

Legal issues need to be considered in making initial assessments about applicants. The use of disclaimers as a protective mechanism is critical. Also, three areas of initial assessment that require special attention are reference and background checking, PIs, and BFOQs.

## DISCUSSION QUESTIONS

1. A selection plan describes the predictor(s) that will be used to assess the KSAs required to perform the job. What are the three steps to follow in establishing a selection plan?
2. In what ways are the following three initial assessment methods similar and in what ways are they different: application blanks, biographical information, and reference and background checks?
3. Describe the criteria by which initial assessment methods are evaluated. Are some of these criteria more important than others?
4. Some methods of initial assessment appear to be more useful than others. If you were starting your own business, which initial assessment methods would you use and why?
5. How can organizations avoid legal difficulties in the use of preemployment inquiries in initial selection decisions?

## ETHICAL ISSUES

1. Is it wrong to pad one's résumé with information that, while not an outright lie, is an enhancement? For example, would it be wrong to term one's job "maintenance coordinator" when in fact one simply emptied garbage cans?
2. Do you think employers have a right to check into applicants' backgrounds? Even if there is no suspicion of misbehavior? Even if the job poses no security or sensitivity risks? Even if the background check includes driving offenses and credit histories?

## APPLICATIONS

### Reference Reports and Initial Assessment in a Start-Up Company

Stanley Jausneister owns a small high-tech start-up company called BioServer-Systems (BSS). Stanley's company specializes in selling web server space to clients. The server space that Stanley markets runs from a network of personal computers. This networked configuration allows BSS to manage its server space