

5. What is the best way to collect and use drug-testing data in selection decisions?
6. How should organizations apply the general principles of the UGESP to practical selection decisions?

ETHICAL ISSUES

1. Do you think it's unethical for employers to select applicants on the basis of measures such as "Dislike loud music" and "Enjoy wild flights of fancy" even if the scales that such items measure have been shown to predict job performance? Explain.
2. Cognitive ability tests are one of the best predictors of job performance, yet they have substantial adverse impact against minorities. Do you think it's fair to use such tests? Why or why not?

APPLICATIONS

Assessment Methods for the Job of Human Resources Director

Nairduwel, Inoalot, and Imislo (NII) is a law firm specializing in business law. Among other areas, it deals in equal employment opportunity law, business litigation, and workplace torts. The firm has more than 50 partners and approximately 120 employees. It does business in three states and has law offices in two major metropolitan areas. The firm has no federal contracts.

NII plans to expand into two additional states with two major metropolitan areas. One of the primary challenges accompanying this ambitious expansion plan is how to staff, train, and compensate the individuals who will fill the positions in the new offices. Accordingly, the firm wishes to hire an HR director to oversee the recruitment, selection, training, performance appraisal, and compensation activities accompanying the business expansion, as well as supervise the HR activities in the existing NII offices. The newly created job description for the HR director is listed in the accompanying exhibit.

The firm wishes to design and then use a selection system for assessing applicants that will achieve two objectives: (1) create a valid and useful system that will do a good job of matching applicant KSAs to job requirements, and (2) be in compliance with all relevant federal and state employment laws.

The firm is considering numerous selection techniques for possible use. For each method listed below, decide whether you would or would not use it in the selection process and state why.

1. A job knowledge test specifically designed for HR professionals that focuses on an applicant's general knowledge of HR management