and 100,000 were surveyed to determine whether or not those cities were using the assessment center method as opposed to traditional and group interview methods and if such hiring methods are more successful. The fifty cities chosen represent the cities with populations between 25,000 and 100,000 that are members of the Texas Municipal League. The personnel directors were asked to indicate the

current employment status and their opinions of the
effectiveness of the last five management level employees
hired by the municipality. The fifty Texas cities were
chosen based on population size because it was felt that a
city with a population of 25,000 would be probably be the
smallest city that would utilize an assessment center and
cities over 100,000 are more likely to have a decentralized
hiring process.   Most cities below 25,000 population do not
have a separate personnel department and would be unlikely
candidates for use of the assessment center method. The
list of cities used (Appendix A) and the name of the
personnel director or other contact person was obtained from
the Texas Municipal League listing of member cities.

The research hypothesis is as follows: Management
level municipal employees hired using the assessment center
method are more successful than those selected using
traditional and group interview methods.

The hypothesis will answer the following question:

- Is the assessment center, the traditional interview
  method or the group interview method most
  effective?

The subhypotheses will answer the following questions:

- Will personnel directors report that employees
  hired utilizing the assessment center method are
  the most effective managers?

- Will the employees hired utilizing the assessment center method be retained or promoted more frequently in their job than their counterparts who were hired utilizing the traditional interview or group interview methods?

Chapter Overviews

Chapter Two, is the literature review. The current literature will be reviewed for technical background information regarding the assessment center method, traditional interview method and group (panel) interview method. The literature review will contain a historical perspective of the emergence of professional managers in the public sector, definition and description of each selection method, historical perspective, legal implications, cost, and possible future use of the assessment center method. A definition of "what constitutes a successful manager in the public arena?" will be established utilizing information obtained from a review of relevant literature. Concepts used to measure success will be identified through the literature.

Chapter Three, the methodology chapter, will explain in detail the exploratory research technique utilized for this project. According to Susan Welch and John C. Comer, mail questionnaires have the advantage of being inexpensive; however, they sometimes yield a low response rate (54). The researcher will offer an explanation regarding why this

research technique was the most appropriate approach. A discussion of the validity and reliability of the survey results will be included. The survey questionnaire will be reviewed. Alternative research methods and the strengths and weaknesses of each will be included in this chapter. The independent variables--the assessment center method, traditional interview method and group interview method will be contrasted. Effectiveness and status, as the dependent variables will be measured by evaluating the current status of the employee and the effectiveness of the employee's job performance, as determined by the personnel directors.

Chapter Four, the analysis chapter will include an overview of the research, a presentation of analysis of the survey results, confirmation or negation of the hypotheses and a discussion of weaknesses of the analysis and areas for future research. The significance of the survey results will be tested utilizing the Chi-square (x^2) statistic.

The concluding chapter will include a summary and overview of the research project, conclusions derived from the research and suggestions for future research.

CHAPTER 2

Review of Related Literature

Historical Perspective

To appreciate the evolution of professional management in the United States' public sector one must look back in history to Colonial America. Public offices had long been reserved for the privileged class by the British aristocracy. O. Glenn Stahl contends that the British practice of appointing members of the privileged class to public office led the colonial legislatures to attempt to impede the appointing power of the royal governors. Following the American Revolution, an attempt to prevent the reinstitution of this appointment practice was replaced by selecting office holders by popular election. In 1820, a law was passed regulating the tenure of appointees to four years (36). According to Jack H. Knott and Gary J. Miller, "the democratization movement reached the national government with the election of the Democratic candidate, Andrew Jackson, to the presidency in 1828" (16). Jackson believed that the political influence of the masses should rule, and he sought to eliminate the appointment of members of the landowners and commercial elite to federal offices. Jackson did not believe that holding an office required any special competence and his solution was to rotate individual office holders frequently to prevent the creation of a "protected

elite" and to make the "administrative machinery accountable to the people". Jackson believed that the president had the privilege of removing office holders and replacing them with loyal party members. This practice became known as the "spoils" or "patronage" system (Knott and Miller 17).

Politically, the spoils system became very successful since people found it beneficial to work within the party system to obtain jobs and then to protect those jobs. The spoils system became very entrenched at the local level in New York City with the Tammany Hall party organization and, of course, the system being successful, spread to other cities. According to Stahl, ". . . the progressive degradation and degeneration of public life under the spoils system brought about a movement in the 1860s that demanded civil service reform for governmental efficiency and public morals" (38). This movement focused on three main goals: 1) examinations for clerical jobs in Washington, D.C., 2) limitation on removal from office for political reasons, and 3) prohibition against levying assessments on office holders for party purposes (Stahl 38).

The historic Civil Service Act of 1883 (Pendleton Act) was passed as a result of four important developments: 1) George William Curtis' persistent backing of reform; 2) 1877 organization of New York Civil Service Reform Association and the National Civil Service Reform League; 3) a report on

the British civil service; and 4) the assassination of President Garfield by a disappointed office seeker (Stahl 37).

Knott and Miller maintain that the original Civil Service Act was based on the English model. The Act created a bipartisan commission responsible to the chief executive and provided for filling government positions by open, competitive examinations. At first the Civil Service Act applied only to the departmental service in Washington, D.C. However, the Act authorized the president to extend coverage by executive order. By mid-twentieth century the Act applied to nearly all sectors of the federal government. Reforms followed at the state level and the larger cities also began to undergo personnel system reform (41).

In 1978, the Civil Service Reform Act for the federal service was passed. The Reform Act led to creation of an executive type personnel agency and established a Senior Executive Service. The changes brought about by the 1978 Civil Service Reform Act emphasized a competent civil service, and, since that time, personnel management has been enhanced as a means of securing the most qualified people for public service and maintaining a well-trained, satisfied professional work force (Stahl 40). Stahl further states that every large municipality and many smaller cities, especially those with the city manager form of government, have merit systems (43). Thus, the personnel function moved

from the Jacksonian spoils system to one where profession-
alism is sought and expected for public sector employees.

One of the most important functions of any personnel
department is the selection of competent managerial staff,
and, as mentioned earlier, the hiring process is becoming
more and more difficult. To meet the challenge of hiring
the best managers, personnel professionals have explored
various methods of selection including the traditional
interview method, group interview method and the assessment
center method. Following is a description of the above
three methods:

Discussion of Traditional Interview Method

Mitchell S. Novit notes that individual interviews have
long been the most used selection method and that the idea
of selecting anyone for a position without having a face-to-
face talk would be "anathema for most organizations" (85).
In discussing the interview method of hiring employees James
LaRue states that, "almost all of the hiring decisions in
today's business are made after a personal interview" (18).
LaRue further discusses the actual procedure utilized in
that some of the interviewers use a specific list of
questions for each candidate for a position while other
interviewers do not. Even when some standards have been
set, ratings are still very subjective. In actuality, the
interview method of selection comes down to judgement and/or
biases of the interviewer. Use of the traditional interview

method is based on three factors: it doesn't cost much, it is easy to do and people are used to it (20).

