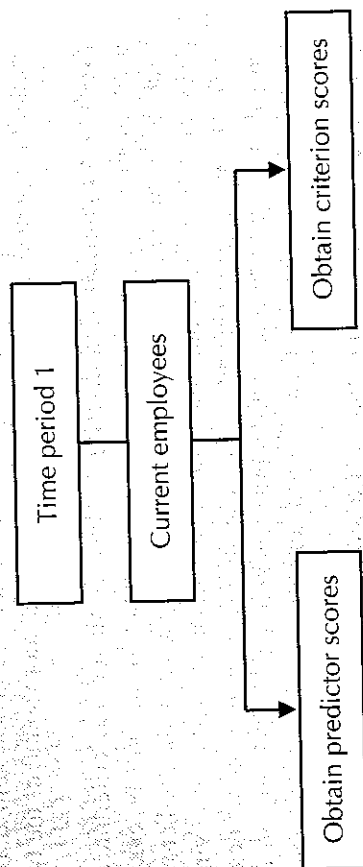
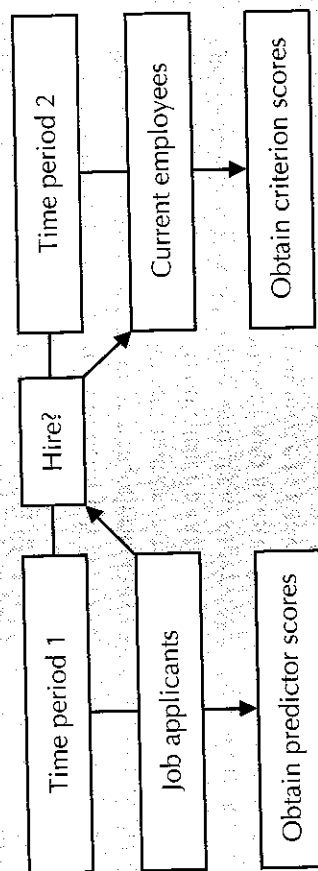


EXHIBIT 7.14 Concurrent and Predictive Validation Designs

Concurrent Validation Design



Predictive Validation Design



of range on the criterion scores (i.e., most employees are high performers), which in turn will lower the correlation between the predictor and criterion scores.

Finally, current employees' predictor scores may be influenced by the amount of experience and/or success they have had in their current job. For example, scores on the test of knowledge of programming languages may reflect not only that knowledge but also how long people have been on the job and how well they have performed it. This is undesirable because one wants predictor scores to be predictive of the criterion rather than a result of it.

Predictive validation overcomes the potential limitations of concurrent validation since the predictor scores are obtained from job applicants. Applicants will be motivated to do well on the predictor, and they are more likely to be representative of future job applicants. Applicants' scores on the predictor cannot be influenced