Selection Procedure Development and Validation

BCGi: Adverse Impact & Test
Validation Book Series
Why is this Topic Important to HR/EEO Professionals?

• Why do I need to know about this topic?
  – Validating your company’s tests will lead to a more qualified workforce and will help defend against lawsuits
  – Federal Enforcement Agencies are regularly reviewing testing practices now

• What are the key essentials I need to know about this topic?
  – Employers cannot buy “valid” tests like they can “validated” products; if adverse impact exists, a test-job connection is required
  – Both professional and federal validation guidelines exist and are important to the process

• What are the consequences surrounding these issues?
  – The immediate consequence of using invalid tests is a less qualified and lower performing workforce
  – Need to properly calibrate tests to true job needs
  – The “start up” cost of a validation case is $30k to $80k
Presentation Overview

• Validation Defined
• Overview of the Mechanics of Content and Criterion-related Validity
• Benefits of the Validation Process
• Professional Standards for Validation
• Uniform Guidelines Requirements for Validation
• Blending the Professional and Government Validation Standards into Practice
Validation Defined

- Validity: Does your test measure what it purports to measure?
- Validation is about the interpretation and use of scores on a test.
- Good tests can be rendered invalid based on the improper use of the score data they generate.
- Akin to using a screwdriver to hammer in nails; it makes no sense and usually results in a mess.
Content and Criterion Validity Mechanics

• Criterion Validity
  – Determined by comparing candidate’s scores on a test with measurements of their job performance
  – These values are correlated, allowing for a determination of how well the test measures what is required for job performance.
  – Can offer the ability to use statistical projections and other empirical data to set cut scores
Content and Criterion Validity

Mechanics

- Content Validity:
  - Jobs require that people have certain KSAPCs
  - Measure which are required for the job
  - Create a test that measures a person on their possession of those KSAPCs
Professional Standards for Validation

• SIOP Principles (2003)
  – Selection procedures should be job related
  – Job relatedness is demonstrated when the *inferences made based on scores* are accurate.
Federal Uniform Guidelines

• 14B: Criterion Validity
• 14C: Content Validity
• http://uniformguidelines.com/
Benefits of the Validation Process

• A better understanding of your candidates
  – Talented candidates aren’t accidentally selected out of the process

• Higher efficiency per dollar spent on HR
  – Bad hires are expensive propositions
  – Good hires pay huge dividends

• Far less legal exposure
  – Courts consistently reject arbitrary cutoffs with Adverse Impact
  – 70% isn’t a magic number.
Putting Standards into Practice

• Modified Angoff method for developing cut scores
  1. Gather job experts
  2. Review test items
  3. Establish baseline % scores
  4. Account for outliers
  5. Administer test
  6. Adjust downward 1-3 CSEMs
  7. Consider adjusting for upward bias
Professional Standards for Validation

• Banding
  – Used to group applicants into "substantially equally qualified score bands."
  – Ignores small score differences.
  – Usually less adverse impact than rank ordering.
  – Successfully defended in litigation.
Putting Standards into Practice

• Ranking
  – Simply ordering scores from highest to lowest and choosing candidates in that order.
  – Some particularly stringent requirements involved as set forth in the Guidelines 14 C – 9.
  – Must link selection procedure to “performance differentiating” KSAPCs
  – Should look at things like distribution of scores, reliability of selection procedure
Putting Standards into Practice

• Ranking – Criterion Validity
  – Regularly endorsed by the courts
  – Strict minimum threshold for correlation coefficients
    \( r = .30 \)
Putting Standards into Practice

• Weighting Selection Procedures into Combined Scores
  – Different assessments are assigned a weight and a final composite score is calculated
  – Weighting must be job related
  – Can be a socially sensitive task
Putting Standards into Practice

• Weighting Selection Procedures into Combined Scores
  – Unit weighting: All assessments have equal weight
  – Criterion related validity studies
  – Content validity weighting: Uses job experts to determine the relative importance of different selection procedures.
Questions?