

Client Profile

- Ameren Corporation, a Fortune® 500 company with approximately 9,000 employees, provides energy services to approximately 2.4 million electric customers and nearly one million natural gas customers in Illinois and Missouri
- Ameren was created by the December 1997 merger of CIPSCO Inc. and Union Electric Co. and was ranked in the top third in market capitalization among the nation's utility companies in 2007
- Ameren's net generating capacity is more than 16,400 megawatts

Challenge

Prior to working with APT Metrics, Ameren used a selection system for First-line Supervisors consisting of an “off-the-shelf” supervisory test and an interview. This selection system presented two major problems for Ameren. First, applicants complained that they did not see the relationship between what was measured on the test and what they expected to be doing on the job. The assessments used exhibited very low face validity. Second, the quality of applicants progressing in the selection process was less than desired. To address these issues, Ameren charged APT Metrics with developing a high-tech solution simulating the situations faced by First-line Supervisors.

Solution

APT Metrics developed a new job-related and valid test for First-line Supervisor applicants. We worked closely with Ameren's Project Advisory Committee to prepare a project overview and plan. We then proceeded to conduct a job analysis to identify primary and important work activities, and knowledge, skills, abilities, and other personal characteristics (KSAOs) common to First-line Supervisors across all of Ameren's business lines. These KSAOs and work activities provided the basis for test development.

APT Metrics and Ameren determined that a test battery consisting of a multimedia test and background information inventory would best resolve

the face validity issues presented by Ameren's previous test. The multimedia test, housed and administered on APT Metrics' Selection Metrics® testing platform, measured critical First-line Supervisor skills. It consisted of video vignettes depicting “real life” situations a First-line Supervisor might face on a daily basis. The background information inventory was designed to evaluate life and work experiences, interests, and preferences related to the First-line Supervisor job. Following subject matter expert (SME) feedback sessions, both tests were revised to address SME concerns and ensure maximum face validity.

In the test development process, APT Metrics also ensured the tests would enable Ameren to select the applicants who were most likely to succeed in the First-line Supervisor job. To demonstrate a relationship between performance on the tests and performance on the job, APT Metrics developed a performance appraisal instrument based on observable behaviors in various performance and skill areas identified through the initial job analysis effort. The multimedia test and background information inventory were given to job incumbents who were also evaluated on the performance appraisal. Results of statistical analyses showed a significant positive correlation between test scores and job performance, indicating a predictive relationship between performance on the tests and performance on the job.

Results/Impact

APT Metrics' test battery resulted in several benefits for Ameren:

- Ameren has a valid test battery that can be used to predict the likelihood of an applicant's success on the job
- Job applicants report that the test has a high level of face validity and appreciate the feedback provided to them following their completion of the test
- Ameren recruiters indicate that higher quality applicants pass the testing portion of the selection process and progress to the interview. Ameren believes that, as a result of this test, First-line Supervisor quality will increase over time