

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 |

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