



# Resources

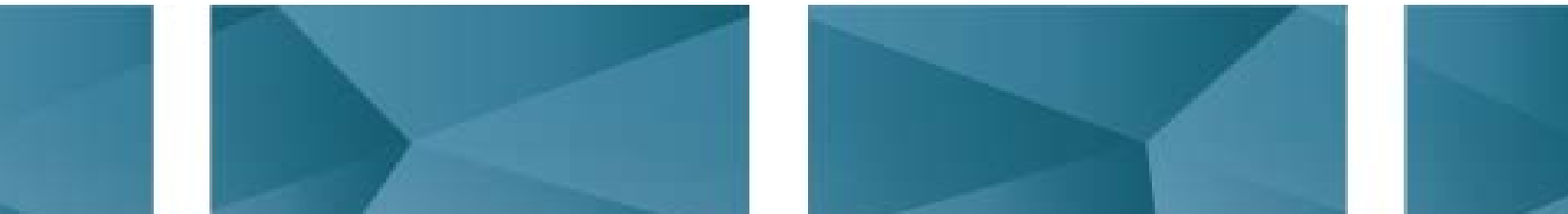
## UNLIMITED

2680 Berkshire Parkway, Suite 110 | Clive, IA 50325

Tel: +1.515.278.1292 | Toll Free: +1.800.278.1292

[info@resourcesunlimited.com](mailto:info@resourcesunlimited.com)

[www.talentappraisal.com](http://www.talentappraisal.com)





# TTI SUCCESS INSIGHTS on **ADVERSE IMPACT**

## *What is Adverse Impact and/or Disparate Impact?*

Under the U.S. Disparate Impact doctrine, an employer may not use an employment practice (e.g., a pre-employment aptitude test) that, even though neutral on its face and applied to all applicants or employees, disproportionately excludes members of a protected category. **An employer can defend its reliance on such an employment practice only if the employer proves that the challenged practice is job related for the position in question and consistent with business necessity.**

Applicants for employment, promotion, or other employment benefits who challenge the denial of the benefit to them will have to prove that the specific employment practice at issue has a disparate impact, unless the applicant proves that the elements of the employer's decision-making process are not capable of separation for analysis, in which case the entire decision-making process may be analyzed as one employment practice.

The Equal Employment Opportunity Commission (EEOC) has long advocated the "80 percent" rule to assess when a particular employment practice has an unlawful disparate impact. Some standard is necessary because all employment criteria will exclude some applicants or employees.

Essentially, the EEOC has determined that if the selection rate of a particular employment practice for a protected category is less than 80 percent of the selection rate for the relevant comparison group, that employment practice has a disparate impact. While the administrative 80 percent rule has not been incorporated into statute, the EEOC and the courts look to the rule as a guide in determining disparate impact challenges.

In addition to the EEOC, the Office of Federal Contract Compliance Programs (OFCCP) enforces regulations within companies that have secured government contracts.

The purpose of the OFCCP is to enforce, for the benefit of job seekers and wage earners, the contractual promise of affirmative action and equal employment opportunity required of those who do business with the federal government.

A complete and comprehensive adverse impact study is the best way to secure the use of assessments within employment practices.



## *What is a Pre-Employment Aptitude Test?*

An aptitude test by definition is any number of various tests given to measure abilities, such as manual dexterity, visual acuity, reasoning, or verbal comprehension, and used to assist in the selection of a career. By definition it is also assumed that a pass/fail rating is determined for such tests.

## *How are Assessments from TTI Success Insights Different?*

Overall TTI assessments are not pass/fail assessments. **While on the surface some of the assessments appear to have ten as the best “score,” this is not the case.** Each factor of measurement can be a strength on either end of the scale (a zero all the way to a ten). This is because of our job-related process, which refer to as job benchmarking.

The job benchmarking process is designed to provide clarity as to the position requirements, key accountabilities, skills, behaviors and motivators for each position within an organization. While TTI has over 7000 job benchmarks available, it is recommended to complete the process within each organization for each position. Because the TTI assessments are not pass/fail, the “80 percent” rule has to be applied

differently. In order to illustrate TTI’s compliance with this standard, we look at the mean of the measured factors for the general population as well as male/female, veteran status, disability status and ethnicity. The following charts will demonstrate that the TTI assessments do not have more than a 20 percent difference in how protected groups score versus the general population.

Special attention has been taken to compare the protected classes against the random sample as well as the specific group that would indicate whether discrimination was occurring. For example, each race was compared against Caucasians; veterans were compared against non-veterans; and disabled were compared against not disabled. We have rounded to the nearest hundredth.

