

A COMPARISON OF SELECTION METHODS¹

Exhibit 7.1

Method	Reliability	Validity	Practicability	Acceptability	Adverse Impact
Background					
Résumé	Moderate	Low	High	High?	Low-Moderate
Reference Check	Low	Moderate	Moderate	Moderate	Low-Moderate
Application Form	Moderate	Low-Moderate	High	Moderate-High?	Moderate
Interviews					
Unstructured	Low	Low-Moderate	Moderate	High	Moderate-High
Structured	High	High	Moderate	Moderate-High?	Low?
Tests					
Ability	High	High	Moderate	Low-Moderate?	High
Job Knowledge	High	High	Moderate-High	High?	Low
Personality	Moderate	Moderate	Moderate	Low-Moderate	Low
Interest	High	Low	Moderate	Moderate?	Low
Integrity	High	High	Moderate	Low-Moderate	Low
Drug	High	Moderate-High	Low-Moderate	Low-Moderate	Low
Performance	High	High	Moderate	High	Low

? = inconclusive

¹The information in this exhibit comes largely from High Impact Hiring by Robert Levin and Joseph Rosse, Jossey-Bass, San Francisco, 1997.



MATCHING ATTRIBUTES WITH SELECTION METHODS¹

 Exhibit 7.2
 

Attribute	Application Information	Background Checks	Interviews	Tests	Work Samples
Skill		Secondary	Secondary	Preferred	Preferred
Experience	Preferred	Preferred	Secondary		
Knowledge	Secondary	Secondary	Secondary	Preferred	
Training	Preferred		Secondary		
Ability			Secondary	Preferred	Secondary
Personality		Secondary	Secondary	Preferred	Preferred

¹The primary information for this exhibit is from High Impact Hiring, written by Robert Levin and Joseph Rosse, Jossey-Bass, San Francisco, 1997.