Thornton and Byham explain that, "[T]he interview method has high face validity" (79). The public considers being interviewed by someone in the hiring department to be quite appropriate; however, even with extensive interviewer training, standardization of measurement may still be lacking because each different interviewer explores the unique background and experience of each candidate. Robert M. Guion and Wade M. Gibson report that "the repeatedly discouraging summaries of their reliabilities and validities have not deterred the use of interviews" (367). T. J. Hanson and J. C. Balestreri-Spero further state that, "[A]ll too often, the person most polished in job-seeking techniques, particularly those used in the interview process, is the one hired, even though he or she may not be the best candidate for the position" (114).

Novit points out that the main charge leveled against the interview method of selection is that it lacks a valid measure of items on the job specification and that the interview does not measure the things it should be measuring. "Hiring decisions are said to be made more on the basis of making a good impression during the interview than on one's ability to perform on the job" (86). In essence what happens is that the interviewer has the

opportunity to judge whether or not the individual will be compatible with present members of the organization.

Discussion of Group Interview Method

In comparing the assessment center method, the traditional interview method and the group (panel) interview method of selection, Frederic D. Frank, David W. Braken and Michael R. Struth describe the group interview method as the use of simulated role plays or situational questions designed to elicit responses in a particular skill area. The panel members record and evaluate the candidate's responses and then meet and reach a consensus on choice of applicant. The group interview method allows for a wide range of situations to be covered. Oral communications can be assessed directly and the use of follow-up questions can test for adaptability, control, follow-up and perception. This method also allows for a more standard evaluation process than the traditional single interviewer process (66). Grace Hall Saltzstein points out that the danger of interviewer bias is minimized through the use of structured oral interviews administered by a panel of interviewers (459).

Discussion of Assessment Center Method

Definition and Description. Thornton and Byham describe an assessment center as,

> a comprehensive, standardized procedure in which
> multiple assessment techniques such as situational
> exercises and job simulations (i.e., business
> games, discussion groups, reports, and

presentations) are used to evaluate individuals
. . . a number of trained management evaluators,
who are not in a direct supervisory capacity over
the participants, conduct the assessment and make
recommendations regarding the management potential
of the individuals. (1)

Joseph L. Moses and William C. Byham note that the

specific components which make an assessment center what it

is, are: a series of characteristics to be measured; a

means of measurement which incorporates the use of

simulations; and an especially trained staff to administer

and interpret the behaviors observed" (3). They further

attribute the rapid growth and acceptance of the assessment

center movement to several key factors. These include:

- a process that had considerable scientific
  research and evaluation prior to widespread
  implementation;

- a number of organizations with management
  climate that fostered research and development
  in the personnel selection area;

- a scientific and business community which
  facilitates communication of this idea; and

- the development of software items (manuals,
  techniques, simulations) which enabled smaller
  organizations to adapt the method. (5)

According to Thornton and Byham, even though assessment

centers are not all exactly the same there are enough

similarities to warrant the following generalizations:

1.   Assessment should be based on clearly defined
      dimensions of managerial behavior.

2.   Multiple assessment techniques should be
      used.

3. A variety of types of job sampling techniques should be used.

4. The assessors should know what it takes to succeed. They should be thoroughly familiar with the job and organization and, if possible, have experience in the job.

5. The assessors should be thoroughly trained in assessment center procedures.

6. Behavioral data should be observed, recorded, and communicated among the assessor team.

7. Group discussion processes should be used to integrate observations, rate dimensions, and make predictions.

8. The assessment process should be separated into stages that delay the formation of general impressions, evaluations, overall ratings, or final predictions.

9. Assessees should be evaluated against a clearly understood norm - not against each other.

10. Prediction of managerial success must be judgmental. (223)

According to Frank, Braken and Struth, "[m]anagerial positions are the usual targets for assessment centers, partly because the value of selecting successful job incumbents and avoiding the cost of failures is sufficiently high to justify the outlay of organization resources" (66). Thornton and Byham assert that, individuals are usually assessed in a group of up to twelve applicants at a time, and this group assessment allows an opportunity for observation of peer interaction. Most assessment centers involve extensive training for the assessors, and the process of integrating assessment information and making predictions in

an assessment center are systematic. Assessors report
behavioral observations and ratings for each exercise and
then make independent ratings of overall performance. The
assessors then must reach a consensus on ratings and finally
make predictions of management success (225).

Moses and Byham report that,

> Assessment centers are most often used when the
> key decision makers are not personally familiar
> with the available pool of talent, a company
> experiences a rapid growth that creates a need
> for new managers, there is dissatisfaction with
> an existing situation, there is believed to be
> ineffectiveness in management, or there has been
> a dramatic case of failure. Sometimes an
> assessment center is used when upper level
> management becomes aware of a better selection
> technique than whatever is currently used. (246)

Historical Perspective of Assessment Center Use

The use of assessment centers in the United States can
be traced to the mid-1930's when according to Douglas W.
Bray, Henry Murray began his personality research at the
Harvard Psychological Clinic. Murray's research led to his
classic book, Exploration in Personality. Murray's
procedure included having experimenters study a group of
individuals with a list of stated concepts to be observed.
Following the observation, the experimenters met to review
and combine their findings relative to each individual.
This procedure was not called an "assessment center," but
the components of the assessment center method are clearly
apparent in Murray's study (4).

Moses and Byham report that the assessment center

method was further developed during World War II, because

considerable concern was directed toward identifying

operatives who could successfully undertake hazardous

intelligence-gathering missions. A group of psychologists,

under the direction of Dr. Henry Murray, was summoned to

Washington to develop the first widely used assessment

center approach. At about the same time, assessment centers

were developed by the British War Office Selection Board and

the British Civil Service Selection Board for military and

civil service officer selection (9).

> In retrospect, it seems quite apparent that the
> procedures used for identifying a successful spy
> by the Office of Strategic Services (OSS), for
> example, bear a close relationship to the kinds of
> procedures used to identify a successful manager.
> (Moses and Byham 9)

Though the actual techniques and exercises vary, the process

and method used are essentially the same. The process of

evaluation requires an evaluation of the kinds of behaviors

related to successful performance, a series of techniques to

evaluate these behaviors, and, finally, a staff to interpret

and evaluate these behaviors.

The use of assessment centers by private industry in

the United States can be traced to the American Telephone

and Telegraph Company's Management Progress Study in the

late 1950's (Bray 6). The original use of the assessment

center method by American Telephone and Telegraph (A T & T)

was for the purpose of evaluating line personnel being
considered for promotion to first-level supervisory
positions (Thornton and Byham 6).

According to Joiner, the A T & T study was a
"monumental study" involving four hundred and twenty-two men
hired using the assessment center method. Their careers
were followed over an eight year period using a predictive
validity study, to determine professional growth and
characteristics which led to success in management. The
study showed that 85 percent of the individuals who reached
the mid-management level had been correctly identified in
the assessment center process (436).