## *Adverse Impact Study Completed in 2014*

**Conclusion — There is no evidence to suggest any of the TTI assessments (DISC, motivators, competencies, HVP) could cause adverse impact with regard to gender, race, disability or veteran status.** Even though the means of the subgroups are statistically different from the means of the general population, they are all well within the EEOC guideline of 80 percent and well within the first standard deviation from the population mean. **If you would like to use our assessments, “Selecting Superior Performers Safely Under the Law” is a must read.**



## Behavioral/DISC Findings as of July 2014

### Random Sample N=69,280

Measurement	Mean	Standard Deviation
Dominance	50.64	23.51
Influence	60.21	24.08
Steadiness	49.92	25.98
Compliance	50.11	22.41

### Males N= 43,169

Measurement	Mean	Standard Deviation	Difference from Random Sample
Dominance	53.97	22.90	3.33
Influence	58.03	24.00	-2.18
Steadiness	46.26	25.56	-3.66
Compliance	50.82	21.80	0.71

### Females N=26,111

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	45.15	23.47	-5.49	-8.82
Influence	63.80	23.78	3.59	5.77
Steadiness	55.98	25.53	6.06	9.72
Compliance	48.95	23.34	-1.16	-1.87

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Behavioral/DISC Findings as of July 2014***Caucasians N=37,798**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Dominance	51.23	23.86	0.59
Influence	62.46	23.84	2.25
Steadiness	50.07	25.97	0.15
Compliance	47.79	22.26	-2.32

**African Americans N=5,272**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	46.56	21.23	-4.08	-4.67
Influence	55.49	21.71	-4.72	-6.97
Steadiness	54.39	24.36	4.47	4.32
Compliance	54.43	19.30	4.31	6.64

**American Indian or Alaskan Native N=461**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	46.72	21.86	-3.92	-4.51
Influence	56.74	23.51	-3.47	-5.72
Steadiness	56.37	24.52	6.45	6.30
Compliance	51.93	20.53	1.82	4.14

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Behavioral/DISC Findings as of July 2014***Asian N=2,281**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	47.50	22.88	-3.14	-3.73
Influence	53.17	24.17	-7.04	-9.29
Steadiness	52.83	25.48	2.91	2.76
Compliance	57.14	21.10	7.03	9.35

**Hispanic or Latino N=3,492**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	47.71	21.66	-2.93	-3.52
Influence	59.82	22.27	-0.39	-2.64
Steadiness	52.48	24.44	2.56	2.41
Compliance	51.19	20.52	1.08	3.40

**Two or More Races N=1,685**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	50.33	23.46	-0.31	-0.90
Influence	61.87	22.77	1.66	-0.59
Steadiness	48.80	25.85	-1.12	-1.27
Compliance	50.02	21.44	-0.09	2.23

**Hawaiian N=249**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	47.91	22.37	-2.73	-3.32
Influence	52.64	23.96	-7.57	-9.82
Steadiness	57.72	24.57	7.80	7.65
Compliance	53.39	21.07	3.28	5.60

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*



## Behavioral/DISC Findings as of July 2014

### Non-Disabled N=35,438

Measurement	Mean	Standard Deviation	Difference from Random Sample
Dominance	50.08	23.04	-0.56
Influence	62.98	22.38	2.77
Steadiness	51.43	24.53	1.51
Compliance	47.44	20.79	2.67

### Disabled N=772

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	47.63	24.02	-3.01	-2.45
Influence	55.60	23.35	-4.61	-7.38
Steadiness	55.03	25.66	5.11	3.60
Compliance	54.02	21.92	3.91	6.58

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Behavioral/DISC Findings as of July 2014***Non-Veteran N=46,780**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Dominance	50.00	23.47	-0.64
Influence	61.40	23.68	1.19
Steadiness	51.03	25.75	1.11
Compliance	49.10	22.04	-1.01

**Disabled Veteran N=461**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	52.10	23.24	1.46	2.10
Influence	57.98	22.96	-2.23	-3.42
Steadiness	49.10	24.78	-0.82	-1.93
Compliance	51.03	19.66	-0.97	1.93

**Other Veteran N=3,497**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	53.52	23.05	2.88	3.52
Influence	57.35	23.64	-2.86	-4.05
Steadiness	47.84	25.42	-2.08	-3.19
Compliance	51.08	21.39	0.97	1.98

**Vietnam Veteran N=813**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	53.96	23.63	3.32	3.96
Influence	54.32	24.08	-5.89	-7.08
Steadiness	47.45	25.87	-2.47	-3.58
Compliance	52.97	20.85	2.86	3.87

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*





## Motivators Findings as of July 2014

### Random Sample N=69,279

Measurement	Mean	Standard Deviation
Theoretical	46.43	8.92
Utilitarian	48.28	10.12
Aesthetic	31.12	9.90
Social	47.09	9.44
Individualistic	42.24	8.42
Traditional	36.84	9.45

### Males N= 40,695

Measurement	Mean	Standard Deviation	Difference from Random Sample
Theoretical	47.23	8.93	0.80
Utilitarian	49.57	9.94	1.29
Aesthetic	29.61	9.47	-1.51
Social	45.16	9.14	-1.93
Individualistic	43.96	8.08	1.72
Traditional	36.47	9.51	-0.37

### Females N=24,102

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	45.11	8.73	-1.32	-2.12
Utilitarian	46.13	10.05	-2.15	-3.44
Aesthetic	33.62	10.08	2.50	4.01
Social	50.29	9.03	3.20	5.13
Individualistic	39.39	8.20	-2.85	-4.57
Traditional	37.45	9.32	0.61	0.98

\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.

