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Integrity

Integrity is described as a constant 'battle of the mind' between our animal instincts (vices or passions) and our ability to reason (virtues or sensibility). Giotto is an ipsative (forced choice) questionnaire, which requires the individual to select from a range of descriptors that which is most and least like them.

Giotto recognises that life is a series of choices and actions that are made in the context of the environment we operate in. We make choices about how to act and we must accept the consequences of those choices. Thus, our vices and virtues (integrity) will change over time as we are rewarded, or not rewarded, for our choices and actions. Different attitudes and behaviours will be labelled as acceptable or not, only in the context of the environment in which we are operating. For example, entrepreneurs will often take risks to learn from their mistakes, however this approach would be totally unacceptable for an airline pilot. Whatever our profile, based upon this theory, it is a profile that may change through personal choice over time.

Giotto is particularly suited for use in selection (pre-interview) and for development and especially in ethics training. The test indicates particular attitudes to an individual's work-based behaviour that may benefit from further probing during the selection or development process.

background

Giotto is based upon the model of personality derived from the work of a classical scholar, Prudentius.

Prudentius believed that the human character develops through a series of choices that we make throughout our lives. These lay down habitual styles of responding that become increasingly ingrained as we mature.

Although Prudentius saw these choices in terms of virtues and vices, he did not believe in the wholly virtuous person. Rather he saw it as a part of the human condition that we each have our own particular strengths and weaknesses. Giotto interprets these choices in terms of how they impact on our workplace and how they are perceived by others around us.

The strength of Giotto is the recognition that each employment setting will require a different optimal balance of characteristics among its employees. Ideally we should seek employment with a company and in a role that will utilise our strengths and manage our weaknesses.

PRUDENCE

Proficiency – careful and sensible

Versus

Careless – careless particularly when carrying out mundane tasks

FORTITUDE

Work orientation – orientation to hard work

Versus

Absenteeism – can dislike working hard

TEMPERANCE

Patience – slow to anger, calm in the face of adversity

Versus

Hostility – impatient with the foibles of others

JUSTICE

Fair-mindedness – balanced and impartial

Versus

Subversion – tends to be suspicious of the intentions of others

FAITH

Loyalty – Shows a sense of duty

Versus

Disloyalty – Might ignore the advice of those who know better

CHARITY

Generosity – open and honest in dealings with others

Versus

Covetous – known to elaborate or distort the truth

HOPE

Optimistic – resourceful and enthusiastic about the future

Versus

Inertia – somewhat pessimistic about the future

Integrity is a must in so many situations that Giotto is a completely versatile tool! This test is extremely valid as a pre-interview selection tool, corporate culture benchmarking tool and an individual development tool.

Selection

Candidates can be screened for specific characteristics required for particular roles. For example, an airline pilot will require a substantially higher level of prudence than say an entrepreneur. The results of the test should not be used in isolation from other information about the candidate but can be used as an additional source of information. Because Giotto is an ipsative test it is not possible to form norms therefore it is not suitable as a candidate-screening tool.

Corporate Culture Benchmarking

This can be readily achieved using Getfeedback's rapid data capture system. Corporate 'snapshots' can help to identify trends in the attitudes of the workforce as a whole, or of component parts. For example, a global financial services organisation used Giotto to identify attitude to risk across their trading teams, this enabled them to identify their corporate risk profile.

As a Training Tool

Giotto is extremely useful particularly within the realms of compliance, ethics and leadership development. The results stimulate interesting discussion and often uncover rationale for interpersonal feelings of distrust, interpersonal tension and conflict. A trained professional can use the information to develop an individual's ability to identify individual differences and respond accordingly to improve interaction.

Team Development

The evaluative nature of Giotto makes it excellent for role assessment. Specifically, pre-interview screening, new (project, management or work group) team formation. Results can be used to determine the series of choices made by the applicant and to determine where specific groups with particular values and virtues will gel well together. This information is particularly helpful in establishing individual needs and their match to an organisation, specific role or a team within an organisation. This is quite distinct from information gleaned from non-evaluative personality tests. designed to give interviewers more information about the stable traits and characteristics demonstrated by a candidate.

Meta-analysis

Meta-analysis is a method of analysis where data from a number of studies is grouped together to provide evidence either for, or against, a particular hypothesis. The case in favour of integrity testing is made by Deniz Ones and colleagues (Ones et al, 1993, 1995; Schmidt et al, 1992; Collins & Schmidt, 1993). They report a series of meta-analytic studies which review the evidence for the validity of integrity testing and on the basis of 650 criteria-related validity coefficients from over 500,000 subjects, and conclude that the evidence for the validity of integrity tests is substantial but also that the broad construct of integrity is probably a good or better predictor of overall job performance than the "Big Five" personality factors either alone or in combination. In comparison with supervisor ratings of overall job performance they find an unadjusted validity of 0.22 for integrity which compares favourably with the highest validities reported by Tett and Jackson (1991) in their meta-analysis of occupational testing where they found a validity of 0.22 for the "Big Five" Trait of agreeableness. There can be no doubt that Integrity tests address directly some of the major questions of interest to an employer in the selection process.

