

be used as a contingent method (e.g., licensing/certification requirements, background checks), drug tests and medical exams are perhaps the two most common methods. These procedures will be reviewed.

All forms of assessment decisions require the collection of assessment data. The procedures used to make sure this process is properly conducted will be reviewed. In particular, several issues will be discussed, including support services, training requirements in using various predictors, maintaining security and confidentiality, and the importance of standardized procedures.

Finally, many important legal issues surround the use of substantive, discretionary, and contingent methods of selection. The most important of these issues will be reviewed. Particular attention will be given to the Uniform Guidelines on Employee Selection Procedures (UGESP) and staffing requirements under the Americans With Disabilities Act (ADA).

SUBSTANTIVE ASSESSMENT METHODS

Organizations use initial assessment methods to make rough cuts among applicants, weeding out the obviously unqualified. Conversely, substantive assessment methods are used to make more precise decisions about applicants. Generally speaking, these methods are used to answer the following question: Among those who meet the minimum qualifications for the job, who are the most likely to be high performers if hired? In other words, these methods are used to predict which applicants, if hired, will be the best performers. For that reason, the validity of substantive assessment methods is critical. Moreover, because substantive methods are used to make fine distinctions among applicants, the nature of their use is somewhat more involved than that of initial assessment methods. Like initial assessment methods, substantive assessment methods are developed using the logic of prediction outlined in Exhibit 8.1 and the selection plan shown in Exhibit 8.2. Predictors typically used to select finalists from the candidate pool include personality tests; ability tests; emotional intelligence tests; performance tests and work samples; situational judgment tests; integrity tests; interest, values, and preference inventories; structured interviews; and team assessments. Each of these predictors is described next in some detail.

Personality Tests

At one time, personality tests were not perceived as a valid selection method.¹ Today, however, most researchers reach much more positive conclusions about the role of personality tests in predicting job performance.² Mainly, this is due to the widespread acceptance of a major taxonomy of personality, often called the Big Five. The Big Five are used to describe behavioral (as opposed to emotional or cognitive) traits that may capture up to 75% of an individual's personality.