*Motivators Findings as of July 2014***Caucasians N=34,912**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Theoretical	46.24	9.05	-0.19
Utilitarian	48.43	10.27	0.15
Aesthetic	31.30	10.06	0.18
Social	46.67	9.69	-0.42
Individualistic	42.34	8.56	0.10
Traditional	37.02	9.23	0.18

**African Americans N=4,685**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	44.86	8.05	-1.57	-1.38
Utilitarian	47.25	9.78	-1.03	-1.19
Aesthetic	29.25	8.59	-1.87	-2.05
Social	50.35	8.75	3.26	3.68
Individualistic	40.49	7.44	-1.75	-1.85
Traditional	39.80	8.57	2.96	2.78

**American Indian or Alaskan Native N=428**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	46.37	8.50	-0.06	0.13
Utilitarian	44.24	10.06	-4.03	-4.19
Aesthetic	32.97	9.31	1.85	1.67
Social	48.61	9.41	1.52	1.94
Individualistic	40.12	8.16	-2.12	-2.22
Traditional	39.69	8.83	2.85	2.67

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Motivators Findings as of July 2014***Asian N=2,123**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	51.06	8.99	4.63	4.82
Utilitarian	46.83	10.59	-1.45	-1.61
Aesthetic	32.53	9.17	1.41	1.23
Social	46.97	9.26	-0.12	0.30
Individualistic	38.06	8.34	-4.18	-4.28
Traditional	36.56	8.43	-0.28	-0.46

**Hispanic or Latino N=3,062**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	47.24	8.61	0.81	1.00
Utilitarian	46.84	10.11	-1.43	-1.59
Aesthetic	31.73	9.47	0.62	0.44
Social	47.56	9.48	0.46	0.88
Individualistic	40.65	8.12	-1.60	-1.69
Traditional	37.98	8.63	1.15	0.96

**Two or More Races N=1,538**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	47.40	9.05	0.97	1.17
Utilitarian	47.13	10.50	-1.15	-1.31
Aesthetic	32.41	9.73	1.30	-1.12
Social	47.05	9.57	-0.04	0.38
Individualistic	40.82	7.99	-1.42	-1.51
Traditional	37.18	8.87	0.34	0.16

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Motivators Findings as of July 2014***Non-Disabled N=35,438**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Theoretical	46.35	9.12	-0.08
Utilitarian	47.92	10.54	-0.36
Aesthetic	31.75	9.82	0.64
Social	46.85	9.97	-0.24
Individualistic	40.85	8.47	-1.39
Traditional	38.28	8.39	1.44

**Disabled N=772**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	46.49	9.19	0.05	0.13
Utilitarian	45.41	10.29	-2.86	-2.50
Aesthetic	31.82	9.84	0.70	0.07
Social	48.31	10.19	1.22	1.46
Individualistic	40.86	9.10	-1.38	0.01
Traditional	39.10	9.50	2.27	0.83

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Motivators Findings as of July 2014***Non-Veteran N=46,779**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Theoretical	46.35	8.99	-0.08
Utilitarian	48.14	10.28	-0.14
Aesthetic	31.38	9.88	0.26
Social	47.31	9.62	0.22
Individualistic	41.47	8.38	-0.77
Traditional	37.34	9.13	0.51

**Disabled Veteran N=461**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	47.19	9.00	0.76	0.84
Utilitarian	45.95	9.95	-2.33	-2.19
Aesthetic	29.32	9.17	-1.79	-2.06
Social	46.70	9.38	-0.39	-0.62
Individualistic	45.05	8.34	2.80	3.58
Traditional	37.79	8.51	0.95	0.45

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Motivators Findings as of July 2014***Other Veteran N=3,497**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	47.16	8.84	0.73	0.81
Utilitarian	47.51	9.94	-0.77	-0.63
Aesthetic	29.22	9.28	-1.90	-2.16
Social	45.66	9.54	-1.43	-1.65
Individualistic	44.96	8.60	2.72	3.49
Traditional	37.49	9.25	0.65	0.14

**Vietnam Veteran N=813**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	46.86	8.76	0.42	0.50
Utilitarian	47.22	10.00	-1.05	-0.92
Aesthetic	30.00	9.24	-1.12	-1.38
Social	45.34	8.99	-1.76	-1.98
Individualistic	44.63	8.15	2.38	3.16
Traditional	37.96	9.51	1.12	0.61

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*



## Hartman/Acumen Findings as of July 2014

### Random Sample N=64,797

Measurement	Mean	Standard Deviation
Understanding Others	7.94	1.41
Practical Thinking	7.68	1.62
Systems Judgment	7.48	1.41
Sense of Self	7.40	1.34
Role Awareness	6.93	1.45
Self Direction	7.11	1.21

### Males N=40,695

Measurement	Mean	Standard Deviation	Difference from Random Sample
Understanding Others	7.97	1.36	0.03
Practical Thinking	7.77	1.53	0.09
Systems Judgment	7.49	1.38	0.01
Sense of Self	7.39	1.34	-0.01
Role Awareness	6.95	1.44	0.01
Self Direction	7.06	1.22	-0.06

### Females N=24,102

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.88	1.49	-0.06	-0.09
Practical Thinking	7.53	1.75	-0.15	-0.25
Systems Judgment	7.46	1.46	-0.02	-0.03
Sense of Self	7.42	1.34	0.02	0.04
Role Awareness	6.91	1.46	-0.02	-0.04
Self Direction	7.21	1.19	0.10	0.15

\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.

