



Employee Reliability Inventory Screening System

“Personality Factors” Underlying the Seven Scales Of The Employee Reliability Inventory Screening System¹

Standard use of the ERI[®] screening system involves integrating the questionnaire results into the conduct of subsequent interviews and reference checks. This is done by using structured follow-up questions of the type contained in the booklet, *Use of the ERI[®] as a Pre-Interview Questionnaire*. In general, experienced interviewers have a good sense of how to interpret an applicant's responses to interview questions, in relation to the position for which the person is applying. Nonetheless, having an additional frame of reference for interpreting the behaviors associated with poorer scores on each of the ERI[®] scales allows for a more complete and accurate analysis of the applicant's responses and general demeanor during the interview. Using structured follow-up questions, to explore potential problem areas suggested by an applicant's results on one or more of the ERI[®] scales, is an essential part of the ERI[®] screening system. Incorporating information about the Personality Factors underlying each scale into the interviewing and reference verification process is one of the most effective ways to make use of ERI[®] system.

This list of Personality Factors should be used in conjunction with the structured follow-up questions included in the booklet *Use of the ERI[®] as a Pre-Interview Questionnaire*. The purpose of providing you with this list is to help clarify what behaviors are being assessed by each of the seven ERI[®] Scales. These examples can assist you when interpreting an applicant's responses to the follow-up interview questions. They provide you with an additional source of information, with which to clarify an applicant's results on the ERI[®] questionnaire.

A SCALE

The **A** scale assesses the likelihood that an applicant's job performance will not be disrupted by alcohol or illegal drug use. This scale does **not** assess alcohol or illegal drug use, *per se*. Rather, it assesses whether an individual's on-the-job performance is not likely to be adversely affected as a consequence of his/her alcohol or illegal drug use.

There are three “personality factors” associated with poorer scores on the **A** scale:

- Experiencing feelings of ineffectiveness in one's day to day interactions with others
- Pervasive denial of difficulties, of any kind, in coping with the demands of daily living
- Denial of problems, of any kind, in controlling one's behavior

C SCALE:

The **C** scale assesses the likelihood that an applicant's interactions with customers/guests will be characterized by a high level of courtesy and commitment to service.

There are four "personality factors" associated with poorer scores on the **C** scale:

- Being cynical, outspoken, and liking to avoid pressure or hard work
- Feeling discontented, dull, and having difficulties in relating to strangers
- Avoidance of interacting with, or being involved with, other people
- Rigid inflexibility

E SCALE:

The **E** scale assesses the likelihood that an applicant's work performance will not be disrupted due to the presence of maladaptive personality traits such as irresponsibility, poor judgment, difficulty in working cooperatively with others, poor frustration tolerance or poor impulse control. It is important to emphasize that this scale does **not** assess, nor is it intended to assess, the presence of a mental or psychological impairment or disorder. Rather, it assesses whether an individual's job performance is likely to be disrupted due to the presence of these types of personality traits.

There are three "personality factors" associated with poorer scores on the **E** scale:

- The presence of maladaptive personality traits
- Frequently fluctuating self esteem
- Pervasive denial of any form of frustration or inner conflict

F SCALE:

The **F** scale assesses the likelihood that an applicant will perform on the job in a conscientious manner, that he/she will not be fired, and will remain on the job for at least 30 days.

There are four "personality factors" associated with poorer scores on the **F** scale:

- Having pronounced feelings of bitterness and alienation
- Having a cynical view of others and their motivation
- Enjoyment of being loud and outspoken
- Claiming to be calm, cool and collected under any circumstances

H SCALE:

The **H** scale assesses the likelihood that an applicant will perform on the job in a trustworthy manner, and will not engage in various forms of property deviant behavior.

There are four “personality factors” associated with poorer scores on the **H** scale:

- Having a pessimistic alienated outlook on life
- Using cynicism to protect one’s self against feelings of being personally ineffective
- Rigid denial of even minor personal shortcomings
- Impulsive seeking of excitement

Q SCALE:

The **Q** scale assesses the likelihood that an applicant will make a long term commitment to the job, that he/she will not quit, and will remain on the job for at least 30 days.

There are three “personality factors” associated with poorer scores on the **Q** scale:

- Experiencing personal feelings of dullness and a lack of involvement in one’s life and society
- Having a hedonistic outlook (living for the pleasure of the moment)
- Avoidance of personal involvement, challenge, or complexity

S SCALE:

The **S** scale assesses the likelihood that an applicant will perform safely on the job and will not have a significant on-the-job accident in the first four months of employment.

There are four “personality factors” associated with poorer scores on the **S** scale:

- Having a hyperconventional and pollyannish view of life
- Having difficulty in dealing effectively with emotions and personal conflicts
- Avoidance of challenges and conflicts with others
- Pervasive denial of personal anxieties or conflicts

1. Gerald L. Borofsky, Ph.D. (Harvard Medical School) (1993) BSPA Technical Bulletin.

Because the Employee Reliability Inventory (ERI®) was validated using a **criterion-related** method, it also was of interest to examine the psychological constructs (“Personality Factors”) which underlie each of the seven scales. This report describes the results of an investigation into the nature of these underlying “personality factors” using the method of factor analysis. The sample was a general group of over 60,000 job applicants from all regions of the United States, representing all ten Standard Industrial Classification (SIC) Code Divisions, 54 Major SIC Groups, and a wide range of job categories, all of whom had completed the ERI® as part of their preemployment processing.