

to test applicants, what information should be disclosed to applicants, and how to assess applicants with standardized procedures) need to be made. The collection of assessment data also includes the acquisition of tests and test manuals. This process will vary depending on whether paper-and-pencil or computerized selection measures are used. Finally, in the collection of assessment data, organizations need to attend to professional standards that govern their proper use.

Measurement concepts and procedures are directly involved in legal issues, particularly equal employment opportunity and affirmative action (EEO/AA) issues. This requires collection and analysis of applicant flow and stock statistics. Also reviewed are methods for determining adverse impact, standardization of measures, and best practices as suggested by the Equal Employment Opportunity Commission (EEOC).

IMPORTANCE AND USE OF MEASURES

Measurement is one of the key ingredients for, and tools of, staffing organizations. Indeed, it is virtually impossible to have any type of systematic staffing process that does not use measures and an accompanying measurement process.

Measures are methods or techniques for describing and assessing attributes of objects that are of concern to us. Examples include tests of applicants' KSAs (knowledge, skill, ability, and other characteristics such as personality), evaluations of employees' job performance, and applicants' ratings of their preferences for various types of job rewards. These assessments of attributes are gathered through the measurement process, which consists of (1) choosing an attribute of concern, (2) developing an operational definition of the attribute, (3) constructing a measure of the attribute (if no suitable measure is available) as it is operationally defined, and (4) using the measure to actually gauge the attribute.

The goal of the measurement process is to produce a number or score for a given attribute, which can then be used to differentiate individuals and make decisions about them. For example, applicants' scores on an ability test, employees' performance evaluation rating scores, and applicants' ratings of rewards in terms of their importance become indicators of the attribute. Information about these attributes is then used to make decisions, for example, about who to hire, who to promote, and how to reward an employee for good performance. Thus, through the measurement process, the initial attribute and its operational definition are transformed into a numerical expression of the attribute.

KEY CONCEPTS

This section covers a series of key concepts in three major areas: measurement scores, and correlation between scores.