

Appendix

Table A1. Descriptive Statistics

	Police			Fire		
	N	Mean	SD	N	Mean	SD
Neuroticism	1189	2.07	.78	476	2.18	.75
Extraversion	1189	3.61	.71	476	3.83	.75
Openness	1189	2.99	.82	476	3.11	.84
Agreeableness	1189	3.19	.77	476	3.70	.78
Conscientiousness	1189	3.73	.79	476	3.65	.83
Firo Control-Expressed	1391	2.73	2.36	555	2.07	2.00
Firo Control-Wanted	1391	1.92	1.52	555	2.78	2.07
Watson Glaser	1391	55.45	10.66	553	57.73	10.05
Wesman Quantitative	1389	8.29	3.72	554	9.83	3.80
Wesman Verbal	1390	22.42	5.90	553	24.39	5.63
General Impression	1410	2.94	.48	563	2.98	.47
Preparation	1410	2.97	.73	565	3.04	.86
Overall Recommendation	1410	2.77	.64	567	2.83	.63
Selection Decision	1410	.49	.50	562	.46	.50
Performance: Work Disposition	435	3.81	.79	173	3.83	.69
Performance: Social/Emotional Competence	435	3.79	.76	173	3.64	.64

Table A2. Fixed effect estimates from the hierarchical linear model predicting performance ratings from assessment components and assessor ratings with random slopes.

Predictor	Work Disposition		Social Emotional Competence		
	Coeff.	SE	Coeff.	SE	
Intercept	3.83	0.06	3.76	0.06	**
Intercept x Position	-0.02	0.13	0.11	0.13	
Neuroticism	0.11	0.05	0.10	0.05	*
Neuroticism x Position	-0.06	0.12	0.11	0.12	
Extraversion	0.10	0.05	0.12	0.06	*
Extraversion x Position	0.01	0.11	0.12	0.13	
Openness	-0.08	0.04	-0.08	0.04	*
Openness x Position	0.03	0.09	0.05	0.09	
Agreeableness	0.01	0.05	-0.04	0.05	
Agreeableness x Position	0.22	0.12	0.23	0.11	*
Conscientiousness	-0.04	0.05	-0.01	0.04	
Conscientiousness x Position	-0.30	0.12	-0.28	0.10	*
Firo Control-Expressed	0.00	0.02	0.00	0.02	
Firo Control-Expressed x Position	0.08	0.04	0.05	0.04	*
Firo Control-Wanted	-0.02	0.02	-0.03	0.02	
Firo Control-Wanted x Position	0.04	0.04	0.03	0.04	
Watson Glaser	0.00	0.00	0.00	0.00	
Watson Glaser x Position	-0.01	0.01	0.00	0.01	
Wesman Quantitative	0.01	0.01	0.00	0.01	
Wesman Quantitative x Position	0.02	0.03	0.01	0.03	
Wesman Verbal	0.01	0.01	0.01	0.01	
Wesman Verbal x Position	0.00	0.02	-0.01	0.02	
General Impression	0.46	0.17	0.41	0.21	*
General Impression x Position	0.37	0.32	-0.02	0.36	
Preparation	0.04	0.05	0.00	0.06	

Preparation x Position	0.03	0.11	0.13	0.11
Overall Recommendation	-0.13	0.13	-0.03	0.13
Overall Recommendation x Position	-0.23	0.25	-0.09	0.24

NOTE: Random slopes were estimated for all predictors across municipalities and for assessor ratings across assessors. $df = 473$. * $p < .05$. ** $p < .01$.

Table A3. Random effect estimates from hierarchical linear model predicting performance ratings from assessment components and assessor ratings.

Random Effect	Work Disposition		Social/Emotional Competence	
	SD	Chi-sq	SD	Chi-sq
<i>Municipality Effects</i>				
Intercept	0.28	49.67 **	0.28	62.87 **
Neuroticism	0.18	36.79 **	0.20	30.59 **
Extraversion	0.13	26.05 *	0.24	29.83 **
Openness	0.12	18.80	0.11	23.05
Agreeableness	0.16	27.86 *	0.17	25.85 *
Conscientiousness	0.18	18.13	0.09	15.92
Firo Control-Expressed	0.05	26.00 *	0.06	30.33 **
Firo Control-Wanted	0.05	21.99	0.06	22.38
Watson Glaser	0.01	21.65	0.02	25.50 *
Wesman Quantitative	0.04	25.25 *	0.05	18.43
Wesman Verbal	0.03	27.47 *	0.03	41.18 **
General Impression	0.49	37.64 **	0.72	44.49 **
Preparation	0.17	43.16 **	0.19	45.59 **
Overall Recommendation	0.43	46.57 **	0.46	61.99 **
<i>Assessor Effects</i>				
Intercept	0.03	3.51	0.04	5.83
General Impression	0.18	4.81	0.27	10.47 *
Preparation	0.02	2.41	0.05	3.32
Overall Recommendation	0.13	5.83	0.17	8.29

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