*Hartman/Acumen Findings as of July 2014***Caucasians N=34,912**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Understanding Others	8.07	1.30	0.13
Practical Thinking	7.82	1.49	0.14
Systems Judgment	7.58	1.33	0.10
Sense of Self	7.44	1.31	0.04
Role Awareness	6.98	1.41	0.04
Self Direction	7.16	1.17	0.05

**African Americans N=4,685**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.45	1.80	-0.49	-0.62
Practical Thinking	7.05	2.06	-0.63	-0.78
Systems Judgment	7.08	1.67	-0.40	-0.50
Sense of Self	7.46	1.40	0.06	0.03
Role Awareness	7.01	1.41	0.08	0.03
Self Direction	7.12	1.30	0.01	-0.04

**American Indian or Alaskan Native N=428**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.72	1.61	-0.22	-0.35
Practical Thinking	7.50	1.88	-0.18	-0.32
Systems Judgment	7.27	1.66	-0.21	-0.31
Sense of Self	7.42	1.28	0.02	-0.02
Role Awareness	6.99	1.44	0.06	0.01
Self Direction	7.15	1.42	0.03	-0.01

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*



*Hartman/Acumen Findings as of July 2014***Asian N=2,123**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.33	1.71	-0.61	-0.74
Practical Thinking	7.37	1.86	-0.31	-0.46
Systems Judgment	7.09	1.59	-0.39	-0.49
Sense of Self	6.93	1.52	-0.47	-0.51
Role Awareness	6.87	1.41	-0.06	-0.10
Self Direction	6.95	1.30	-0.17	-0.21

**Hispanic or Latino N=3,062**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.70	1.61	-0.24	-0.37
Practical Thinking	7.40	1.81	-0.29	-0.43
Systems Judgment	7.28	1.55	-0.21	-0.30
Sense of Self	7.40	1.41	0.00	-0.03
Role Awareness	6.98	1.44	0.05	0.01
Self Direction	7.11	1.26	-0.01	-0.05

**Two or More Races N=1,538**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.86	1.46	-0.07	-0.20
Practical Thinking	7.57	1.71	-0.11	-0.25
Systems Judgment	7.44	1.44	-0.04	-0.14
Sense of Self	7.40	1.44	0.00	-0.04
Role Awareness	6.89	1.48	-0.05	-0.09
Self Direction	7.11	1.24	0.00	-0.04

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Hartman/Acumen Findings as of July 2014***Non-Disabled N=32,964**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Understanding Others	7.93	1.47	0.00
Practical Thinking	7.70	1.63	0.02
Systems Judgement	7.48	1.43	0.00
Sense of Self	7.41	1.38	0.01
Role Awareness	6.97	1.43	0.04
Self Direction	7.15	1.22	0.04

**Disabled N=657**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.80	1.51	-0.14	-0.14
Practical Thinking	7.46	1.87	-0.22	-0.24
Systems Judgment	7.25	1.67	-0.23	-0.24
Sense of Self	7.10	1.65	-0.30	-0.31
Role Awareness	6.71	1.68	-0.22	-0.27
Self Direction	6.79	1.51	-0.32	-0.36

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Hartman/Acumen Findings as of July 2014***Non-Veteran N=43,015**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Understanding Others	7.93	1.44	0.00
Practical Thinking	7.68	1.63	0.00
Systems Judgement	7.49	1.41	0.00
Sense of Self	7.41	1.35	0.01
Role Awareness	6.97	1.42	0.03
Self Direction	7.15	1.20	0.04

**Disabled Veteran N=387**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.94	1.49	0.00	0.01
Practical Thinking	7.53	1.95	-0.16	-0.16
Systems Judgment	7.26	1.72	-0.22	-0.23
Sense of Self	7.34	1.38	-0.06	-0.07
Role Awareness	6.73	1.75	-0.20	-0.23
Self Direction	6.92	1.59	-0.19	-0.23

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Hartman/Acumen Findings as of July 2014***Other Veteran N=3,114**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.99	1.38	0.05	0.05
Practical Thinking	7.73	1.58	0.05	0.05
Systems Judgment	7.43	1.37	-0.05	-0.05
Sense of Self	7.43	1.31	0.03	0.02
Role Awareness	7.03	1.38	0.10	0.07
Self Direction	7.08	1.21	-0.03	-0.07

**Vietnam Veteran N=735**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.90	1.37	-0.04	-0.04
Practical Thinking	7.60	1.60	-0.08	-0.08
Systems Judgment	7.35	1.45	-0.14	-0.14
Sense of Self	7.40	1.07	0.00	-0.02
Role Awareness	7.15	1.21	0.22	0.19
Self Direction	6.98	1.16	-0.13	-0.17

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*



## Competencies Findings as of July 2014

**Random Sample N=11,428**

Measurement	Mean	Standard Deviation
Analytical Problem Solving	57.60	17.65
Conflict Management	58.31	20.52
Continuous Learning	68.37	19.37
Creativity/Innovation	52.79	23.88
Customer Service	75.63	18.12
Decision Making	50.06	22.41
Diplomacy	64.17	20.41
Empathy	40.58	24.43
Employee Development/Coaching	71.03	20.23
Flexibility	51.86	20.69
Futuristic Thinking	25.67	22.48
Goal Orientation	77.88	17.84
Interpersonal Skills	78.56	23.41
Leadership	69.93	23.70
Management	57.09	17.74
Negotiation	55.04	28.18
Personal Effectiveness	62.62	19.79
Persuasion	64.41	27.42
Planning/Organizing	54.92	18.54
Presenting	64.48	29.19
Self-Management (time and priorities)	64.98	25.09
Teamwork	70.38	19.22
Written Communication	61.28	22.12

