

previously. Through standardization of measurement comes consistent treatment of applicants and, with it, the possibility of lessened adverse impact.

## Best Practices

Based on its long and in-depth involvement in measurement and selection procedures, the EEOC provides guidance to employers in the form of several best practices for testing and selection.<sup>23</sup> These practices apply to a wide range of test and selection procedures, including cognitive and physical ability tests, sample job tasks, medical inquiries and physical exams, personality and integrity tests, criminal and credit background checks, performance appraisals, and English proficiency tests. The best practices are the following:

- Employers should administer tests and other selection procedures without regard to race, color, national origin, sex, religion, age (40 or older), or disability.
- Employers should ensure that employment tests and other selection procedures are properly validated for the positions and purposes for which they are used. The test or selection procedure must be job related and its results appropriate for the employer's purpose. While a test vendor's documentation supporting the validity of a test may be helpful, the employer is still responsible for ensuring that its tests are valid under the UGESP (discussed in Chapter 9).
- If a selection procedure screens out a protected group, the employer should determine whether there is an equally effective alternative selection procedure that has less adverse impact and, if so, adopt the alternative procedure. For example, if the selection procedure is a test, the employer should determine whether another test would predict job performance but not disproportionately exclude the protected group.
- To ensure that a test or selection procedure remains predictive of success in a job, employers should keep abreast of changes in job requirements and should update the test specifications or selection procedures accordingly.
- Employers should ensure that tests and selection procedures are not adopted casually by managers who know little about these processes. A test or selection procedure can be an effective management tool, but no test or selection procedure should be implemented without an understanding of its effectiveness and limitations for the organization, its appropriateness for a specific job, and whether it can be appropriately administered and scored.

Note that these best practices apply to virtually all selection procedures or tools, not just tests. They emphasize the need for fair administration of these tools, the importance of the procedures being job related, usage of alternative valid selection procedures that have less adverse impact, and the updating of job requirements (KSAs) and selection tools. In addition, casual usage of selection tools by uninformed managers is to be avoided.