Joiner points out that the assessment center process in
local government agencies began to emerge as a viable
alternative in the early to mid-1970's.

> In 1980 the International Personnel Management
> Association (IPMA) conducted a nationwide mail
> survey of 208 public personnel agencies (46 states
> and 162 municipal personnel departments). Of the
> 155 survey forms returned, 68 jurisdictions (17
> states and 51 municipalities) reported having used
> the assessment center method. The implementation
> of assessment centers in public agencies was aided
> by the Intergovernmental Personnel Act (IPA)
> grants such as the one awarded jointly in 1974 to
> the California State Personnel Board and West
> Valley College (IPA Project No. 74-17, 1976). The
> purpose of this grant was essentially to determine
> whether it would be practical from a cost benefit
> basis to implement assessment centers as an on-
> going part of the selection systems of government
> agencies in California. (437)

As a result of this project, the California State Personnel
Board as well as other government entities began using the

basic assessment center model for promotional ranks in the police and fire service as well as various non-public safety managerial positions.

According to Wayne F. Cascio and Val Silbey,

> the attractiveness of the method for practitioners and professionals alike is not surprising, for it is firmly rooted in sound psychometric principles. By using multiple assessment techniques, by standardizing methods of making inferences from such techniques, and by pooling the judgements of multiple assessors in rating each candidates behavior, it is felt that the likelihood of successfully predicting future performance is enhanced considerably. (107)

Thornton and Byham asserted that "assessment centers are one of the two or three major developments in the field of personnel psychology in the last twenty-five years" (6).

Legal Implications. According to studies conducted by Thornton and Byham, assessment centers have a minimal adverse impact on protected classes and are one of the fairest predictors available. In assessment centers, the prediction of potential is based on observation of behavior directly relevant to the job. Overt performance rather then abstract traits is observed and measured. The process gives each individual an equal opportunity to demonstrate their capabilities (84).

The Equal Employment Opportunity Commission (EEOC) has viewed the assessment center process quite favorably; in fact, an assessment center was used in 1977 as part of a complex managerial evaluation system to aid in the reorganization of that agency. A few law suits have been

brought against organizations using assessment centers, but none have involved the EEOC. "In most cases, the assessment center process was accepted by the court, and, in no case was the organization ordered to discontinue the assessment center program" (Thornton and Byham 84-85).

Cost of Assessment Center Method. Thornton and Byham contend that the assessment center method can be quite costly since it includes the cost of validating the test contents, the cost of training assessors, the cost of the time the assessors are required to spend away from their jobs, and the possible travel expenses for assessors and candidates (153). Cascio and Silbey have shown that "assessment centers are cost effective over a wide range of assumptions of cost, validity of the ordinary selection procedure and selection ratio if variation in criterion performance is significant" (107).

Future Use of Assessment Center Method. Peter Griffiths and Barry Allen report that personnel directors and many managers have surprisingly mixed opinions of the value of assessment centers. Assessment centers are sometimes viewed negatively as the result of a particular unpleasant experience, such as an exercise called an assessment center that does not adhere to the basic assessment center criteria of multiple activities, multiple assessors and exercises that do not simulate the key components of the job. The second reason for the mixed

opinions is that, "[C]urrent needs of business are very different from those which led to the design of the original centers. The traditional assessment center was born out of a particular set of historical needs and environmental circumstances" (19). The business climate of today is very different from that of the armed forces during wartime. Today's assessment centers are asked to satisfy new demands by both the company and the individual.

What Makes A Successful Manager?

David S. Arnold states that, "The primary challenge for any local government manager--as for any manager--is to manage effectively" (3). "Most (local government managers) agree that the combination of politics, diversity and publicness distinguishes the role of public managers from that of other executives" (Arnold 5). This research paper will examine effectiveness of the managers as evaluated by the directors of personnel of the cities surveyed.

Arnold further claims that in addition to the general management roles, public managers also must focus on:

      1. Managing people

      2. Managing change

      3. Building and maintaining relationships

      4. Managing publicly (6).

While there doesn't seem to be a clear definition of effectiveness that establishes precisely what the public manager can strive for--and know that he or she is effective

--some common themes emerge. Effective performance as a

public manager involves:

1.   A sense of commitment to the job, the goals
     and purpose of whatever the manager is doing

2.   Attention to the broad picture - the overall
     results toward which the organization is
     striving

3.   Personal self-assurance

4.   Faith in the people in the organization and a
     willingness to let them excel

5.   Attention to resources, including people
     money and opportunities

6.   Awareness of important relationships and
     institutions outside the organization.
     (Arnold, 10)

R. E. Boyatis ties the concept of an administrator's

effectiveness to his/her job effectiveness. He states that,

"Effective performance of the job is the attainment of

specific results (i.e. outcomes) required by the job through

specific actions while maintaining or being consistent with

policies, procedures and conditions of the organizational

environment" (12). According to James L. Perry, Peter

Drucker was the first person to write extensively about the

"effective executive" (50). Peter F. Drucker believes that

being effective is what the manager's job is,

> [W]hether he works in a business or in a hospital,
> in a governmental agency or in a labor union, in a
> university or in the army, the executive is, first
> of all, expected to get the right things done.
> And this is simply that he is expected to be
> effective. (23-24)

Mark Silber and V. Clayton Sherman state that the first duty
of a manager is to achieve effective results, not simply
activity. "The executive who gets results has the ability
to get effective contributions from his subordinates" (78).
Perry reiterates Drucker and Boyatis' ideas that,
"effectiveness involves doing the right thing well--
whatever the contingencies" (9). In order to survive and
prosper in the public arena, public managers must be
effective managers as described above.

Conceptual measurements of success identified in the
literature will be measured by determining the manager's
current status in the organization--Does he/she remain in
the position? Has he/she been promoted, demoted, trans-
ferred to another city department, resigned or been
terminated? Effectiveness will be indicated by the
personnel director's perception of whether the manager is
very effective, effective, moderately effective, somewhat
ineffective or ineffective.

A discussion of the methodology used to determine the
relationship of successful managers to the manner in which
they were selected - traditional interview method, group
interview method or the assessment center method follows.

CHAPTER 3

Methodology

Purpose

This applied research project is exploratory in nature.
According to Gerald R. Adams and Jay D. Schvanaveldt, the
exploratory design is most appropriate when the work is
preliminary and the main goal is to obtain insight and
information that may be useful in more in-depth studies
(116). The purpose of the study is to determine whether
municipal management level employees hired in cities with
populations of 25,000 to 100,000 using the assessment center
method are superior in managerial job performance and
retention/promotability than municipal employees hired using
the more common traditional or group interview methods. By
measuring status and effectiveness of management level muni-
cipal employees hired using assessment center, traditional
and group interview methods, the researcher answered two
general exploratory questions:

1. Are municipal management level employees hired
    using the assessment center method superior (more
    effective) managers?