*Competencies Findings as of July 2014***Males N=7,070**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Analytical Problem Solving	58.99	16.38	1.40
Conflict Management	60.76	19.98	2.45
Continuous Learning	68.74	18.85	0.36
Creativity/Innovation	53.93	23.41	1.13
Customer Service	75.09	18.06	-0.53
Decision Making	51.89	21.59	1.84
Diplomacy	64.47	20.70	0.31
Empathy	38.10	24.01	-2.48
Employee Development/Coaching	72.21	19.70	1.18
Flexibility	51.99	20.34	0.13
Futuristic Thinking	26.99	22.84	1.32
Goal Orientation	78.79	17.47	0.91
Interpersonal Skills	78.14	23.24	-0.42
Leadership	73.17	21.82	3.24
Management	59.91	17.29	2.82
Negotiation	68.29	26.59	5.25
Personal Effectiveness	65.80	18.94	3.18
Persuasion	68.29	25.81	3.89
Planning/Organizing	53.70	18.25	-1.22
Presenting	68.57	27.17	4.09
Self-Management (time and priorities)	65.48	24.66	0.50
Teamwork	71.40	19.01	1.02
Written Communication	60.70	21.67	-0.67

*Competencies Findings as of July 2014***Females N=4,358**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Analytical Problem Solving	55.33	18.47	-2.27	-3.66
Conflict Management	54.34	20.78	-3.97	-6.42
Continuous Learning	67.78	20.18	-0.59	-0.95
Creativity/Innovation	50.96	24.51	-1.84	-2.97
Customer Service	76.49	18.18	0.87	1.40
Decision Making	47.08	23.37	-2.98	-4.82
Diplomacy	63.67	19.91	-0.50	-0.81
Empathy	44.60	24.56	4.02	6.50
Employee Development/ Coaching	69.12	20.93	-1.91	-3.09
Flexibility	51.64	21.24	-0.22	-0.35
Futuristic Thinking	23.54	21.72	-2.13	-3.45
Goal Orientation	76.40	18.33	-1.48	-2.39
Interpersonal Skills	79.24	23.67	0.68	1.11
Leadership	64.67	25.60	-5.26	-8.50
Management	52.52	17.50	-4.57	-7.39
Negotiation	46.52	28.61	-8.52	-13.77
Personal Effectiveness	57.46	20.05	-5.16	-8.35
Persuasion	58.10	28.74	-6.31	-10.19
Planning/Organizing	56.90	18.82	1.98	3.20
Presenting	57.84	31.08	-6.63	-10.72
Self-Management (time and priorities)	64.17	25.76	-0.81	-1.31
Teamwork	68.73	19.45	-1.65	-2.67
Written Communication	62.27	22.80	0.99	1.35

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Competencies Findings as of July 2014***Caucasians N=8,283**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Analytical Problem Solving	56.82	17.11	-0.77
Conflict Management	59.19	20.05	0.88
Continuous Learning	67.84	19.11	-0.53
Creativity/Innovation	53.59	23.86	0.80
Customer Service	75.30	17.85	-0.33
Decision Making	50.12	22.15	0.06
Diplomacy	64.28	20.41	0.11
Empathy	39.99	24.07	-0.59
Employee Development/Coaching	71.47	19.78	0.43
Flexibility	52.16	20.80	0.88
Futuristic Thinking	25.75	22.32	0.08
Goal Orientation	78.06	17.68	0.18
Interpersonal Skills	78.23	23.42	-0.33
Leadership	70.40	23.25	0.47
Management	57.30	17.47	0.20
Negotiation	55.80	28.20	0.76
Personal Effectiveness	62.45	19.70	-0.17
Persuasion	65.04	27.04	0.64
Planning/Organizing	54.68	18.50	-0.24
Presenting	64.46	29.30	-0.02
Self-Management (time and priorities)	64.60	25.07	-0.38
Teamwork	70.47	18.91	0.08
Written Communication	61.29	21.94	0.01



*Competencies Findings as of July 2014***African Americans N=779**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Analytical Problem Solving	62.42	18.79	4.83	5.60
Conflict Management	56.28	21.70	-2.03	-2.90
Continuous Learning	71.58	18.44	3.21	3.74
Creativity/Innovation	48.83	22.57	-3.96	-4.76
Customer Service	79.36	17.62	3.74	4.06
Decision Making	53.05	22.56	2.99	2.93
Diplomacy	66.33	18.85	2.16	2.05
Empathy	49.60	25.12	8.90	9.49
Employee Development/ Coaching	73.25	20.38	2.21	1.78
Flexibility	52.17	19.39	0.31	0.01
Futuristic Thinking	27.12	23.38	1.45	1.37
Goal Orientation	78.09	17.80	0.21	0.03
Interpersonal Skills	81.81	22.44	3.25	3.58
Leadership	72.74	23.71	2.81	2.34
Management	55.49	18.28	-1.61	-1.81
Negotiation	54.54	27.57	-0.50	-1.26
Personal Effectiveness	64.61	19.61	1.99	2.16
Persuasion	66.21	27.52	1.80	1.16
Planning/Organizing	55.89	18.15	0.97	1.21
Presenting	69.48	27.55	5.00	5.02
Self-Management (time and priorities)	70.16	23.75	5.18	5.56
Teamwork	70.59	19.99	0.21	0.12
Written Communication	62.93	21.77	1.65	1.64