Item Development

A thesaurus was utilised to generate an adjective item bank consisting of 234 items based upon synonyms and antonyms to the concepts provided by the Prudentius model. These items were assessed by a team of expert psychologists and personnel staff to assess their suitability for work. Following the adjective identification, a pilot study further specified the item bank and led to the creation of the 101 item questionnaire. The questionnaire consists of two parts: Part A which forms a series of paired items and Part B single adjectives rated from 1 to 5. The test was developed in conjunction with several major UK blue chip companies.

Standardisation Study

178 item version of Giotto was administered to 701 respondents in a variety of occupations in the UK. There were for example, 127 insurance and accountancy staff, 127 teachers or trainers, 257 security guards, 58 fire fighters, 47 cashiers, 24 drivers, 47 managers,, 32 clerical staff, 15 human resource personnel and so on. Ages range between 16 and 68 years and educational level ranged from 41 with no qualifications to 6 PhDs. The population was taken to be broadly representative of the UK working population.

technical information

Reliability and Validity

Reliability was calculated using the split-half reliability method. Content, concurrent, domain related and criterion-related validity were tested.

Reliability: The split-half reliabilities for the 7 Giotto scales from the 701 respondents in the standardisation sample are given below.

Scale	Reliability	Standard error
Scale A (Prudence)	.72	2.12
Scale B (Fortitude)	.71	2.15
Scale C (Temperance)	.75	2.00
Scale D (Justice)	.71	2.15
Scale E (Faith)	.73	2.08
Scale F (Charity)	.75	2.00
Scale G (Hope)	.76	1.96

NB – the 95% confidence interval for all these scales is 1.96 x the standard error. This rounds to 4 for all the Giotto scales.

Content validity: One of the most straightforward ways in which content validity can be reported is to preset those items which have the most extreme loadings on each scale for both positive and negative directions. A positive loading means that the item has a large positive correlation with that scale; while a negative loading means that the item has a large negative correlation on with that scale.

Concurrent validity: For the purpose of concurrent validity the 7 Giotto scales are studied against the 7 Orpheus minor scales and “Big Five” personality traits.

Domain related validity: This is provided by cross correlations of Giotto scales with Orpheus items within the standardisation study.

Criterion-related validity: The 7 Giotto scales were validated against 14 predesignated supervisors rating scales. Ratings ranged from below average to exceptional. The ratings were carried out by the supervisors of 432 respondents in the standardisation study.

For more details please refer to the Giotto Technical User Manual, available from Harcourt <http://www.harcourt-uk.com/>

The test conforms to British Psychological Society and American Psychological Association guidelines on personality test construction and use.

test administration

We deliver the service your way

Businesses operate in different ways. Some want to be very hands on with the use of psychometric tests. Others want the process to be as low noise as possible. So it's no use getting a business to operate in a way that is unhelpful and uncomfortable. That's why we have a number of different ways of deploying psychometric tests.

We give you the technology you need, when you need it

We take a modular approach so that you can buy the bits you need, as and when you need them. You can link them together with other tools at any point in the future – for example your existing performance management and succession planning technology.

We make a proper job of the technology

Our web based tools are cheat proof, hack proof, idiot proof - and candidate proof.
Some essentials:

- Giotto is available through Getfeedback's online admin centre and is delivered on-line.
- Candidates are sent a secure link via email.
- Giotto is not a timed test.
- There are 101 items split into two parts.
- Approximate time required to take the test is 20 minutes.

How do you want to do it?

Eliminate the testing headache – Fully outsourced – We manage your testing on your behalf

Set up

Customised site set up – if required

Ongoing the process is simple.

- You give us a candidate list
- We set up and administer the tests
- You receive the results on an agreed date
- You get an hour with an occupational psychologist to help you make the most of the data OR each candidate gets an hour with us to run through their feedback (optional if BPS accredited)
- You get the right people in the right roles

Online testing for speed and convenience

Each candidate receives an email containing full instructions and a link to their questionnaire.

Equip your team with a quality testing system – Self managed – We train you to use our system

- You tell us whether you would like a fully branded testing site or use of our standard site.
- We train your internal team to use our system.
- You get started testing your candidates

Set up costs

Set up of customised branded site (if required)

Training to use the system

Ongoing costs

All you pay for is the cost of the questionnaire. The report is generated automatically.

How much does the Giotto cost?

Assessments

Giotto.....£ 20

Prices are per test per candidate

Administration

Fully Outsourced service.....£ 50

Price per test per candidate

Fully outsourced administration charge can be discounted for high volume users

Self managed service.....£ 750

Training for up to 4 people to use the online administration centre

Customised Online Test Centre

Client branded portal.....£ 1100 per day

Standard web portal takes 2-3 days to set up

NB: Administrators must be qualified to British Psychological Society Accreditation Level B – in the absence of BPS Accreditation, Getfeedback can provide support at £200 per hour.

To discuss any aspect of the administration process and/or pricing, please contact James Shimmen to discuss your specific requirements on 01491 845 532