2. Is retention/promotability more likely for
    individuals hired using the assessment center
    method or the traditional or group interview
    methods?

<u>Measure</u>

The survey approach was used for collection of data.
A cover letter and questionnaire (Appendices B and C) were
designed by the researcher and utilized to survey fifty
personnel directors in the Texas Municipal League (TML)
member cities with populations between 25,000 and 100,000.
The personnel directors were asked to list the last five
management level positions filled and to indicate the method
of selection (assessment center, group or traditional).
Closed-ended questions were used, whereby the respondent
personnel directors were asked to circle an answer from the
list of answers provided. The use of closed-ended questions
was chosen in order to elicit uniform responses and for ease
of processing the data. The major strengths of the closed-
ended questionnaire are uniform responses and ease of
processing data. According to Earl Babbie, "[t]he chief
shortcoming of closed-ended questions lies in the
researcher's structuring of responses" (140). The
researcher might accidently overlook some important
responses.

The other questionnaire choice would have been to use
open-ended questions. The major weakness in the use of
open-ended questions is the difficulty of processing the
information because the researcher must interpret the
meaning of the responses. A major strength of the open-

ended questionnaire is that more detailed information may be gained.

In order to survive in the public arena a manager must perform his/her job effectively; therefore, the personnel directors were asked to indicate status of the management level individuals--whether the individual remains in the position, has been promoted, transferred to another city department, has been demoted, has resigned or has been terminated. As mentioned earlier, according to Arnold, "The primary challenge for any local government manager--as for any manager--is to manage effectively" (3). Further, the personnel directors were asked to rate the individual's effectiveness, whether the individual is effective, very effective, moderately effective, somewhat ineffective or ineffective. The results of the questionnaire were used to determine the status and effectiveness of the individuals selected using either the assessment center, group or tradi-tional interview methods.

Response to Questionnaire

Responses from forty of the fifty TML member cities surveyed were received for a response rate of 80 percent which represented 193 municipal management level employees hired. According to Earl Babbie, "[a] response rate of at least 50 percent is adequate for analysis and reporting. A response rate of at least 60 percent is good. And a response rate of 70 percent is very good" (242). A guideline for

high rate of questionnaire return provided by Adams and

Schvaneveldt was followed and these suggestions were, in

part, responsible for the high rate of return. The

guidelines included the use of:

> a stamped, self-addressed return envelope for
> respondents; first class mail; follow-up telephone
> calls; a deadline for return; personally typed
> letters; an official title; inclusion of a
> business card; offer to share results with
> respondents; and, the general interest of the
> subject matter to the respondents. (206)

Survey research conducted via a mailed questionnaire was

chosen as the most efficient way to conduct this study

because the personnel directors surveyed are located in

cities throughout the State of Texas.

Alternative Research Methods

An alternative approach to the research might include

surveying management level employees hired using the assess-

ment center, group and traditional interview methods, and

their employers regarding job status and effectiveness.

A comparison of the differences in perception between the

employer and employee would be of interest. Another

approach would be a case study of the assessment center

method which could be accomplished by surveying current

literature. Since the focus of a case study would neces-

sarily cover a limited number of cases the problem of

generalization of the results would be a major weakness.

The exploratory design was thought to be most

appropriate for this particular research project and was

chosen because the work is preliminary and the exploratory design is very useful in obtaining insight and information that might be useful in future, more in-depth research.

A discussion of the results of the research and analysis of the findings regarding the relationship of successful managers to the manner in which they were selected--assessment center, group interview and traditional interview method follows.

CHAPTER 4

Analysis

Results of Research

The results of the research study are organized around
the two exploratory questions posed in the methodology
chapter (Chapter 3). The researcher sought to determine if
management level municipal employees hired using the
assessment center method were superior in managerial job
performance (more effective managers) and more likely to be
retained/promoted than individuals hired using traditional
or group interview methods.

The questionnaire used resulted in the development of
nominal-level data. According to Adams and Schvaneveldt,
"Measurement at the nominal-level is, as the name implies, a
naming or labeling process." Data obtained at this level
represents a classification of some type and reflect a
difference in kind rather than amount or degree (157). The
Chi-Square (x^2) test of significance for nominal level-data
was chosen as the test to be utilized. According to Dean J.
Champion, in his book Basic Statistics for Social Research,
a nominal-level test of significance is appro-priately used
for data that can be placed in categories. The Chi-Square
statistic, indicates whether observations differ from what
could be expected by chance. Chi-Square is sometimes called
a "goodness-of-fit" statistic, which refers to a statistical

evaluation of the difference between a sample observation and some distribution of observations provided by a hypothesized model. The important question to be answered is, "do our observations constitute a significant departure from what would be expected by chance" (131)?

According to Champion, "A primary limitation of Chi-Square pertains to small N's" (155). In utilizing the Chi-Square Test, no cell can have an expected frequency of less than five. When x^2's are computed for data where the cell frequencies are below five, the Chi-Square value becomes inflated and does not present a true picture of distribution. The distortion caused by small cell frequencies may be corrected by using the Yates Correction for Continuity. However, the Yates Correction may only be used for data in two-by-two tabular form and still may be inflated by zero cell value (134).

The Chi-Square (x^2) test of significance for nominal-level data could not be used due to the skewed frequency distribution of the sample. Even after systematically collapsing the response categories into two-by-two tables, cells with zero responses resulted (136). While nominal-level data cannot be mathematically manipulated, certain computations are possible if the data are converted to percentages. We may determine at a specific level of significance how our observations differ from what would be

expected according to chance factors (130). The Z-test for difference between proportions may then be used as a test of significance.

In order to determine if the performance of employees, i.e., effectiveness and retention/promotability, differed significantly from what would be expected by chance factors alone, the Z-test or difference in proportions test was used to compare employees selected by assessment centers to those selected by the group interview method and then to those selected by the traditional interview method.

To allow computation of the Z-test of significance, it was necessary to collapse categories. The variables, *very effective* and *effective*, were collapsed into one category; while, *moderately effective*, *somewhat ineffective* and *ineffective,* were collapsed into a second category. This is a logical division, since, *very effective* and *effective,* are descriptions of positive performance; while, *moderately effective, somewhat ineffective* and *ineffective,* are negative performance descriptions. The variables describing employment status were likewise collapsed into, *remains in position, promoted,* or *transferred to another city department;* and, *demoted, resigned* or *terminated.* This categorization is a logical division since, *remains in position, promoted* and *transferred to another city department,* are positive status descriptions while *demoted, resigned* and *terminated,* are negative status descriptions.

The results of the survey indicating the number and
percentage based on population of responding cities are
presented in Table 4.1. A total of forty TML member cities
(80 percent) responded to the survey questionnaire. Of a
possible 62 percent (thirty-one) cities, 63 percent (twenty-
five) of the responding cities were cities with populations
of 25,000 to 49,999. Nineteen percent (eight) of a possible
22 percent (eleven) of the responding cities were cities
with populations of 50,000 to 74,999. Eighteen percent
(seven) of a possible 16 percent (eight) of the responding
cities were cities with populations of 75,000 to 100,000.
These percentages of cities responding reflect approximately
the proportion of cities surveyed in each of the population
categories.

