



# TTI Performance Systems on Adverse Impact

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

Under the Disparate Impact rule, 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 OFCCP enforces regulations within companies that have secured government contracts.

The purpose of the Office of Federal Contract Compliance Programs (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 Performance Systems 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. TTI does not recommend using assessments in hiring unless you have completed our job benchmarking process.

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.

## Adverse Impact Study Completed in 2012

**Conclusion—There is no evidence to suggest any of the TTI assessments (DISC, Values, 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.



# Behavioral/DISC Findings as of February 2012

**Random Sample N=17,801**

Measurement	Mean	Standard Deviation
Dominance	45.56	16.39
Influence	60.92	15.37
Steadiness	54.74	17.03
Compliance	46.81	15.08

**Males N= 10,667**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Dominance	48.05	16.60	2.49
Influence	60.08	15.40	-0.84
Steadiness	51.98	17.31	-2.75
Compliance	46.79	15.02	0.61

**Females N=7,134**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	41.84	15.34	-3.72	-6.20
Influence	62.16	15.25	1.24	2.08
Steadiness	58.86	15.70	4.12	6.87
Compliance	45.28	15.14	-0.90	-1.51



## Behavioral/DISC Findings as of February 2012

### ***Caucasians N=11,988***

Measurement	Mean	Standard Deviation	Difference from Random Sample
Dominance	46.51	17.01	0.94
Influence	62.13	15.90	1.21
Steadiness	54.06	17.49	-0.68
Compliance	44.77	15.55	-1.41

### ***African Americans N=1,849***

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	43.38	13.46	-2.18	-3.13
Influence	57.74	11.92	-3.18	-4.39
Steadiness	56.57	15.28	1.84	2.52
Compliance	49.29	11.95	3.10	4.51

### ***American Indian or Alaskan Native N=175***

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Protected Group
Dominance	42.86	15.19	-2.70	-3.65
Influence	58.35	13.87	-2.57	-3.78
Steadiness	57.98	16.96	3.25	3.93
Compliance	48.30	13.96	2.12	3.53



## Behavioral/DISC Findings as of February 2012

### *Asian N=1,079*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	41.76	14.07	-3.80	-4.75
Influence	55.94	14.15	-4.98	-6.19
Steadiness	57.72	15.13	2.99	3.67
Compliance	52.19	13.28	6.01	7.41

### *Hispanic or Latino N=1,078*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	44.08	15.05	-1.48	-2.42
Influence	60.15	14.36	-0.76	-1.97
Steadiness	55.23	16.34	0.49	1.18
Compliance	47.74	13.96	1.56	2.96

### *Two or More Races N=608*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Protected Group
Dominance	45.53	15.87	-0.03	-0.98
Influence	61.66	14.38	0.74	-0.47
Steadiness	53.23	16.70	-1.51	-0.83
Compliance	46.47	14.27	0.28	1.69



## Behavioral/DISC Findings as of February 2012

### *Non-Disabled N=16,575*

Measurement	Mean	Standard Deviation	Difference from Random Sample
Dominance	45.62	16.36	0.06
Influence	61.06	15.36	0.14
Steadiness	54.68	17.05	-0.06
Compliance	46.03	15.06	-0.15

### *Disabled N=228*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	44.25	16.98	-1.31	-1.37
Influence	58.58	13.78	-2.33	-2.48
Steadiness	56.40	17.30	1.67	1.72
Compliance	48.52	14.10	2.34	2.49



## Behavioral/DISC Findings as of February 2012

### *Non-Veteran N=15,517*

Measurement	Mean	Standard Deviation	Difference from Random Sample
Dominance	45.37	16.35	-0.19
Influence	61.20	15.38	0.28
Steadiness	54.92	17.04	0.18
Compliance	45.96	15.11	-0.22

### *Disabled Veteran N=122*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	49.70	16.87	4.14	4.33
Influence	59.82	14.20	-1.10	-1.38
Steadiness	50.67	17.64	-4.07	-4.24
Compliance	46.62	13.10	0.44	0.66

### *Other Veteran N=895*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	48.80	16.77	3.24	3.43
Influence	59.08	15.24	-1.84	-2.12
Steadiness	51.65	17.30	-3.09	-3.27
Compliance	47.22	14.73	1.04	1.26

### *Vietnam Veteran N=216*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Dominance	48.79	15.76	3.23	3.42
Influence	58.55	14.36	-2.37	-2.65
Steadiness	51.18	15.30	-3.56	-3.74
Compliance	48.17	14.24	1.99	2.21



# Motivators Findings as of February 2012

**Random Sample N=17,801**

Measurement	Mean	Standard Deviation
Theoretical	46.93	9.37
Utilitarian	47.44	10.49
Aesthetic	32.19	9.88
Social	46.81	9.91
Individualistic	39.96	8.63
Traditional	38.66	8.39

