

ineffectiveness) of a particular practice or procedure. Staffing is no exception. Fortunately, many of the measurement processes described in this chapter represent excellent metrics. Unfortunately, most HR managers, including many in staffing, may have limited (or no) knowledge of job analysis, validation, and measurement. The reader of this book can "show his or her stuff" by educating other organizational members about these metrics in an accessible and nonthreatening way. The result may be a more rigorous staffing process, producing higher levels of validity, higher-performing employees, and kudos for you.

Many who work in staffing are likely more familiar with another type of metric, namely, benchmarking. Benchmarking is a process where organizations evaluate their practices (in this case, staffing practices) against those used by industry leaders. Some commonly used benchmarks include cost per hire, forecasted hiring, and vacancies filled. Traditionally, most benchmarking efforts have focused on quantity of employees hired and cost. That situation is beginning to change. For example, Reuters and Dell are tracking "quality of hire," or the performance levels of those hired. Eventually, if enough organizations track such information, they can form a consortium so they can benchmark off one another's metrics for both quantity and quality.¹⁹ More generally, the Society for Human Resource Management (SHRM) regularly offers conferences and mini-conferences on staffing that provide benchmarks of current organizational practices.

Such benchmarks can be a useful means of measuring important aspects of staffing methods or the entire staffing process. However, they are no substitute for the other measurement principles described in this chapter, including reliability and validity. Reliability, validity, utility, and measurement principles are more enduring, and more fundamental, metrics of staffing effectiveness.

COLLECTION OF ASSESSMENT DATA

In staffing decisions, the process of measurement is put into practice by collecting assessment data on external or internal applicants. To this point in this chapter, we have discussed how selection measures can be evaluated. To be sure, thorough evaluation of selection measures is important. Selection decision makers must be knowledgeable about how to use the assessment data that have been collected; otherwise, the potential value of the data will lie dormant. On the other hand, to put these somewhat theoretical concepts to use in practice, selection decision makers must know how to collect the assessment data. Otherwise, the decision maker may find himself or herself in the unenviable "big hat, no cattle" situation—knowing how to analyze and evaluate assessment data but not knowing where to find the data in the first place.

In collecting assessment data, if a predictor is purchased, support services are needed. Consulting firms and test publishers can provide support for scoring of tests. Also necessary is legal support to ensure compliance with laws and regulations.