The results of the survey comparing the number and
percentage of individuals selected by the assessment center
method, the group interview method and the traditional
interview method in cities categorized by population (see
Appendix D) are presented in Table 4.2, page 32. A total of
193 individuals were selected by the assessment center,
group interview and traditional interview methods. Sixty
percent of the individuals selected by the assessment center
method were in cities with populations of 25,000 to 49,999;
20 percent of the individuals were in cities with
populations of 50,000 to 74,999; while 20 percent of the
individuals were in cities with populations of 75,000 to

Table 4.1
Number and Percentage of Cities Responding
by Population Size

	Number of Cities	Percentage of Cities
Cities with Populations of 25,000 - 49,999 N = 31 62%	25	63%
Cities with Populations of 50,000 - 74,999 N = 11 22%	8	19%
Cities with Populations of 75,000 - 100,000 N = 8 16%	7	18%
TOTALS	40	100%

Table 4.2

Comparison of Number and Percentage of Individuals Selected
by Assessment Center, Group Interview and Traditional
Interview Methods in Cities Categorized

	Assessment Center	Group Interview	Traditional Interview
Cities with Populations of 25,000 - 49,999 N = 124 64%	60% (6)	64% (61)	66% (57)
Cities with Populations of 50,000 - 74,999 N = 39 20%	20% (2)	14% (13)	27% (24)
Cities with Populations of 75,000 - 100,000 N = 30 16%	20% (2)	22% (22)	7% (6)
TOTALS	100% (10)	100% (96)	100% (87)

N = 193

100,000. Sixty-four percent of the individuals selected by
the group interview method were in cities with populations
of 25,000 to 49,999; 14 percent of the individuals were in
cities with populations of 50,000 to 74,999; while 22
percent of the individuals were in cities with populations
of 75,000 to 100,000. Sixty-six percent of the individuals
selected by the traditional interview method were in cities
with populations of 25,000 to 49,999; 27 percent were in
cities with populations of 50,000 to 74,999; while 7 percent
were in cities with populations of 75,000 to 100,000.

Cities with populations of 25,000 to 49,999 and 50,000
to 74,999 were more likely to use the traditional interview
method while cities of 75,000 to 100,000 were more likely to
use the group interview method. More employees, however,
were hired using the assessment center method by the smaller
cities than by cities in the 50,000 plus population range.
There was very little difference in the number of indivi-
duals hired using the group interview method versus the
traditional interview method in cities with populations of
25,000 to 49,999. Almost twice the number of individuals
were selected using the traditional interview method versus
the group interview method in cities with populations of
50,000 to 74,999 while over three times the number of
individuals were selected using the group interview method
versus the traditional interview method in cities with
populations of 75,000 to 100,000.

The results of the survey indicating the number and
percentage of individuals selected by the assessment center
method, the group interview method and the traditional
interview method in cities categorized by population are
presented in Table 4.3. A total of 193 individuals were
selected by the assessment center, group interview and
traditional interview methods. Three percent (six) of the
individuals were selected by the assessment center method in
cities with a population of 25,000 to 49,999 versus thirty-
two percent (sixty-one) selected by the group interview
method and 30 percent (fifty-seven) selected by the
traditional interview method. One percent (two) of the
individuals were selected by the assessment center method in
cities with a population of 50,000 to 74,999 versus 7
percent (thirteen) selected by the group interview method
and 12 percent (twenty-four) by the traditional interview
method. One percent (two) of the individuals were selected
by the assessment center method in cities with populations
of 75,000 to 100,000 versus 11 percent (twenty-two) selected
by the group interview method and 3 percent (six) selected
by the traditional interview method.

Overall more individuals were selected by the group
interview method--50 percent (ninety-six) followed closely
by 45 percent (eighty-seven) of the individuals selected by
the traditional interview method.

Table 4.3

Number and Percentage of Individuals Selected by Assessment
Center, Group Interview and Traditional Interview
Methods in Cities Categorized by Population

	Assessment Center	Group Interview	Traditional Interview
Cities with Populations of 25,000 - 49,999 N = 124 64%	3% (6)	32% (61)	30% (57)
Cities with Populations of 50,000 - 74,999 N = 39 20%	1% (2)	7% (13)	12% (24)
Cities with Populations of 75,000 - 100,000 N = 30 16%	1% (2)	11% (22)	3% (6)
TOTALS	5% (10)	50% (96)	45% (87)

N = 193

The results of the survey indicating the effectiveness of the individuals selected by utilizing the assessment center, group interview and traditional interview methods are presented in Table 4.4. Eighty-six percent (ninety) of the individuals selected by the group interview method were rated as effective or very effective while 79 percent (sixty-two) of the individuals selected by the traditional interview method were rated as effective or very effective. One hundred percent (ten) of the individuals selected by the assessment center method were rated as effective or very effective. Fourteen percent (fourteen) of the individuals selected by the group interview method were rated as moderately effective, somewhat ineffective, or ineffective. Twenty-one percent (seventeen) of the individuals selected by the traditional interview method were rated as moderately effective or somewhat ineffective. None of the individuals selected by the assessment center method were rated as moderately effective, somewhat ineffective or ineffective.

Although the assessment center method sample is small, the results appear to indicate that, proportionally, the assessment center method is more likely to assure effective employees and, therefore, merits further attention.

Table 4.4

Effectiveness of Individuals Selected By
Assessment Center, Group Interview and
Traditional Interview Methods

	Assessment Center	Group Interview	Traditional Interview
Very Effective	70% (7)	24% (25)	28% (22)
Effective	30% (3)	62% (65)	51% (40)
Moderately Effective	- (0)	9% (9)	19% (15)
Somewhat Ineffective	- (0)	2% (2)	2% (2)
Ineffective	~ (0)	3% (3)	- (0)
TOTALS	100% (10)	100% (104)	100% (79)

N = 193

The results of the survey indicating status of individuals selected using the assessment center, group interview and traditional interview methods are presented in Table 4.5. Of the individuals selected by the group interview method 92 percent (ninety-six) had been promoted or remained in the position; Eighty-four (sixty-six) of the individuals selected by the traditional interview method had been promoted or remained in the position. Of the individuals selected by the assessment center method 100 percent (ten) had been promoted or remained in the position. Eight percent (eight) of the individuals selected by the group interview method had resigned or had been terminated. Sixteen percent (thirteen) of the individuals selected by the traditional interview method had resigned, none had been terminated. None of the individuals selected by the assessment center method had been demoted, had terminated, or had resigned.

Although the assessment center method sample is small, the results appear to indicate that the assessment center is proportionally more likely to assure retention/promotability of employees selected by this method and merits further attention.