**Males N= 10,667**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Theoretical	47.67	9.44	0.74
Utilitarian	48.93	10.35	1.49
Aesthetic	30.70	9.58	-1.49
Social	44.55	9.58	-2.27
Individualistic	41.81	8.37	1.85
Traditional	38.34	8.38	-0.32

**Females N=7,134**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	45.82	9.13	-1.11	-1.85
Utilitarian	45.21	10.31	-2.23	-3.72
Aesthetic	34.42	9.90	2.23	3.72
Social	50.21	9.41	3.40	5.66
Individualistic	37.20	8.26	-2.76	-4.61
Traditional	39.14	8.37	0.48	0.80





## Motivators Findings as of February 2012

### **Caucasians N=11,988**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Theoretical	46.52	9.45	-0.41
Utilitarian	47.92	10.54	0.48
Aesthetic	32.18	10.14	-0.01
Social	46.27	10.00	-0.55
Individualistic	40.53	8.72	0.56
Traditional	38.58	8.47	-0.08

### **African Americans N=1,849**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	45.59	8.03	-1.34	-0.93
Utilitarian	46.91	9.97	-0.54	-1.02
Aesthetic	29.97	8.31	-2.22	-2.21
Social	50.12	8.94	3.31	3.86
Individualistic	39.78	7.53	-0.18	-0.75
Traditional	39.62	7.92	0.97	1.04

### **American Indian or Alaskan Native N=175**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Protected Group
Theoretical	46.30	8.53	-0.63	-0.22
Utilitarian	44.32	10.79	-3.12	-3.60
Aesthetic	33.11	9.40	0.92	0.93
Social	47.87	9.29	1.05	1.60
Individualistic	38.94	8.31	-1.02	-1.59
Traditional	41.46	8.27	2.80	2.88



## Motivators Findings as of February 2012

### *Asian N=1,079*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	52.19	8.94	5.26	5.67
Utilitarian	45.51	10.69	-1.94	-2.42
Aesthetic	33.86	8.93	1.67	1.68
Social	47.03	9.45	0.21	0.76
Individualistic	36.01	8.30	-3.96	-4.52
Traditional	37.41	7.94	-1.25	-1.17

### *Hispanic or Latino N=1,078*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	47.16	8.96	0.22	0.63
Utilitarian	46.36	10.20	-1.08	-1.56
Aesthetic	32.49	9.56	0.30	0.30
Social	47.65	9.99	0.83	1.38
Individualistic	39.15	8.55	-0.82	-1.38
Traditional	39.20	8.16	0.54	0.62

### *Two or More Races N=608*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Protected Group
Theoretical	47.67	9.32	0.74	1.15
Utilitarian	46.78	10.48	-0.66	-1.14
Aesthetic	33.24	9.85	1.05	1.06
Social	46.65	9.85	-0.17	0.38
Individualistic	39.52	8.25	-0.45	-1.01
Traditional	38.14	8.57	-0.52	-0.44



## Motivators Findings as of February 2012

### *Non-Disabled N=16,575*

Measurement	Mean	Standard Deviation	Difference from Random Sample
Theoretical	46.86	9.35	-0.07
Utilitarian	47.46	10.49	0.02
Aesthetic	32.10	9.83	-0.09
Social	46.87	9.91	0.06
Individualistic	40.03	8.60	0.07
Traditional	38.67	8.38	0.02

### *Disabled N=228*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	47.92	8.90	0.99	1.05
Utilitarian	46.14	10.54	-1.30	-1.32
Aesthetic	32.74	9.67	0.55	0.64
Social	47.50	9.86	0.69	0.63
Individualistic	38.90	9.09	-1.06	-1.13
Traditional	38.80	8.68	0.14	0.12



## Motivators Findings as of February 2012

### *Non-Veteran N=15,517*

Measurement	Mean	Standard Deviation	Difference from Random Sample
Theoretical	46.82	9.38	-0.11
Utilitarian	47.48	10.52	0.03
Aesthetic	32.25	9.86	0.06
Social	47.03	9.91	0.21
Individualistic	39.78	8.55	-0.18
Traditional	38.64	8.40	-0.02

### *Disabled Veteran N=122*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	46.98	8.92	0.05	0.16
Utilitarian	46.57	9.87	-0.88	-0.91
Aesthetic	30.17	9.73	-2.02	-2.08
Social	46.41	8.65	-0.40	-0.62
Individualistic	43.56	8.50	3.59	3.77
Traditional	38.31	8.66	-0.34	-0.33



## Motivators Findings as of February 2012

### *Other Veteran N=895*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	47.48	9.02	0.54	0.65
Utilitarian	47.13	10.27	-0.31	-0.35
Aesthetic	29.96	9.27	-2.23	-2.29
Social	45.22	10.04	-1.59	-1.80
Individualistic	43.16	8.99	3.19	3.37
Traditional	39.05	8.06	0.39	0.41

