

general principles, technical standards, documentation of impact and validity evidence, and definitions of terms. Each of these sections is summarized next. An excellent review of the UGESP in terms of court cases and examples of acceptable and unacceptable practices is available and should be consulted. The organization should also consult research that reviews how the UGESP have been interpreted, criticized, and used since their passage.¹⁴⁴

General Principles

1. *Summary.* The organization must keep records that allow it to determine whether its selection procedures are causing adverse impact in employment decisions. If no adverse impact is found, the remaining provisions of the UGESP generally do not apply. If adverse impact is found, the organization must either validate the selection procedure(s) causing the adverse impact or take steps to eliminate the adverse impact (such as stopping use of the procedure or using an alternate selection procedure that has less adverse impact).
2. *Scope.* The scope of the UGESP is very broad in that the guidelines apply to selection procedures used as the basis for any employment decisions. Employment decisions include hiring, promotion, demotion, and retention. A selection procedure is defined as "any measure, combination of measures, or procedure used as a basis for any employment decision." The procedures include "the full range of assessment techniques from traditional paper-and-pencil tests, performance tests, training programs, or probationary periods and physical, educational, and work experience requirements through informal or casual interviews and unscored application forms."
3. *Discrimination defined.* In general, any selection procedure that has an adverse impact is discriminatory unless it has been shown to be valid. There is a separate section for procedures that have not been validated.
4. *Suitable alternative selection procedures.* When a selection procedure has adverse impact, consideration should be given to the use of any suitable alternative selection procedures that may have less adverse impact.
5. *Information on adverse impact.* The organization must keep impact records by race, sex, and ethnic group for each of the job categories shown on the EEO-1 form (see Chapter 13).
6. *Evaluation of selection rates.* For each job or job category, the organization should evaluate the results, also known as the "bottom line," of the total selection process. The purpose of the evaluation is to determine whether there are differences in selection rates that indicate adverse impact. If adverse impact is not found, the organization usually does not have to take additional compliance steps, such as validation of each step in the selection process. If overall adverse impact is found, the individual components of the selection process should be evaluated for adverse impact.