

assessment methods should always be based on the logic of prediction and the use of selection plans. The substantive methods that were reviewed 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 assessment for team environments. As with initial assessment methods, the criteria used to evaluate the effectiveness of substantive assessment methods are frequency of use, cost, reliability, validity, utility, applicant reactions, and adverse impact. In general, substantive assessment methods show a marked improvement in reliability and validity over initial assessment methods. This is probably due to the stronger relationship between the sampling of the applicant's previous situations and the requirements for success on the job.

Discretionary selection methods are somewhat less formal and more subjective than other selection methods. When discretionary methods are used, two judgments are important: will the applicant be a good organization "citizen," and do the values and goals of this applicant match those of the organization?

Though discretionary methods are subjective, contingent assessment methods typically involve decisions about whether applicants meet certain objective requirements for the job. The two most common contingent methods are drug testing and medical exams. Particularly in the case of drug testing, the use of contingent methods is relatively complex from an administrative and legal standpoint.

Regardless of predictor type, attention must be given to the proper collection and use of predictor information. In particular, support services need to be established, administrators with the appropriate credentials need to be hired, data need to be kept private and confidential, and administration procedures must be standardized.

Along with administrative issues, legal issues need to be considered as well. Particular attention must be paid to regulations that govern permissible activities by organizations. Regulations include those in the UGESP and the ADA.

DISCUSSION QUESTIONS

1. Describe the similarities and differences between personality tests and integrity tests. When is each warranted in the selection process?
2. How would you advise an organization considering adopting a cognitive ability test for selection?
3. Describe the structured interview. What are the characteristics of structured interviews that improve on the shortcomings of unstructured interviews?
4. What are the most common discretionary and contingent assessment methods? What are the similarities and differences between the use of these two methods?

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