### *Vietnam Veteran N=216*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Theoretical	47.41	8.30	0.48	0.58
Utilitarian	48.28	9.92	0.83	0.80
Aesthetic	30.90	9.69	-1.29	-1.35
Social	43.47	9.36	-3.34	-3.55
Individualistic	42.43	8.29	2.46	2.64
Traditional	39.52	8.51	0.86	0.88



# Hartman/Acumen Findings as of February 2012

**Random Sample N=17,801**

Measurement	Mean	Standard Deviation
Understanding Others	7.47	1.56
Practical Thinking	7.24	1.70
Systems Judgment	7.02	1.48
Sense of Self	6.97	1.43
Role Awareness	6.56	1.45
Self Direction	6.73	1.25

**Males N=10,667**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Understanding Others	7.91	1.47	0.45
Practical Thinking	7.74	1.59	0.50
Systems Judgment	7.45	1.41	0.43
Sense of Self	7.36	1.42	0.38
Role Awareness	6.97	1.42	0.41
Self Direction	7.06	1.24	0.33

**Females N=7,134**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.78	1.64	0.31	0.14
Practical Thinking	7.48	1.79	0.24	0.26
Systems Judgment	7.39	1.52	0.37	0.06
Sense of Self	7.41	1.40	0.44	0.05
Role Awareness	6.94	1.42	0.38	0.03
Self Direction	7.23	1.19	0.50	0.16



## Hartman/Acumen Findings as of February 2012

### Caucasians N=11,988

Measurement	Mean	Standard Deviation	Difference from Random Sample
Understanding Others	8.03	1.37	0.56
Practical Thinking	7.80	1.52	0.56
Systems Judgment	7.55	1.36	0.52
Sense of Self	7.42	1.36	0.44
Role Awareness	6.96	1.41	0.41
Self Direction	7.15	1.18	0.42

### African Americans N=1,849

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.30	1.94	-0.17	-0.74
Practical Thinking	6.93	2.12	-0.31	-0.88
Systems Judgment	7.00	1.72	-0.02	-0.55
Sense of Self	7.48	1.43	0.51	0.06
Role Awareness	7.02	1.39	0.46	0.06
Self Direction	7.15	1.34	0.42	0.00

### American Indian or Alaskan Native N=175

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Protected Group
Understanding Others	7.57	1.88	0.10	0.46
Practical Thinking	7.29	2.04	0.05	0.51
Systems Judgment	7.23	1.53	0.21	0.32
Sense of Self	7.38	1.49	0.40	0.04
Role Awareness	7.02	1.43	0.46	0.06
Self Direction	7.18	1.22	0.45	0.03



## Hartman/Acumen Findings as of February 2012

### *Asian N=1,079*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.30	1.74	-0.17	-0.73
Practical Thinking	7.41	1.84	0.17	0.40
Systems Judgment	7.07	1.59	0.05	0.47
Sense of Self	6.89	1.60	-0.08	-0.52
Role Awareness	6.87	1.40	0.31	0.10
Self Direction	6.97	1.26	0.24	0.18

### *Hispanic or Latino N=1,078*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.65	1.76	0.18	0.38
Practical Thinking	7.39	1.83	0.15	0.41
Systems Judgment	7.24	1.61	0.21	0.31
Sense of Self	7.32	1.54	0.34	0.10
Role Awareness	6.99	1.47	0.43	0.02
Self Direction	7.03	1.36	0.30	0.12

### *Two or More Races N=608*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Protected Group
Understanding Others	7.89	1.44	0.42	0.14
Practical Thinking	7.67	1.64	0.43	0.13
Systems Judgment	7.52	1.39	0.50	0.02
Sense of Self	7.35	1.53	0.38	0.06
Role Awareness	6.80	1.52	0.25	0.16
Self Direction	7.09	1.25	0.36	0.06





## Hartman/Acumen Findings as of February 2012

### *Non-Disabled N=16,575*

Measurement	Mean	Standard Deviation	Difference from Random Sample
Understanding Others	7.86	1.54	0.40
Practical Thinking	7.64	1.67	0.40
Systems Judgement	7.43	1.45	0.41
Sense of Self	7.39	1.40	0.41
Role Awareness	6.97	1.41	0.41
Self Direction	7.14	1.21	0.41

### *Disabled N=228*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.63	1.57	0.16	0.24
Practical Thinking	7.31	2.07	0.07	0.33
Systems Judgment	7.21	1.65	0.18	0.23
Sense of Self	7.07	1.72	0.10	0.31
Role Awareness	6.61	1.56	0.06	0.35
Self Direction	6.81	1.32	0.08	0.32