Table 4.5

Status of Individuals Selected By Assessment
Center, Group Interview and Traditional
Interview Methods

	Assessment Center	Group Interview	Traditional Interview
Remains in Position	90% (9)	87% (91)	76% (60)
Promoted	10% (1)	5% (5)	8% (6)
Transferred Within City	— (0)	— (0)	— (0)
Demoted	— (0)	— (0)	— (0)
Resigned	— (0)	7% (7)	16% (13)
Terminated	— (0)	1% (1)	— (0)
TOTALS	100% (10)	100% (104)	100% (79)

N = 193

The results of the survey indicating the effectiveness of the individuals selected by the assessment center versus the group interview method are presented in Table 4.6. Of the total 114 individuals selected by the assessment center and the group interview methods, 100 percent (ten) of the individuals selected by the assessment center method were rated as effective or very effective while 86.5 percent (ninety) of the individuals selected by the group interview method were rated as effective or very effective. None of the individuals selected by the assessment center method were rated as moderately effective, somewhat ineffective or ineffective while 13.5 percent (fourteen) of the individuals selected by the group interview method were rated as moderately effective, somewhat ineffective or ineffective.

Table 4.6 indicates that the assessment center method is the superior method for predicting effectiveness of individuals chosen by that method versus the group interview method. The Z-test indicated that there is a significant relationship at the 95 percent confidence level or beyond for the one-tailed test. The proportion of employees selected by the assessment center method versus the group interview method who were rated as effective or very effective was greater than the number that would be expected due to chance factors alone.

Table 4.6

Effectiveness of Individuals Selected By Assessment
Center Versus Group Interview Method

	Assessment Center	Group Interview
Very Effective Effective	100% (10)	86.5% (90)
Moderately Effective Somewhat Ineffective Ineffective	– (0)	13.5% (14)
TOTALS	100% (10)	100% (104)

N = 114

Z = 4.091

Significant at the ≤.05 level for the one-tailed test.

The results of the survey indicating the effectiveness of individuals selected by the assessment center method versus the traditional interview method are presented in Table 4.7. Of the total eighty-nine individuals selected by the assessment center and traditional interview methods, 100 percent (ten) of the individuals selected by the assessment center method were rated as effective or very effective while 78.48 percent (sixty-two) of the individuals selected by the group interview method were rated as effective or very effective. None of the individuals selected by the assessment center method were rated as moderately effective, somewhat ineffective or ineffective while 21.52 percent (seventeen) of the individuals selected by the traditional interview method were rated as moderately effective, somewhat ineffective or ineffective.

Table 4.7 indicates that the assessment center method is the superior method for predicting effectiveness of individuals chosen by that method versus the traditional interview method. The Z-test indicated that there is a significant relationship at the 95 percent confidence level or beyond for the one-tailed test. The proportion of employees selected by the assessment center method versus the traditional interview method who were rated as effective or very effective was greater than the number that would be expected due to chance factors alone.

Table 4.7

Effectiveness of Individuals Selected By Assessment
Center Versus Traditional Interview Method

	Assessment Center	Traditional Interview
Very Effective Effective	100% (10)	78.48% (62)
Moderately Effective Somewhat Ineffective Ineffective	- (0)	21.52% (17)
TOTALS	100% (10)	100% (79)

N = 89

Z = 4.678

Significant at the ≤.05 level for the one-tailed test.

The results of the survey indicating the effectiveness of individuals selected by the group interview method versus the traditional interview method are presented in Table 4.8. Of the total 183 individuals selected by the group and traditional interview methods, 86.54 percent (ninety) of the individuals selected by the group interview method were rated as effective or very effective while 78.48 percent (sixty-two) of the individuals selected by the traditional interview method were rated as effective or very effective. Of the individuals selected by the group interview method 13.46 percent (fourteen) were rated as moderately effective, somewhat ineffective or ineffective while 21.52 percent (seventeen) of the individuals selected by the traditional interview method were rated as moderately effective, somewhat ineffective or ineffective.

The group interview method is not superior to the traditional interview method in predicting effectiveness of individuals. The Z-test indicated that there is not a significant relationship at the 95 percent confidence level for the two-tailed test. The proportion of employees selected by the group interview method versus the traditional interview method who were rated as effective or very effective was not greater than the number that would be expected due to chance factors alone.

Table 4.8

Effectiveness of Individuals Selected By
Group Interview Versus Traditional
Interview Method

	Group Interview	Traditional Interview
Very Effective Effective	86.54% (90)	78.48% (62)
Moderately Effective Somewhat Ineffective Ineffective	13.46% (14)	21.52% (17)
TOTALS	100% (104)	100% (79)

N = 183

Z = 1.465

NOT significant at the ≤.05 level for the two-tailed test.

The results of the survey indicating the status of individuals selected by the assessment center method versus the group interview method are presented in Table 4.9. Of the total 114 individuals selected by the assessment center and the group interview methods, 100 percent (ten) of the individuals selected by the assessment center method remained in position, had been promoted or had been transferred to another city department, while 92.31 percent (ninety-six) of the individuals selected by the group interview method remained in position, had been promoted or had been transferred to another city department. None of the individuals selected by the assessment center method had been demoted, had resigned or had been terminated, while 7.69 percent (eight) of the individuals selected by the group interview method had been demoted, had resigned or had been terminated.

Table 4.9 indicates that the assessment center method is the superior method for predicting status (retention/ promotability) of individuals chosen by that method versus the group interview method. The Z-test indicated that there is a significant relationship at the 95 percent confidence level for the one-tailed test. The proportion of employees selected by the assessment center method versus the group interview method who remained in position or had been promoted was greater than the number that would be expected due to chance factors alone.

Table 4.9

Status of Individuals Selected By Assessment
Center Versus Group Interview Method

	Assessment Center	Group Interview
Remains in Position Promoted Transferred	100% (10)	92.31% (96)
Demoted Resigned Terminated	- (0)	7.69% (8)
TOTALS	100% (10)	100% (104)

N = 114

Z = 2.848

Significant at the $\leq$.05 level for the one-tailed test.

The results of the survey indicating the status of individuals selected by the assessment center method versus the traditional interview method are presented in Table 4.10. Of the total eighty-nine individuals selected by the assessment center and traditional interview methods, 100 percent (ten) of the individuals selected by the assessment center method remained in position, had been promoted or transferred to another city department while 83.54 percent (sixty-six) of the individuals selected by the traditional interview method remained in position, had been promoted or transferred to another city department. None of the individuals selected by the assessment center method had been demoted, had resigned or had been terminated; while 16.46 percent (thirteen) of the individuals selected by the traditional interview method had been demoted, had resigned or had been terminated.

Table 4.10 indicates that the assessment center method is the superior method for predicting status of individuals chosen by that method versus the traditional interview method. The Z-test indicated that there is a significant relationship at the 95 percent confidence level or beyond for the one-tailed test. The proportion of employees selected by the assessment center method versus the traditional interview method who remained in position, had been promoted or had transferred was greater than the number that would be expected due to chance factors alone.