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Competencies Findings as of July 2014***American Indian or Alaskan Native N=74**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Analytical Problem Solving	54.97	19.88	-2.62	-1.85
Conflict Management	56.12	20.43	-2.19	-3.06
Continuous Learning	67.57	20.12	-0.80	-0.27
Creativity/Innovation	55.04	23.49	2.25	1.45
Customer Service	76.14	17.49	0.51	0.84
Decision Making	44.27	24.16	-5.79	-5.85
Diplomacy	56.89	20.08	-7.28	-7.39
Empathy	39.99	23.04	-0.59	0.00
Employee Development/ Coaching	66.65	25.45	-4.38	-4.82
Flexibility	46.51	20.44	-5.35	-5.65
Futuristic Thinking	25.80	24.07	0.12	0.05
Goal Orientation	73.68	18.77	-4.02	-4.38
Interpersonal Skills	74.69	24.32	-3.87	-3.54
Leadership	63.53	25.83	-6.40	-6.87
Management	56.47	18.76	-0.62	-0.82
Negotiation	45.91	28.97	-9.13	-9.89
Personal Effectiveness	60.91	18.04	-1.71	-1.54
Persuasion	55.34	27.55	-9.07	-9.71
Planning/Organizing	51.92	16.14	-3.00	-2.76
Presenting	57.53	31.13	-6.95	-6.93
Self-Management (time and priorities)	60.69	24.73	-4.29	-3.91
Teamwork	65.08	18.70	-5.30	-5.39
Written Communication	57.28	23.86	-4.00	-4.01

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Competencies Findings as of July 2014***Asian N=505**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Analytical Problem Solving	63.18	18.67	5.58	6.35
Conflict Management	54.20	22.46	-4.11	-4.99
Continuous Learning	69.52	20.08	1.15	1.68
Creativity/Innovation	49.15	24.95	-3.64	-4.44
Customer Service	76.43	18.89	0.81	1.14
Decision Making	48.29	22.92	-1.77	-1.83
Diplomacy	63.02	21.30	1.15	1.68
Empathy	38.87	25.55	-1.71	-1.12
Employee Development/ Coaching	66.95	22.26	-4.09	-4.52
Flexibility	51.25	20.69	-0.61	-0.91
Futuristic Thinking	23.19	22.25	-2.49	-2.56
Goal Orientation	77.40	17.89	-0.47	-0.66
Interpersonal Skills	77.31	23.86	-1.24	-0.92
Leadership	64.17	26.23	-5.75	-6.22
Management	57.21	19.05	0.11	-0.09
Negotiation	51.39	29.22	-3.65	-4.41
Personal Effectiveness	62.02	20.98	-0.60	-0.43
Persuasion	59.61	28.50	-4.79	-5.43
Planning/Organizing	56.70	17.71	1.78	2.02
Presenting	63.30	28.41	-0.88	-0.86
Self-Management (time and priorities)	62.77	24.45	-2.21	-1.82
Teamwork	74.55	19.70	4.17	4.09
Written Communication	59.92	22.61	-1.36	-1.37

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Competencies Findings as of July 2014***Hispanic or Latino N=736**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Analytical Problem Solving	57.93	18.88	0.33	1.10
Conflict Management	55.80	20.53	-2.51	-3.39
Continuous Learning	68.46	20.42	0.09	0.62
Creativity/Innovation	49.62	23.64	-3.18	-3.98
Customer Service	77.06	18.35	1.43	1.76
Decision Making	51.33	21.74	1.27	1.21
Diplomacy	62.85	20.42	0.09	0.62
Empathy	39.31	24.10	-1.27	-0.68
Employee Development/ Coaching	69.21	21.01	-1.83	-2.26
Flexibility	51.68	19.27	-0.18	-0.48
Futuristic Thinking	23.72	21.69	-1.95	-2.02
Goal Orientation	78.22	17.50	0.34	0.16
Interpersonal Skills	80.97	22.37	2.41	2.74
Leadership	70.00	23.50	0.08	-0.39
Management	58.31	18.48	1.21	1.01
Negotiation	51.67	27.34	-3.37	-4.13
Personal Effectiveness	64.05	18.76	1.43	1.60
Persuasion	62.83	28.40	-1.58	-2.22
Planning/Organizing	55.80	18.54	0.88	1.12
Presenting	61.48	29.29	-3.00	-2.98
Self-Management (time and priorities)	67.80	24.52	2.82	3.20
Teamwork	70.80	18.90	0.42	0.33
Written Communication	58.90	22.19	-2.38	-2.39