## Hartman/Acumen Findings as of February 2012

### *Non-Veteran N=15,517*

Measurement	Mean	Standard Deviation	Difference from Random Sample
Understanding Others	7.86	1.54	0.39
Practical Thinking	7.64	1.68	0.40
Systems Judgement	7.43	1.46	0.41
Sense of Self	7.38	1.41	0.41
Role Awareness	6.96	1.42	0.40
Self Direction	7.14	1.22	0.41

### *Disabled Veteran N=122*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.91	1.52	0.44	0.05
Practical Thinking	7.67	1.76	0.43	0.04
Systems Judgment	7.43	1.37	0.41	0.00
Sense of Self	7.39	1.41	0.42	0.01
Role Awareness	6.91	1.28	0.35	0.05
Self Direction	7.12	1.09	0.40	0.01



## Hartman/Acumen Findings as of February 2012

### **Other Veteran N=895**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.93	1.48	0.46	0.07
Practical Thinking	7.69	1.58	0.45	0.05
Systems Judgment	7.40	1.37	0.37	0.04
Sense of Self	7.41	1.40	0.44	0.03
Role Awareness	6.98	1.45	0.43	0.03
Self Direction	7.10	1.21	0.37	0.04

### **Vietnam Veteran N=216**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.95	1.41	0.48	0.09
Practical Thinking	7.74	1.62	0.50	0.10
Systems Judgment	7.37	1.32	0.35	0.06
Sense of Self	7.37	1.16	0.39	0.02
Role Awareness	7.22	1.11	0.67	0.27
Self Direction	7.01	1.05	0.28	0.12



# Competencies Findings as of February 2012

**Random Sample N=17,801**

Measurement	Mean	Standard Deviation
Conceptual Thinking	69.47	14.61
Conflict Management	52.83	21.97
Continuous Learning	66.89	20.77
Creativity	49.65	25.44
Customer Focus	72.90	19.35
Decision Making	72.44	10.92
Diplomacy and Tact	60.47	21.47
Empathy	41.13	24.64
Employee Development and Coaching	66.30	20.52
Flexibility	73.19	16.52
Futuristic Thinking	23.24	22.34
Goal Orientation	71.80	19.87
Interpersonal Skills	73.08	27.21
Leadership	60.45	26.39
Negotiation	44.28	29.09
Personal Accountability	70.25	10.79
Persuasion	52.18	29.37
Planning and Organizing	55.16	20.25
Presenting	52.63	31.66
Problem Solving Ability	72.11	18.06
Resiliency	71.76	11.48
Self-Management	71.96	11.97
Teamwork	67.79	20.32
Understanding Others	78.60	15.43
Written Communication	57.98	25.62



## Competencies Findings as of February 2012

**Males N=10,667**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Conceptual Thinking	70.07	14.16	0.60
Conflict Management	56.26	21.64	3.43
Continuous Learning	68.19	19.56	1.30
Creativity	50.83	24.67	1.18
Customer Focus	72.73	18.06	-0.17
Decision Making	72.84	10.73	0.40
Diplomacy and Tact	59.58	22.59	-0.89
Empathy	36.97	24.25	-4.16
Employee Development and Coaching	68.15	19.71	1.85
Flexibility	73.77	15.81	0.58
Futuristic Thinking	24.89	22.66	1.65
Goal Orientation	72.95	20.04	1.15
Interpersonal Skills	72.16	27.02	-0.91
Leadership	65.10	25.03	4.64
Negotiation	51.44	28.41	7.16
Personal Accountability	70.28	10.77	0.03
Persuasion	58.61	28.37	6.43
Planning and Organizing	51.99	19.56	-3.17
Presenting	58.73	30.48	6.09
Problem Solving Ability	72.43	17.31	0.31
Resiliency	71.59	11.54	-0.17
Self-Management	72.11	11.95	0.15
Teamwork	69.18	19.44	1.39
Understanding Others	79.15	14.74	0.55
Written Communication	57.24	25.39	-0.74



