### Table A1. Descriptive Statistics

<table>
<thead>
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<th>Police</th>
<th></th>
<th>Fire</th>
<th></th>
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<tbody>
<tr>
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<td>N</td>
<td>Mean</td>
<td>SD</td>
<td>N</td>
</tr>
<tr>
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<td>1189</td>
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<td>476</td>
</tr>
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<td>.71</td>
<td>476</td>
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<td>.82</td>
<td>476</td>
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<td>3.73</td>
<td>.79</td>
<td>476</td>
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<td>555</td>
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<td>Firo Control-Wanted</td>
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</tr>
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<td>Watson Glaser</td>
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<td>Wesman Quantitative</td>
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<td>8.29</td>
<td>3.72</td>
<td>554</td>
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<td>Wesman Verbal</td>
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<td>22.42</td>
<td>5.90</td>
<td>553</td>
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<tr>
<td>General Impression</td>
<td>1410</td>
<td>2.94</td>
<td>.48</td>
<td>563</td>
</tr>
<tr>
<td>Preparation</td>
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<td>2.97</td>
<td>.73</td>
<td>565</td>
</tr>
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<td>Overall Recommendation</td>
<td>1410</td>
<td>2.77</td>
<td>.64</td>
<td>567</td>
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<td>Selection Decision</td>
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<td>.49</td>
<td>.50</td>
<td>562</td>
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<td>Performance: Work Disposition</td>
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<td>.79</td>
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<td>Performance: Social/Emotional Competence</td>
<td>435</td>
<td>3.79</td>
<td>.76</td>
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</table>
Table A2. Fixed effect estimates from the hierarchical linear model predicting performance ratings from assessment components and assessor ratings with random slopes.

<table>
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<tr>
<th>Predictor</th>
<th>Work Disposition</th>
<th>Social Emotional Competence</th>
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<tbody>
<tr>
<td></td>
<td>Coeff.</td>
<td>SE</td>
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<tr>
<td>Intercept</td>
<td>3.83</td>
<td>0.06</td>
</tr>
<tr>
<td>Intercept x Position</td>
<td>-0.02</td>
<td>0.13</td>
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<tr>
<td>Neuroticism</td>
<td>0.11</td>
<td>0.05</td>
</tr>
<tr>
<td>Neuroticism x Position</td>
<td>-0.06</td>
<td>0.12</td>
</tr>
<tr>
<td>Extraversion</td>
<td>0.10</td>
<td>0.05</td>
</tr>
<tr>
<td>Extraversion x Position</td>
<td>0.01</td>
<td>0.11</td>
</tr>
<tr>
<td>Openness</td>
<td>-0.08</td>
<td>0.04</td>
</tr>
<tr>
<td>Openness x Position</td>
<td>0.03</td>
<td>0.09</td>
</tr>
<tr>
<td>Agreeableness</td>
<td>0.01</td>
<td>0.05</td>
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<tr>
<td>Agreeableness x Position</td>
<td>0.22</td>
<td>0.12</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>-0.04</td>
<td>0.05</td>
</tr>
<tr>
<td>Conscientiousness x Position</td>
<td>-0.30</td>
<td>0.12</td>
</tr>
<tr>
<td>Firo Control-Expressed</td>
<td>0.00</td>
<td>0.02</td>
</tr>
<tr>
<td>Firo Control-Expressed x Position</td>
<td>0.08</td>
<td>0.04</td>
</tr>
<tr>
<td>Firo Control-Wanted</td>
<td>-0.02</td>
<td>0.02</td>
</tr>
<tr>
<td>Firo Control-Wanted x Position</td>
<td>0.04</td>
<td>0.04</td>
</tr>
<tr>
<td>Watson Glaser</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Watson Glaser x Position</td>
<td>-0.01</td>
<td>0.01</td>
</tr>
<tr>
<td>Wesman Quantitative</td>
<td>0.01</td>
<td>0.01</td>
</tr>
<tr>
<td>Wesman Quantitative x Position</td>
<td>0.02</td>
<td>0.03</td>
</tr>
<tr>
<td>Wesman Verbal</td>
<td>0.01</td>
<td>0.01</td>
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<tr>
<td>Wesman Verbal x Position</td>
<td>0.00</td>
<td>0.02</td>
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<tr>
<td>General Impression</td>
<td>0.46</td>
<td>0.17</td>
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<tr>
<td>General Impression x Position</td>
<td>0.37</td>
<td>0.32</td>
</tr>
<tr>
<td>Preparation</td>
<td>0.04</td>
<td>0.05</td>
</tr>
</tbody>
</table>
NOTE: Random slopes were estimated for all predictors across municipalities and for assessor ratings across assessors. df = 473. *p<.05. **p<.01.

<table>
<thead>
<tr>
<th></th>
<th>Preparation x Position</th>
<th>Overall Recommendation</th>
<th>Overall Recommendation x Position</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.03</td>
<td>0.11</td>
<td>0.13</td>
</tr>
<tr>
<td>Overall Recommendation</td>
<td>-0.13</td>
<td>0.13</td>
<td>-0.03</td>
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<tr>
<td>Overall Recommendation x</td>
<td>-0.23</td>
<td>0.25</td>
<td>-0.09</td>
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<tr>
<td>Position</td>
<td>0.11</td>
<td>0.13</td>
<td>0.24</td>
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Table A3. Random effect estimates from hierarchical linear model predicting performance ratings from assessment components and assessor ratings.

<table>
<thead>
<tr>
<th>Random Effect</th>
<th>Work Disposition</th>
<th>Social/Emotional Competence</th>
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<tbody>
<tr>
<td></td>
<td>SD</td>
<td>Chi-sq</td>
</tr>
<tr>
<td><strong>Municipality Effects</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intercept</td>
<td>0.28</td>
<td>49.67</td>
</tr>
<tr>
<td>Neuroticism</td>
<td>0.18</td>
<td>36.79</td>
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<tr>
<td>Extraversion</td>
<td>0.13</td>
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<tr>
<td>Openness</td>
<td>0.12</td>
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<tr>
<td>Agreeableness</td>
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<tr>
<td>Conscientiousness</td>
<td>0.18</td>
<td>18.13</td>
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<tr>
<td>Firo Control-Expressed</td>
<td>0.05</td>
<td>26.00</td>
</tr>
<tr>
<td>Firo Control-Wanted</td>
<td>0.05</td>
<td>21.99</td>
</tr>
<tr>
<td>Watson Glaser</td>
<td>0.01</td>
<td>21.65</td>
</tr>
<tr>
<td>Wesman Quantitative</td>
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<tr>
<td>Wesman Verbal</td>
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<td>General Impression</td>
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<tr>
<td>Preparation</td>
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<td>Overall Recommendation</td>
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</table>

**Assessor Effects**

<table>
<thead>
<tr>
<th></th>
<th>SD</th>
<th>Chi-sq</th>
<th>SD</th>
<th>Chi-sq</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intercept</td>
<td>0.03</td>
<td>3.51</td>
<td>0.04</td>
<td>5.83</td>
</tr>
<tr>
<td>General Impression</td>
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<td>4.81</td>
<td>0.27</td>
<td>10.47</td>
</tr>
<tr>
<td>Preparation</td>
<td>0.02</td>
<td>2.41</td>
<td>0.05</td>
<td>3.32</td>
</tr>
<tr>
<td>Overall Recommendation</td>
<td>0.13</td>
<td>5.83</td>
<td>0.17</td>
<td>8.29</td>
</tr>
</tbody>
</table>

For municipality effects, df = 14. For assessor effects, df = 4. *p < .05. **p < .01.