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Competencies Findings as of July 2014***Two or More Races N=328**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Analytical Problem Solving	58.27	18.36	0.67	1.44
Conflict Management	59.06	21.32	0.75	-0.12
Continuous Learning	74.22	18.48	5.85	6.38
Creativity/Innovation	55.17	23.26	2.38	1.58
Customer Service	78.17	17.55	2.52	2.85
Decision Making	50.86	23.53	0.81	0.74
Diplomacy	65.56	19.69	1.39	1.28
Empathy	42.34	24.47	1.76	2.35
Employee Development/ Coaching	72.08	20.22	1.05	0.62
Flexibility	54.31	18.88	2.46	2.16
Futuristic Thinking	28.88	23.39	3.21	3.14
Goal Orientation	79.60	18.20	1.73	1.54
Interpersonal Skills	84.10	18.75	5.54	5.87
Leadership	72.82	21.85	2.89	2.42
Management	57.29	18.55	0.19	-0.01
Negotiation	57.83	25.76	2.79	2.03
Personal Effectiveness	64.92	19.05	2.30	2.47
Persuasion	66.15	27.13	1.74	1.11
Planning/Organizing	54.53	19.30	-0.39	-0.15
Presenting	67.11	27.48	2.63	2.65
Self-Management (time and priorities)	66.13	25.39	1.14	1.53
Teamwork	70.06	19.47	-0.32	-0.41
Written Communication	64.41	22.33	3.13	3.11

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Competencies Findings as of July 2014***Non-Disabled N=9,738**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Analytical Problem Solving	57.83	17.39	0.24
Conflict Management	58.67	20.03	0.36
Continuous Learning	68.39	19.09	0.02
Creativity/Innovation	52.88	23.63	0.09
Customer Service	75.82	17.80	0.19
Decision Making	50.60	22.01	0.55
Diplomacy	64.24	20.06	0.07
Empathy	40.39	24.29	-0.22
Employee Development/Coaching	71.38	19.98	0.35
Flexibility	51.97	20.21	0.11
Futuristic Thinking	25.52	22.39	-0.16
Goal Orientation	78.32	17.49	0.44
Interpersonal Skills	79.05	22.86	0.49
Leadership	70.95	22.98	1.03
Management	57.30	17.65	0.21
Negotiation	55.72	27.71	0.68
Personal Effectiveness	63.06	19.49	0.44
Persuasion	65.47	56.88	1.07
Planning/Organizing	54.92	18.39	0.00
Presenting	65.19	28.72	0.71
Self-Management (time and priorities)	65.52	24.66	0.54
Teamwork	70.62	18.91	0.23
Written Communication	61.57	21.55	0.29

*Competencies Findings as of July 2014***Disabled N=238**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Analytical Problem Solving	57.65	19.68	0.05	-0.19
Conflict Management	53.43	22.30	-4.88	-5.24
Continuous Learning	67.97	19.51	-0.41	-0.43
Creativity/Innovation	51.70	24.75	-1.09	-1.18
Customer Service	73.29	19.14	-2.34	-2.53
Decision Making	48.35	23.26	-1.70	-2.25
Diplomacy	61.37	22.62	-2.80	-2.87
Empathy	43.98	25.53	3.40	3.62
Employee Development/ Coaching	68.63	21.09	-2.40	-2.75
Flexibility	48.03	24.21	-3.83	-3.94
Futuristic Thinking	25.26	22.89	-0.41	-0.25
Goal Orientation	74.66	19.39	-3.22	-3.67
Interpersonal Skills	72.85	26.52	-5.71	-6.20
Leadership	63.29	26.58	-6.63	-7.66
Management	57.09	18.59	0.00	-0.21
Negotiation	48.03	29.63	-7.01	-7.69
Personal Effectiveness	59.58	20.25	-3.04	-3.48
Persuasion	56.92	28.27	-7.49	-8.56
Planning/Organizing	55.63	18.56	0.70	0.71
Presenting	58.86	30.91	-5.62	-6.33
Self-Management (time and priorities)	61.37	27.21	-3.61	-4.15
Teamwork	66.83	26.58	-6.63	-7.66
Written Communication	57.35	26.66	-3.93	-4.22

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Competencies Findings as of July 2014***Non-Veteran N=9,548**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Analytical Problem Solving	57.47	17.63	-0.13
Conflict Management	58.39	20.49	0.08
Continuous Learning	68.48	19.35	0.10
Creativity/Innovation	23.09	23.87	0.29
Customer Service	76.01	17.84	0.38
Decision Making	50.11	22.35	0.06
Diplomacy	64.39	20.19	0.22
Empathy	40.70	24.38	0.12
Employee Development/Coaching	70.94	20.22	-0.09
Flexibility	52.25	20.63	0.39
Futuristic Thinking	25.84	22.48	0.17
Goal Orientation	78.19	17.61	0.32
Interpersonal Skills	79.26	22.94	0.70
Leadership	70.18	23.55	0.25
Management	56.87	17.78	-0.22
Negotiation	55.24	28.18	0.02
Personal Effectiveness	62.59	19.49	-0.03
Persuasion	64.82	27.30	0.41
Planning/Organizing	54.97	18.52	0.05
Presenting	64.63	29.19	0.15
Self-Management (time and priorities)	65.15	25.00	0.06
Teamwork	70.55	19.04	0.16
Written Communication	61.56	22.00	0.28