## Competencies Findings as of February 2012

**Females N=7,134**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	68.56	15.23	-0.92	-1.51
Conflict Management	49.95	21.84	-2.88	-6.32
Continuous Learning	65.81	21.70	-1.08	-2.38
Creativity	48.69	26.04	-0.96	-2.14
Customer Focus	73.03	20.39	0.14	0.30
Decision Making	71.83	11.15	-0.61	-1.01
Diplomacy and Tact	61.26	20.44	0.79	1.68
Empathy	44.59	24.46	3.46	7.62
Employee Development and Coaching	64.79	21.05	-1.51	-3.36
Flexibility	72.30	17.52	-0.89	-1.47
Futuristic Thinking	21.87	22.00	-1.37	-3.02
Goal Orientation	70.81	19.69	-0.99	-2.14
Interpersonal Skills	73.82	27.36	0.74	1.66
Leadership	56.59	26.89	-3.86	-8.51
Negotiation	38.33	28.33	-5.95	-13.11
Personal Accountability	70.23	10.77	-0.02	-0.05
Persuasion	46.79	29.12	-5.39	-11.82
Planning and Organizing	57.80	20.46	2.64	5.81
Presenting	47.56	31.77	-5.08	-11.17
Problem Solving Ability	71.65	19.12	-0.47	-0.78
Resiliency	72.05	11.34	0.29	0.46
Self-Management	71.74	11.97	-0.22	-0.37
Teamwork	66.62	20.97	-1.17	-2.57
Understanding Others	77.75	16.39	-0.85	-1.40
Written Communication	58.59	25.83	0.61	1.35



## Competencies Findings as of February 2012

### Caucasians N=11,988

Measurement	Mean	Standard Deviation	Difference from Random Sample
Conceptual Thinking	70.91	13.59	1.43
Conflict Management	53.12	21.83	0.29
Continuous Learning	66.07	21.04	-0.82
Creativity	50.78	25.50	1.13
Customer Focus	72.43	19.03	-0.46
Decision Making	73.40	10.25	0.96
Diplomacy and Tact	60.08	21.81	-0.39
Empathy	40.67	24.36	-0.46
Employee Development and Coaching	65.92	20.25	-0.38
Flexibility	74.93	15.03	1.73
Futuristic Thinking	23.44	22.38	0.20
Goal Orientation	71.88	19.73	0.09
Interpersonal Skills	71.85	27.75	-1.22
Leadership	60.50	26.23	0.05
Negotiation	44.35	29.34	0.06
Personal Accountability	70.85	10.29	0.60
Persuasion	52.02	29.30	0.02
Planning and Organizing	54.70	20.28	-0.46
Presenting	51.44	31.93	-1.22
Problem Solving Ability	73.86	16.34	1.75
Resiliency	72.07	11.10	0.31
Self-Management	72.62	11.39	0.67
Teamwork	68.00	20.16	0.21
Understanding Others	80.33	13.67	1.73
Written Communication	57.96	25.44	-0.02



## Competencies Findings as of February 2012

### African Americans N=1,849

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	64.16	17.33	-5.32	-6.75
Conflict Management	51.27	22.81	-1.56	-1.86
Continuous Learning	70.70	17.28	3.81	4.63
Creativity	40.21	21.91	-9.45	-10.57
Customer Focus	74.94	21.17	2.04	2.51
Decision Making	69.48	12.39	-2.96	-3.93
Diplomacy and Tact	60.56	17.44	0.09	0.48
Empathy	48.04	23.79	6.91	7.36
Employee Development and Coaching	67.24	21.33	0.94	1.32
Flexibility	66.65	20.47	-6.55	-8.28
Futuristic Thinking	18.78	19.79	-4.46	-4.66
Goal Orientation	67.12	18.19	-4.68	-4.76
Interpersonal Skills	71.48	29.98	-1.60	-0.38
Leadership	60.55	27.63	0.09	0.05
Negotiation	39.30	28.30	-4.98	-5.04
Personal Accountability	68.62	11.79	-1.63	-2.23
Persuasion	50.45	29.81	-1.73	-1.75
Planning and Organizing	54.15	20.57	-1.01	-0.55
Presenting	57.84	27.39	5.21	6.43
Problem Solving Ability	66.05	22.65	-6.06	-7.81
Resiliency	71.66	12.06	-0.10	-0.41
Self-Management	69.89	13.23	-2.07	-2.73
Teamwork	68.40	22.18	0.61	0.40
Understanding Others	72.95	19.39	-5.64	-7.38
Written Communication	57.04	25.98	-0.95	-0.93





## Competencies Findings as of February 2012

### *American Indian or Alaskan Native N=175*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	67.32	16.21	-2.15	-3.59
Conflict Management	44.50	19.00	-8.33	-8.62
Continuous Learning	59.25	21.14	-7.64	-6.82
Creativity	55.75	28.49	6.10	4.97
Customer Focus	75.92	17.22	3.02	3.48
Decision Making	71.05	11.95	-1.39	-2.35
Diplomacy and Tact	52.58	18.20	-7.89	-7.50
Empathy	28.42	17.61	-12.71	-12.26
Employee Development and Coaching	68.00	23.05	1.70	2.08
Flexibility	69.86	19.28	-3.33	-5.07
Futuristic Thinking	16.92	23.88	-6.32	-6.53
Goal Orientation	68.83	22.06	-2.96	-3.05
Interpersonal Skills	81.42	13.88	8.34	9.56
Leadership	60.75	34.66	0.30	0.25
Negotiation	31.67	22.64	-12.62	-12.68
Personal Accountability	69.66	11.51	-0.59	-1.18
Persuasion	46.17	25.65	-6.01	-6.04
Planning and Organizing	58.92	10.83	3.76	4.22
Presenting	51.92	34.38	-0.72	0.50
Problem Solving Ability	69.35	20.99	-2.76	-4.51
Resiliency	71.81	11.70	0.05	-0.26
Self-Management	71.09	12.82	-0.86	-1.53
Teamwork	57.08	20.04	-10.71	-10.92
Understanding Others	75.72	18.78	-2.88	-4.61
Written Communication	51.42	20.40	-6.57	-6.55