Table 4.10

Status of Individuals Selected By Assessment Center
Versus Traditional Interview Method

	Assessment Center	Traditional Interview
Remains in Position Promoted Transferred	100% (10)	83.54% (66)
Demoted Resigned Terminated	– (0)	16.46% (13)
TOTALS	100% (10)	100% (79)

N = 89

Z = 4.146

Significant at the ≤.05 level for the one-tailed test.

The results of the survey indicating the status of individuals selected by the group interview method versus the traditional interview method are presented in Table 4.11. Of the total 183 individuals selected by the group and traditional interview methods, 92.31 percent (ninety-six) of the individuals selected by the group interview method remained in position, had been promoted or transferred to another city department while 83.54 percent (sixty-six) of the individuals selected by the traditional interview method remained in position had been promoted, or had transferred to another city department. Of the individuals selected by the group interview method 7.69 percent (eight) had been demoted, had resigned or had been terminated while 16.46 percent (thirteen) of the individuals selected by the traditional interview method had been demoted, had resigned or had been terminated.

The group interview method is not superior to the traditional interview method in predicting effectiveness of individuals. The Z-test indicated that there is not a significant relationship at the 95 percent confidence level for the two-tailed test. The proportion of employees selected by the group interview method versus the traditional interview method who remained in position, had been promoted or transferred was not greater than the number that would be expected due to chance factors alone.

Table 4.11

Status of Individuals Selected By Group Interview
Versus Traditional Interview Method

	Group Interview	Traditional Interview
Remains in Position Promoted Transferred	92.31% (96)	83.54% (66)
Demoted Resigned Terminated	7.69% (8)	16.46% (13)
TOTALS	100% (104)	100% (79)

N = 183

Z = 1.7898

NOT significant at the ≤.05 level for the two-tailed test.

Analysis of Findings

Eighty percent of the TML member cities surveyed responded to the questionnaire. The largest response was from cities with populations of 25,000 to 49,999 which accounted for 63 percent of the responses. Nineteen percent of the responses were from cities with populations of 50,000 to 74,999 and 18 percent were received from cities with populations of 75,000 to 100,000. The percentages of response from the various population groups reflect approximately the proportion of cities surveyed in each of the population categories.

A total of 193 individuals were selected by the assessment center, group interview and traditional interview methods. The largest response was from cities with populations of 25,000 to 49,999. Cities with populations of 25,000 to 49,999 and 50,000 to 74,999 were more likely to use the traditional interview method while cities of 75,000 to 100,000 were more likely to use the group interview method. More employees were hired using the assessment center method by the smaller cities than by cities in the 50,000 to 100,000 range. Very little difference existed in the number of individuals hired using the group interview method versus the traditional interview method in cities with populations of 25,000 to 49,999; however, twice the number of individuals were selected using the traditional interview method versus the group interview method in cities

with populations of 50,000 to 74,999. Three times the number of individuals were selected using the traditional interview method in cities with populations of 75,000 to 100,000.

Of the total 193 individuals selected, 5 percent were selected by the assessment center method, 50 percent were selected by the group interview method, and 45 percent were selected by the traditional interview method.

The effectiveness of individuals selected by the assessment center, group interview and traditional interview methods were compared. When the effectiveness of individuals selected by the assessment center versus group interview and traditional interview methods were compared, the assessment center was found to be the superior method.

The proportion of employees selected by the assessment center method versus the group interview or traditional interview methods rated as effective or very effective was found to be statistically significant at the .05 level or beyond. There appeared to be no significant difference in effectiveness of individuals selected by the group interview versus the traditional interview method.

Comparison of the status (retention/promotability) of individuals selected by the assessment center, group interview and traditional interview methods indicates that the individuals selected by the assessment center method were superior, and the Z-test indicated that there was a

significant relationship at the 95 percent confidence level
or beyond. The proportion of employees selected by the
assessment center versus the group interview and traditional
interview methods remained in position, had been promoted or
transferred to another city department was greater than the
number that would be expected due to chance factors alone.
There appeared to be no significant difference in
effectiveness of individuals selected by the group interview
versus the traditional interview method.

CHAPTER 5

Conclusion

Summary

This study was designed to examine the use of the assessment center method of hiring management level municipal employees in Texas cities with populations of 25,000 to 100,000. The hiring process is becoming more and more difficult in our highly litigious society. It is very difficult, if not impossible, to receive honest reference information from former employers. There is a well founded fear that if erroneous or detrimental information is provided about a former employee, the former employer is in very real danger of being sued. Thus, many employers, including some municipalities, have begun to explore the use of alternate selection methods including the assessment center method.

The study explored the questions of whether or not management level municipal employees hired using the assessment center method were superior in managerial job performance and retention/promotability more likely for those individuals than for individuals hired using the traditional or group interview methods.

A review of the assessment center, the group interview and the traditional interview methods and a historical perspective of the emergence of professional management in the public sector were presented in the literature review.

The study was exploratory in nature. The survey questionnaire approach, with closed-ended questions, was chosen for collection of the resulting nominal-level data. Forty of the fifty surveyed TML member cities, responded, constituting an 80 percent response rate. The largest response, 63 percent, came from cities with populations of 25,000 to 49,999. Nineteen percent of the responses were from cities with populations of 50,000 to 74,999, and 18 percent of the responses came from cities with populations of 75,000 to 100,000. The response rates from the various population groups reflected approximately the proportion of cities surveyed in each of the population categories.

Cities having populations of 25,000 to 74,999 were more likely to use the traditional interview method; while, cities of 75,000 to 100,000 were more likely to use the group interview method.

A comparison of the effectiveness and status (retention/promotability) of individuals selected by the assessment center method versus the group and traditional interview methods revealed that the assessment center method was superior. There appeared to be no significant difference in effectiveness of individuals selected by the group interview method versus the traditional interview method.

The research questions of, 1) whether or not management level municipal employees hired using the assessment center method are superior in managerial performance (more effective managers) than their counterparts selected using the group and traditional interview methods; and, 2) whether or not retention/promotability is more likely for individuals selected by the assessment center method or the traditional or group interview methods are answered by the results of the study for Texas cities with populations of 25,000 to 100,000. One hundred percent of individuals hired by the assessment center method remain in the position or have been promoted and 100 percent are rated as very effective or effective in the performance of their job duties.

Although the assessment center method sample is small, the results indicate that this method is proportionally more likely to assure effectiveness and retention/promotability of employees and points to a need for future research and monitoring.

Recommendations for Future Research

Future research efforts should focus on expanding the study to include cities on a regional or national basis in order to increase the number of survey participants and to allow generalization of the results to other states and cities of larger sizes. Expanded future research should be conducted regarding the perception (job status and perceived

effectiveness) of individuals hired utilizing the three
methods--assessment center, traditional and group interview
methods. A comparison of the differences in perception
between the employer and employee would also be of interest.
Additional research might also include exploration of why
the assessment center, group interview, or traditional
interview method is chosen and utilized by various sized
cities.

