

Foundations of workplace integrity assessment

What an integrity assessment contributes, its limits, and how to use it alongside human judgment.

A workplace integrity assessment provides structured information about attitudes and dimensions relevant to work. Its usefulness depends on interpreting results for a defined purpose alongside interviews and other evidence related to the role.

Start with a clear workplace question

Before using an assessment, define what the organization needs to understand and which decision it intends to support. Getting to know a candidate, guiding a team conversation, and reviewing a prevention process involve different questions.

A defined purpose helps teams select relevant information and keep interpretations within the instrument's scope. Responsibilities, role requirements, and working conditions provide the context in which results become meaningful.

What an assessment explores

The AMITAI Honestidad foundations manual discusses assessment through concepts related to integrity, attitudes, and the justification of behavior at work. A dimension defines an area of analysis; considering several dimensions supports a broader reading than a single label.

Information comes from responses to an instrument. Interpretation requires distinguishing what a person answers, the resulting score, and the conclusion proposed for a particular use. These steps do not establish that an event actually occurred.

From information to a decision

A useful reading starts by confirming the instrument version, reviewing available information, and connecting it to relevant role requirements. The team can then prepare questions and compare its observations with other evidence in the process.

- Confirm the purpose of the assessment.
- Review definitions for the version used.
- Combine interviews, experience, and work-related evidence.
- Document the reasoning behind the decision.

Questions that results can inform

Imagine an organization seeking to understand how someone handles everyday dilemmas. It can ask the person to describe a workplace situation, the alternatives considered, whom they consulted, and how they resolved it. Such questions explore context without assuming a particular action from a score.

This illustrative example reproduces no instrument questions, scales, thresholds, or individual results. A professional conversation should focus on facts and situations relevant to the work.

Limits that improve interpretation

An assessment does not prove misconduct or replace an investigation. It does not describe a person in full or replace the judgment of those making the decision.

Technical evidence should match the intended use. Ask about instrument version, study population, administration conditions, and limitations, especially when the context of use changes.

Before introducing an assessment

- Define the purpose and who will interpret the information.
- Explain the process and available support channels to participants.
- Limit access to people who need the information for that purpose.
- Establish how cases needing more context will be reviewed.
- Periodically review whether the use remains appropriate.

A sound implementation connects measurement with a clear process. Its value lies in improving questions and making analysis more consistent while taking responsibility for the information used.

What to keep in mind

Start with the role and the decision you need to make. Consider the assessment alongside the interview and other relevant evidence before reaching a conclusion.

Frequently asked questions

Does a result determine a hiring decision on its own?

It should be considered with other relevant evidence and professional judgment in the selection process.

Is an integrity assessment an investigation?

No. An instrument organizes responses and indicators; establishing an event requires evidence and a process suited to that purpose.

Sources for this reading

AMITAI Honestidad foundations manual, pages 4-5, 9-14.

AERA, APA y NCME · Estándares para Pruebas Educativas y Psicológicas
<https://www.testingstandards.net/open-access-files.html>

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