## Competencies Findings as of February 2012

**Asian N=1,079**

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	66.12	15.78	-3.35	-4.78
Conflict Management	50.94	20.95	-1.89	-2.18
Continuous Learning	71.46	18.14	4.57	5.39
Creativity	46.53	24.74	-3.13	-4.25
Customer Focus	75.87	19.08	2.97	3.44
Decision Making	69.67	11.61	-2.78	-3.74
Diplomacy and Tact	63.79	20.80	3.31	3.71
Empathy	39.73	27.77	-1.40	-0.94
Employee Development and Coaching	69.60	19.57	3.30	3.68
Flexibility	69.68	17.63	-3.52	-5.25
Futuristic Thinking	24.98	20.76	1.75	1.54
Goal Orientation	77.43	17.22	5.63	5.55
Interpersonal Skills	80.71	21.75	7.64	8.86
Leadership	66.09	24.31	5.63	5.58
Negotiation	48.83	29.88	4.54	4.48
Personal Accountability	68.44	11.47	-1.81	-2.40
Persuasion	57.40	28.90	5.22	5.20
Planning and Organizing	60.99	18.19	5.83	6.29
Presenting	64.71	30.86	12.08	13.30
Problem Solving Ability	67.57	20.03	-4.54	-6.30
Resiliency	70.18	12.09	-1.58	-1.89
Self-Management	70.77	12.85	-1.19	-1.85
Teamwork	72.94	20.38	5.15	4.94
Understanding Others	73.03	17.43	-5.56	-7.30
Written Communication	60.61	23.14	2.63	2.65



## Competencies Findings as of February 2012

### Hispanic or Latino N=1,078

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	67.33	15.99	-2.14	-3.58
Conflict Management	53.90	23.05	1.07	0.78
Continuous Learning	68.82	21.01	1.93	2.75
Creativity	45.23	25.05	-4.13	-5.26
Customer Focus	76.10	19.69	3.20	3.67
Decision Making	71.17	12.18	-1.27	-2.23
Diplomacy and Tact	61.40	20.90	0.93	1.32
Empathy	41.45	23.82	0.32	0.78
Employee Development and Coaching	67.67	20.45	1.36	1.75
Flexibility	70.57	18.33	-2.63	-4.36
Futuristic Thinking	23.59	23.21	0.35	0.14
Goal Orientation	74.30	21.01	2.50	2.42
Interpersonal Skills	79.07	24.18	5.99	7.22
Leadership	63.54	24.98	3.08	3.03
Negotiation	46.86	28.27	2.57	2.51
Personal Accountability	69.15	12.17	-1.10	-1.70
Persuasion	53.19	31.96	1.01	0.99
Planning and Organizing	57.91	21.36	2.75	3.21
Presenting	51.49	32.51	-1.14	0.08
Problem Solving Ability	69.61	20.26	-2.50	-4.25
Resiliency	71.03	12.50	-0.74	-1.05
Self-Management	70.92	13.27	-1.04	-1.71
Teamwork	69.44	18.93	1.66	1.44
Understanding Others	76.50	17.55	-2.09	-3.83
Written Communication	54.55	26.61	-3.44	-3.42



## Competencies Findings as of February 2012

### Two or More Races N=608

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	70.16	13.80	0.68	-0.75
Conflict Management	58.32	23.03	5.49	5.19
Continuous Learning	75.98	17.18	9.09	9.91
Creativity	50.32	25.00	0.66	-0.46
Customer Focus	80.64	14.94	7.74	8.20
Decision Making	72.33	10.93	-0.11	-1.08
Diplomacy and Tact	65.98	19.33	5.50	5.90
Empathy	46.66	26.29	5.53	5.99
Employee Development and Coaching	72.05	21.08	5.74	6.12
Flexibility	73.68	15.95	0.49	-1.24
Futuristic Thinking	25.05	21.22	1.81	1.60
Goal Orientation	73.52	21.50	1.72	1.64
Interpersonal Skills	83.80	20.76	10.72	11.94
Leadership	67.91	24.74	7.45	7.41
Negotiation	52.18	26.08	7.90	7.83
Personal Accountability	70.13	10.83	-0.12	-0.71
Persuasion	60.00	26.51	7.82	7.80
Planning and Organizing	50.16	16.97	-5.00	-4.54
Presenting	62.34	29.19	9.71	10.93
Problem Solving Ability	72.47	17.03	0.36	-1.39
Resiliency	71.34	11.92	-0.42	-0.73
Self-Management	71.16	12.36	-0.80	-1.47
Teamwork	70.41	18.91	2.62	2.41
Understanding Others	78.90	14.43	0.31	-1.43
Written Communication	61.89	26.29	3.90	3.92



