

into criterion and predictor measures. Scores on the predictor and criterion are obtained for a sample of individuals; the relationship between the scores is then examined to make a judgment about the predictor's validity.

Job Analysis. Job analysis is undertaken to identify and define important tasks (and broader task dimensions) of the job. The KSAs and motivation thought to be necessary for performance of these tasks are then inferred. Results of the process of identifying tasks and underlying KSAs are expressed in the form of the job requirements matrix. The matrix is a task $\times$ KSAO matrix; it shows the tasks required and the relevant KSAs for each task.

Criterion Measures. Measures of performance on tasks and task dimensions are needed. These may already be available as part of an ongoing performance appraisal system, or they may have to be developed. In whatever manner these measures are gathered, it is critical that they be as free from measurement error as possible.

Criterion measures need not be restricted to performance measures. Others may be used, such as measures of attendance, retention, safety, and customer service. As with performance-based criterion measures, these alternative criterion measures should also be as error-free as possible.

Predictor Measure. The predictor measure is the measure whose criterion-related validity is being investigated. Ideally, it taps into one or more of the KSAs identified in job analysis. Also, it should be the type of measure most suitable to assess the KSAs. Knowledge of programming languages, for example, is probably best assessed with some form of written, objective test.

Predictor-Criterion Scores. Predictor and criterion scores must be gathered from a sample of current employees or job applicants. If current employees are used, a concurrent validation design is used. Alternately, if job applicants are used, a predictive validation design is used. The nature of these two designs is shown in Exhibit 7.14.

Concurrent validation definitely has some appeal. Administratively, it is convenient and can often be done quickly. Moreover, results of the validation study will be available soon after the predictor and criterion scores have been gathered.

Unfortunately, some serious problems can arise with use of a concurrent validation design. One problem is that if the predictor is a test, current employees may not be motivated in the same way that job applicants would be in terms of the desire to perform well. Yet, it is future applicants for whom the test is intended to be used.

In a related vein, current employees may not be similar to, or representative of, future job applicants. Current employees may differ in terms of demographics such as age, race, sex, disability status, education level, and previous job experience. Hence, it is by no means certain that the results of the study will generalize to future job applicants. In addition, some unsatisfactory employees will have been terminated, and some high performers may have been promoted. This leads to restriction