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*



*Competencies Findings as of July 2014***Disabled Veteran N=168**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Analytical Problem Solving	58.49	17.66	0.89	1.02
Conflict Management	57.14	20.56	-1.17	-1.24
Continuous Learning	68.42	20.53	0.05	-0.05
Creativity/Innovation	47.74	24.08	-5.05	-5.34
Customer Service	72.68	20.42	-2.95	-3.33
Decision Making	53.87	21.92	3.81	3.76
Diplomacy	62.58	22.13	-1.58	-1.80
Empathy	38.04	25.86	-2.54	-2.66
Employee Development/ Coaching	72.83	20.18	1.80	1.90
Flexibility	49.13	19.97	-2.73	-3.12
Futuristic Thinking	23.79	20.65	-1.89	-2.06
Goal Orientation	77.28	19.90	-0.60	-0.91
Interpersonal Skills	73.56	28.33	-5.00	-5.70
Leadership	68.52	25.39	-1.40	-1.66
Management	59.04	16.61	1.94	2.17
Negotiation	51.02	29.07	-4.01	-4.22
Personal Effectiveness	64.99	18.01	2.37	2.40
Persuasion	59.60	27.51	-4.81	-5.22
Planning/Organizing	55.07	18.42	0.14	0.10
Presenting	65.54	30.19	1.06	0.91
Self-Management (time and priorities)	65.54	26.17	0.55	0.38
Teamwork	69.97	19.95	-0.41	-0.58
Written Communication	58.83	24.07	-2.45	-2.73

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Competencies Findings as of July 2014***Other Veteran N=891**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Analytical Problem Solving	58.27	17.05	0.68	0.81
Conflict Management	58.87	20.00	0.56	0.48
Continuous Learning	68.17	18.76	-0.20	-0.30
Creativity/Innovation	50.32	23.13	-2.48	-2.77
Customer Service	74.24	18.59	-1.38	-1.77
Decision Making	51.08	22.33	1.03	0.97
Diplomacy	62.76	21.77	-1.41	-1.63
Empathy	40.05	24.44	-0.53	-0.65
Employee Development/ Coaching	72.30	20.15	1.26	1.36
Flexibility	50.49	19.90	-1.36	-1.76
Futuristic Thinking	23.87	22.03	-1.80	-1.97
Goal Orientation	77.23	18.32	-0.65	-0.97
Interpersonal Skills	75.04	25.11	-3.52	-4.22
Leadership	71.45	23.52	1.52	1.27
Management	59.62	17.44	2.53	2.75
Negotiation	53.78	27.64	-1.26	-1.46
Personal Effectiveness	63.91	19.18	1.29	1.32
Persuasion	63.77	27.52	-0.63	-1.04
Planning/Organizing	55.01	18.02	0.09	0.04
Presenting	64.48	28.83	0.00	-0.15
Self-Management (time and priorities)	64.57	25.45	-0.41	-0.59
Teamwork	70.66	19.27	0.28	0.12
Written Communication	59.02	22.25	-2.26	-2.54

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*

*Competencies Findings as of July 2014***Vietnam Veteran N=201**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Analytical Problem Solving	62.06	17.09	4.46	4.59
Conflict Management	61.74	20.77	3.43	3.36
Continuous Learning	68.83	17.61	0.45	0.35
Creativity/Innovation	57.11	23.10	4.32	4.02
Customer Service	76.63	17.73	1.00	0.62
Decision Making	51.08	19.69	1.03	0.97
Diplomacy	65.34	19.10	1.18	0.96
Empathy	42.14	22.53	1.56	1.44
Employee Development/ Coaching	75.71	17.67	4.68	4.77
Flexibility	54.25	18.88	2.39	2.00
Futuristic Thinking	27.37	22.38	1.69	1.52
Goal Orientation	77.13	17.47	-0.74	-1.06
Interpersonal Skills	76.08	24.21	-2.48	-3.17
Leadership	70.27	19.81	0.34	0.09
Management	60.00	16.49	2.91	3.13
Negotiation	60.73	27.81	5.69	5.49
Personal Effectiveness	65.88	17.23	3.26	3.29
Persuasion	66.31	25.93	1.90	1.49
Planning/Organizing	53.96	18.33	-0.96	-1.01
Presenting	66.34	26.84	1.87	1.71
Self-Management (time and priorities)	65.14	22.50	0.16	-0.02
Teamwork	73.33	18.41	2.94	2.78
Written Communication	62.55	22.66	1.27	0.99

*\*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.*



## About Resources Unlimited

Resources Unlimited is a global human resources training and consulting firm. In business since 1976, we have offices in Des Moines, IA and Kansas City, MO. We help organizations achieve results that require a change in human behavior. Our expertise is in eight areas:

- ◆ Organizational behavior and effectiveness
- ◆ Talent management
- ◆ Leadership development
- ◆ Teambuilding and conflict management
- ◆ Selection, retention, and job benchmarking
- ◆ Employee satisfaction
- ◆ 360° feedback
- ◆ Innovation, creativity, and critical thinking

Resources Unlimited's goal is to provide immediate and personalized service to our valued clients. We tailor our offerings to fit your business needs, and guarantee results.

**Resources Unlimited**  
2680 Berkshire Pkwy. Suite 110  
Clive, IA 50325

tel: +1.515.278.1292  
toll free: +1.800.278.1292  
email: [info@resourcesunlimited.com](mailto:info@resourcesunlimited.com)

 Follow us on twitter: [@ResourcesU](https://twitter.com/ResourcesU)  
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