## Competencies Findings as of February 2012

**Non-Disabled N=16,575**

Measurement	Mean	Standard Deviation	Difference from Random Sample
Conceptual Thinking	69.55	14.55	0.07
Conflict Management	53.07	21.83	0.24
Continuous Learning	67.09	20.85	0.20
Creativity	49.62	25.34	-0.03
Customer Focus	73.22	19.26	0.32
Decision Making	72.53	10.84	0.09
Diplomacy and Tact	60.56	21.39	0.09
Empathy	41.22	24.69	0.09
Employee Development and Coaching	66.44	20.37	0.14
Flexibility	73.28	16.45	0.08
Futuristic Thinking	23.14	22.15	-0.10
Goal Orientation	71.98	19.82	0.18
Interpersonal Skills	73.39	27.17	0.31
Leadership	61.25	26.23	0.80
Negotiation	44.53	29.07	0.25
Personal Accountability	70.35	10.69	0.10
Persuasion	52.69	29.31	0.51
Planning and Organizing	55.13	20.37	-0.03
Presenting	52.98	31.74	0.34
Problem Solving Ability	72.23	17.97	0.12
Resiliency	71.86	11.36	0.10
Self-Management	72.07	11.86	0.11
Teamwork	68.47	20.13	0.68
Understanding Others	78.65	15.39	0.05
Written Communication	57.94	25.42	-0.04



## Competencies Findings as of February 2012

### Disabled N=228

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	66.58	17.01	-2.90	-2.97
Conflict Management	49.60	24.75	-3.24	-3.48
Continuous Learning	68.98	19.52	2.09	1.89
Creativity	53.76	27.30	4.11	4.14
Customer Focus	70.29	15.58	-2.61	-2.93
Decision Making	69.96	12.72	-2.49	-2.58
Diplomacy and Tact	62.64	19.74	2.17	2.08
Empathy	38.60	24.28	-2.54	-2.63
Employee Development and Coaching	69.31	20.63	3.01	2.87
Flexibility	69.94	18.81	-3.26	-3.34
Futuristic Thinking	28.88	27.00	5.64	5.74
Goal Orientation	74.43	18.07	2.63	2.45
Interpersonal Skills	70.17	26.23	-2.91	-3.22
Leadership	55.24	28.99	-5.22	-6.01
Negotiation	43.83	31.83	-0.45	-0.70
Personal Accountability	67.38	12.42	-2.88	-2.97
Persuasion	53.14	31.95	0.96	0.45
Planning and Organizing	58.29	17.13	3.13	3.16
Presenting	54.21	32.33	1.58	1.24
Problem Solving Ability	67.67	20.57	-4.45	-4.57
Resiliency	69.12	12.88	-2.64	-2.74
Self-Management	68.66	13.51	-3.30	-3.41
Teamwork	65.90	21.60	-1.88	-2.56
Understanding Others	76.25	15.71	-2.35	-2.40
Written Communication	59.26	28.66	1.28	1.32



## Competencies Findings as of February 2012

### Non-Veteran N=15,517

Measurement	Mean	Standard Deviation	Difference from Random Sample
Conceptual Thinking	69.54	14.65	0.07
Conflict Management	52.64	22.10	-0.19
Continuous Learning	66.94	20.90	0.05
Creativity	49.57	25.42	-0.09
Customer Focus	73.29	19.23	0.40
Decision Making	72.50	10.90	0.06
Diplomacy and Tact	60.82	21.17	0.35
Empathy	41.51	24.53	0.38
Employee Development and Coaching	66.20	20.46	-0.10
Flexibility	73.25	16.53	0.06
Futuristic Thinking	23.29	22.01	0.05
Goal Orientation	71.92	19.82	0.12
Interpersonal Skills	73.22	27.26	0.15
Leadership	60.54	26.42	0.09
Negotiation	44.00	29.20	-0.29
Personal Accountability	70.31	10.74	0.06
Persuasion	51.98	29.43	-0.20
Planning and Organizing	55.58	20.29	0.42
Presenting	52.32	31.75	-0.31
Problem Solving Ability	72.20	18.07	0.08
Resiliency	71.81	11.42	0.05
Self-Management	72.01	11.92	0.05
Teamwork	68.30	20.39	0.51
Understanding Others	78.61	15.43	0.01
Written Communication	58.06	25.45	0.07



