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*Measure What Matters™*

# **Adverse Impact Analysis of the Call Reluctance® Scale**

*Reprinted from BSRP PsychScore™ Technical & Administration Manual*

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# Adverse Impact Analysis of the SPQ\*GOLD®/FSA™

## Equity Considerations in Employee Selection and Performance Evaluation

More than 40 years of research have supported the crucial link between the sales productivity of an organization and the level of prospecting activity of an organization. The attrition rate of novice salespeople averages around 80% across industries during their first year, with most of the attrition attributable to insufficient prospecting activity. Furthermore, in several levels of experience, including many top producers, 40% have reported career-threatening levels of discomfort with prospecting.

Consequently, increasing numbers of managers have begun to associate prospecting activity not only with sales production, but also with the operational costs of hiring and retaining employees. Moreover, while product knowledge and selling techniques continue to comprise an important part of sales training, the willingness and ability to initiate contact with prospective buyers has been shown to be one of the most critical links between preparation and performance in sales.

The ability of psychometric instruments to predict performance without bias is an increasingly important consideration in today's multi-cultural and global socioeconomic contexts. Today, the challenge to the behavioral scientist is to design instruments without prejudicial regard to ethnic, cultural, and gender differences, unless those differences are reflected in work performance. For example, it may be acceptable to use spatial vision tests, which will exclude the sight impaired regardless of gender or ethnicity, if successful job performance requires sighted individuals, as in the case of airline pilots. Likewise, success in sales cannot occur unless contact is initiated in sufficient numbers with prospective buyers.

The Sales Preference Questionnaire/Full Spectrum Advocacy (SPQ\*GOLD®/FSA™) is an assessment specifically designed to measure sales call reluctance®. It is not a general personality test. Many of the items are heavily weighted toward "content validity" job sampling. Unlike general personality questionnaires, which require a large inferential leap, SPQ\*GOLD/FSA directly reflects behaviors and attitudes that influence the degree of comfort an individual of any gender or ethnicity can be expected to experience when initiating contact with prospective buyers for the purpose of securing new business.

The SPQ\*GOLD/FSA is a limited purpose questionnaire designed to assist in the development and selection of direct sales personnel. Professional standards, such as those described in the Uniform Guidelines on Employee Selection and Procedures (Code of Federal Regulations) and the Standards for Educational and Psychological Tests prepared by a joint committee of the American Psychological Association, were examined when constructing and validating the instrument.

# Adverse Impact Analysis of the SPQ\*GOLD®/FSA Equity Considerations in Employee Selection and Performance Evaluation

The initial edition of the Call Reluctance assessment (SPQ) was first published in 1982 and has been utilized in many different companies, industries, and cultures. Many of the items on the questionnaire contain both face validity and content validity, thereby increasing perceptions of the questionnaire by candidates completing it as job related. In fact, approximately 90% of those tested indicated that they considered the SPQ\*GOLD/FSA to be reasonably related to a career in sales.

The most current research studies using the SPQ\*GOLD/FSA indicate little or no association between profile scores and ethnic or gender groups. Approximately 3% or less of the differences in scores can be attributed to ethnicity or gender.

To BSRP's actual knowledge, the SPQ\*GOLD/FSA, when used properly, has not been found to have an adverse impact against protected classes (based upon race, color, gender, or national origin) as defined by the Equal Employment Opportunity laws and regulations.

With respect to state, federal, and other employment law matters, the SPQ\*GOLD/FSA developed by Behavioral Sciences Research Press, Inc. (BSRP) and used for evaluation of sales personnel has not resulted in any claims, actions, suits, proceedings, or investigations in the past, pending, or to the knowledge of BSRP, threatened against BSRP and there is no judgment, decree, injunction, rule, or order outstanding against BSRP arising therefrom.



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