

practices may be legally necessary. These changes will involve movement toward standardization of measurement and the methods for determining adverse impact.

DISCUSSION QUESTIONS

1. Imagine and describe a staffing system for a job in which no measures are used.
2. Describe how you might go about determining scores for applicants' responses to (a) interview questions, (b) letters of recommendation, and (c) questions about previous work experience.
3. Give examples of when you would want the following for a written job knowledge test: (a) a low coefficient alpha (e.g., $\alpha = .35$) and (b) a low test-retest reliability.
4. Assume you gave a general ability test, measuring both verbal and computational skills, to a group of applicants for a specific job. Also assume that because of severe hiring pressures, you hired all of the applicants, regardless of their test scores. How would you investigate the criterion-related validity of the test?
5. Using the same example as in question four, how would you go about investigating the content validity of the test?
6. What information does a selection decision maker need to collect in making staffing decisions? What are the ways in which this information can be collected?

ETHICAL ISSUES

1. Do individuals making staffing decisions have an ethical responsibility to know measurement issues? Why or why not?
2. Is it unethical for an employer to use a selection measure that has high empirical validity but lacks content validity? Explain.

APPLICATIONS

Evaluation of Two New Assessment Methods for Selecting Telephone Customer Service Representatives

The Phonemini Company is a distributor of men's and women's casual clothing. It sells exclusively through its merchandise catalog, which is published four times per year to coincide with seasonal changes in customers' apparel tastes. Customers may order merchandise from the catalog via mail or over the phone. Currently,