## Competencies Findings as of February 2012

### *Disabled Veteran N=122*

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	69.44	14.41	-0.03	-0.10
Conflict Management	52.27	19.46	-0.56	-0.37
Continuous Learning	63.27	22.79	-3.61	-3.66
Creativity	52.14	23.80	2.48	2.57
Customer Focus	70.14	20.42	-2.76	-3.16
Decision Making	72.50	11.23	0.05	0.00
Diplomacy and Tact	51.73	22.53	-8.75	-9.10
Empathy	29.05	27.10	-12.09	-12.46
Employee Development and Coaching	66.50	24.63	0.20	0.30
Flexibility	74.01	15.76	0.82	0.76
Futuristic Thinking	28.00	24.59	4.76	4.71
Goal Orientation	79.82	13.52	8.02	7.90
Interpersonal Skills	70.05	33.44	-3.03	-3.18
Leadership	68.05	28.93	7.59	7.50
Negotiation	50.00	25.45	5.72	6.00
Personal Accountability	70.36	10.10	0.11	0.04
Persuasion	58.14	32.83	5.96	6.16
Planning and Organizing	61.32	16.62	6.16	5.74
Presenting	63.00	34.21	10.37	10.68
Problem Solving Ability	72.34	17.79	0.23	0.14
Resiliency	72.04	10.07	0.28	0.23
Self-Management	71.83	11.34	-0.12	-0.17
Teamwork	67.45	16.62	-0.33	-0.85
Understanding Others	79.13	15.21	0.53	0.52
Written Communication	60.86	23.20	2.88	2.81





## Competencies Findings as of February 2012

### Other Veteran N=895

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	69.31	13.62	-0.16	-0.23
Conflict Management	55.86	19.59	3.03	3.22
Continuous Learning	67.85	21.32	0.96	0.91
Creativity	49.25	25.67	-0.40	-0.32
Customer Focus	70.06	19.11	-2.84	-3.23
Decision Making	72.57	10.62	0.13	0.07
Diplomacy and Tact	57.97	22.99	-2.50	-2.85
Empathy	40.75	25.12	-0.38	-0.76
Employee Development and Coaching	66.31	18.79	0.01	0.11
Flexibility	73.27	15.95	0.08	0.02
Futuristic Thinking	23.01	24.37	-0.23	-0.28
Goal Orientation	72.99	20.06	1.19	1.07
Interpersonal Skills	73.36	26.98	0.28	0.14
Leadership	62.97	26.22	2.52	2.43
Negotiation	47.04	28.16	2.76	3.04
Personal Accountability	70.26	10.88	0.01	-0.05
Persuasion	57.94	26.09	5.76	5.96
Planning and Organizing	49.37	19.45	-5.79	-6.21
Presenting	52.55	31.54	-0.08	0.23
Problem Solving Ability	72.32	17.17	0.21	0.12
Resiliency	72.09	11.48	0.32	0.27
Self-Management	72.15	12.08	0.19	0.14
Teamwork	68.72	19.41	0.93	0.42
Understanding Others	79.28	14.84	0.69	0.68
Written Communication	53.44	26.82	-4.54	-4.62



## Competencies Findings as of February 2012

### Vietnam Veteran N=216

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	68.86	12.91	-0.62	-0.68
Conflict Management	62.03	22.41	9.20	9.39
Continuous Learning	71.61	15.62	4.72	4.67
Creativity	53.58	24.21	3.92	4.01
Customer Focus	79.61	14.90	6.71	6.31
Decision Making	73.12	9.75	0.68	0.63
Diplomacy and Tact	67.00	20.70	6.53	6.18
Empathy	40.06	25.86	-1.07	-1.45
Employee Development and Coaching	75.70	17.72	9.39	9.49
Flexibility	73.42	15.69	0.22	0.17
Futuristic Thinking	22.24	23.89	-1.00	-1.05
Goal Orientation	73.00	21.00	1.20	1.08
Interpersonal Skills	76.91	25.13	3.83	3.69
Leadership	70.64	17.95	10.18	10.09
Negotiation	53.12	30.80	8.84	9.12
Personal Accountability	70.78	9.02	0.53	0.46
Persuasion	61.97	30.46	9.79	9.99
Planning and Organizing	51.09	22.33	-4.07	4.48
Presenting	65.58	27.98	12.94	13.26
Problem Solving Ability	72.24	16.05	0.13	0.04
Resiliency	72.36	8.61	0.60	0.55
Self-Management	73.14	9.77	1.19	1.13
Teamwork	70.52	17.71	2.73	2.21
Understanding Others	79.47	14.08	0.88	0.86
Written Communication	67.94	24.48	9.95	9.88

\*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.



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