It is hoped that this applied research project will
inspire others to consider further research and exploration
of the topic.

APPENDICES

APPENDIX A

TEXAS CITIES POPULATION 25,000 - 100,000

BAYTOWN	65,714
BEDFORD	46,000
BIG SPRING	25,000
BRYAN	55,000
BROWNSVILLE	100,000
CARROLLTON	80,100
COLLEGE STATION	52,226
CONROE	26,500
COPPERAS COVE	27,500
DEER PARK	27,181
DEL RIO	37,000
DENTON	70,200
DESOTO	31,472
DUNCANVILLE	37,350
EAGLE PASS	28,000
EDINBURG	30,768
EULESS	41,250
GALVESTON	61,902
GRAPEVINE	27,257
HALTHOM CITY	32,500
HARLINGEN	53,000
HUNTSVILLE	30,152
HURST	34,250
KILLEEN	59,560
KINGSVILLE	27,500
LAREDO	100,000
LEWISVILLE	46,800
LONGVIEW	73,100
LUFKIN	32,000
MC ALLEN	88,039
MISSION	28,962
MISSOURI CITY	35,196
NACOGDOCHES	27,149
NEW BRAUNFELS	28,000
NORTH RICHLAND HILLS	47,256
PARIS	25,974
PHARR	36,000
PORT ARTHUR	63,052
RICHARDSON	75,750
ROUND ROCK	32,000
SAN ANGELO	88,480
SAN MARCOS	34,600
SHERMAN	34,576
SUGARLAND	26,421
TEMPLE	50,000
TEXARKANA	33,500
TEXAS CITY	42,812
TYLER	81,266
VICTORIA	58,100
WICHITA FALLS	99,000

APPENDIX B

March 10, 1991

NAME
TITLE
CITY
STREET
CITY, STATE   ZIP

DEAR_____;

As a fellow personnel professional (Director of Human Resources/Civil Service, City of San Marcos, Texas), I am requesting your assistance in providing information by completing the enclosed questionnaire. The information you provide will be used for a Southwest Texas State University Master in Public Administration Applied Research Project. The title of the research project is "The Success of Management Level Municipal Employees Hired Using the Assessment Center Method Versus Management Level Municipal Employees Hired Using Traditional and Group Interview Methods In Texas Cities With Populations of 25,000 to 100,000".

Please complete the enclosed questionnaire for the last five management level employees (Directors, Assistant City Manager, City Manager) hired by your city. The information you provide will be treated with utmost confidentiality. Position titles for specific cities will not be used. The final report will provide an aggregate summary of statistics.

I will be most happy to send you a copy of the completed research. Please return the completed questionnaire in the self-addressed, stamped envelope. Should you have questions regarding this survey, please contact me either at my office (Phone: 512-353-4444) or my home (Phone: 512-353-0217). Thank you for your assistance.

Sincerely,

Carolyn M. Linér

CITY:_____

Please complete the following questionnaire for the last five (5) management level (Director, Assistant City Manager, City Manager) positions filled by the City.

KEY
Selection Methods:

Assessment Center Method: The use of multiple activities which simulate the key components of the job (e.g. in-basket exercise, ability tests, leaderless groups, group negotiations, group interviews). The activities must be observed by the assessors and the judgements of the multiple assessors are pooled in rating the candidate's behavior. A typical assessment lasts for one and one half to two days.

Group Interview Method: Applicant is interviewed by two or more interviewers simultaneously.

Traditional Interview Method: Applicant is interviewed by one interviewer at a time. An applicant may be interviewed by more than one interviewer, but not at one time.

Position Title: Please state title of last five management level positions filled.

#1: _____

#2: _____

#3: _____

#4: _____

#5: _____

Position:	Selection Method:	Status:	Effectiveness:
	(PLEASE CIRCLE THE SELECTION WHICH IS MOST REPRESENTATIVE)		
#1	Assessment Center Method Group Interview Method Traditional Interview Method	Remains in position Promoted Demoted Transferred to another City Department Resigned Terminated	Very Effective Effective Moderately Effective Somewhat Ineffective Ineffective
#2	Assessment Center Method Group Interview Method Traditional Interview Method	Remains in position Promoted Demoted Transferred to another City Department Resigned Terminated	Very Effective Effective Moderately Effective Somewhat Ineffective Ineffective
#3	Assessment Center Method Group Interview Method Traditional Interview Method	Remains in position Promoted Demoted Transferred to another City Department Resigned Terminated	Very Effective Effective Moderately Effective Somewhat Ineffective Ineffective
#4	Assessment Center Method Group Interview Method Traditional Interview Method	Remains in position Promoted Demoted Transferred to another City Department Resigned Terminated	Very Effective Effective Moderately Effective Somewhat Ineffective Ineffective
#5	Assessment Center Method Group Interview Method Traditional Interview Method	Remains in position Promoted Demoted Transferred to another City Department Resigned Terminated	Very Effective Effective Moderately Effective Somewhat Ineffective Ineffective

_____ I would like to receive a copy of the summary findings.

_____ I do not want a copy of the completed research paper.

Signature: _____

Please Print: Name _____

Title _____

Date _____

Please return to Carolyn M. Linér, 509 Reimer Dr, San Marcos, Texas 78666 by March 27.

APPENDIX D

TEXAS CITIES BY POPULATION CATEGORY

POPULATION 25,000 - 49,999

BEDFORD	46,000	KINGSVILLE	27,500
BIG SPRING	25,000	LEWISVILLE	46,800
CONROE	26,500	LUFKIN	32,000
COPPERAS COVE	27,500	MISSION	28,962
DEER PARK	27,181	MISSOURI CITY	35,196
DEL RIO	37,000	NACOGDOCHES	27,149
DESOTO	31,472	NEW BRAUNFELS	28,000
DUNCANVILLE	37,350	NORTH RICHLAND HILLS	47,256
EAGLE PASS	28,000	PARIS	25,974
EDINBURG	30,768	PHARR	36,000
EULESS	41,250	ROUND ROCK	32,000
GRAPEVINE	27,257	SAN MARCOS	34,600
HALTHOM CITY	32,500	SHERMAN	34,576
HUNTSVILLE	30,152	SUGARLAND	26,421
HURST	34,250	TEXARKANA	33,500
		TEXAS CITY	42,812

POPULATION 50,000 - 74,999

BAYTOWN	65,714
BRYAN	55,000
COLLEGE STATION	52,226
DENTON	70,000
GALVESTON	61,902
HARLINGEN	53,000
KILLEEN	59,560
LONGVIEW	73,100
PORT ARTHUR	63,052
TEMPLE	50,000
VICTORIA	58,100

POPULATION 75,000 - 100,000

BROWNSVILLE	100,000
CARROLLTON	88,100
LAREDO	100,000
MCALLEN	88,039
RICHARDSON	75,750
SAN ANGELO	88,480
TYLER	81,266
WICHITA FALLS	99,000

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