

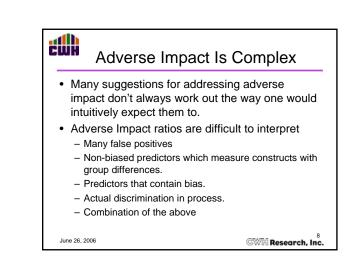


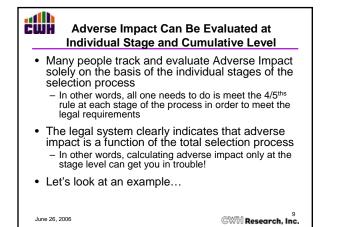
Adverse Impact Is Complex

- No single decision or policy is likely to eliminate Adverse Impact.
- A variety of decisions throughout the selection process influence the level of Adverse Impact.
- Adverse Impact is impacted by factors unrelated to group differences (e.g., total sample, number of minorities in sample, selection ratio).

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Impact Calculation 1000 Applicants: 700 White & 300 Black					
Selection Stage	Whites Selected	Blacks Selected	White Rate	Black Rate	AI
MQ Screen	600	220	85.71	73.33	0.86
Written Test	230	70	38.33	31.82	0.83
Assessment Center	80	20	34.78	28.57	0.82
Oral Interview	33	7	41.25	35.00	0.85
 Based on MQ screen, Based on WT, 230 wh Based on AC, 80 whit Based on oral intervie 	nites and 70 b es and 20 bla	olacks move on acks move on t	to AC o oral inter	view	

1000 Applicants: 700 White & 300 Black					
Selection Stage	Whites Selected	Blacks Selected	White Rate	Black Rate	AI
MQ Screen	600	220	85.71	73.33	0.86
Written Test	230	70	32.86	23.33	0.71
Assessment Center	80	20	11.43	6.67	0.58
Oral Interview	33	7	4.71	2.33	0.49

Not Require Lowering Standards		
	often seems to be that efforts to uivalent to lowering standards.	
qualifications, or evaluat sometimes be justified a	election ratio, reducing minimum ing skills at a lower level can nd effective, it can also have ance, and safety implications.	
 There are methods that Adverse Impact while ind standards and requirement 		

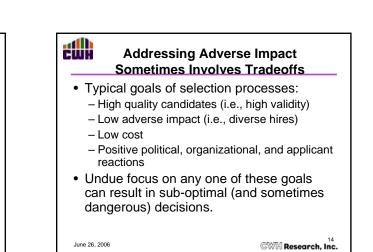


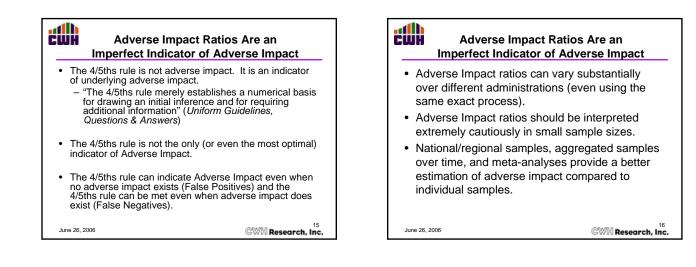
Adverse Impact Should Be Evaluated on a Continuum

- All adverse impact is not created equally.
 - Although they both violate the 4/5ths rule, an Adverse Impact ratio of .70 is preferable to .20.
- Higher Adverse Impact ratios provide a variety of results:
 - More diversity in your organization
 - Greater likelihood of meeting the 4/5ths rule in individual samples
 - Lower likelihood of grievances, EEOC investigations, lawsuits, and bad press

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Validity Is Not a Justification To

- Although validity is a legal defense to Adverse Impact, ignoring Adverse Impact can have serious negative consequences:
 - Even a successful defense to an EEOC investigation or court case can be extremely costly and time-consuming.
 - Negative political, social, and organizational implications
 - Tarnished organizational image
 - Fewer top quality minority candidates

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Changing the Presentation Medium Is Not a Panacea

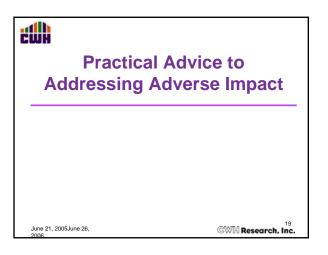
- Research on the impact of using video or computer-based tests is inconsistent.
- Research suggests that reduced Adverse Impact may be the result of something other than the change in medium: These torse are accurated to reduce adverse impact by
- These tests are assumed to reduce adverse impact by reducing the reading comprehension demands of a test. However, this can hurt validity if the acquisition of job knowledge or classroom training is required.
- These tests may expand the domain of constructs being measured (the same could be done with a written test)
 Beduead adverse impacts may be rough of rough of
- Reduced adverse impact may be result of reduced reliability.
 Computer based and video-based tests should be evaluated
- Computer-based and video-based tests should be evaluated just like any other test—in terms of validity, reliability, adverse impact, cost, and practicality.

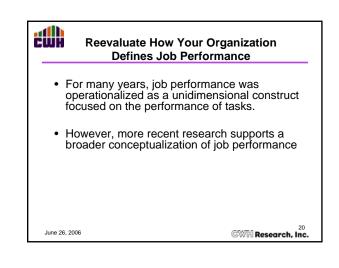
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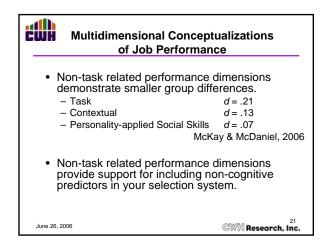
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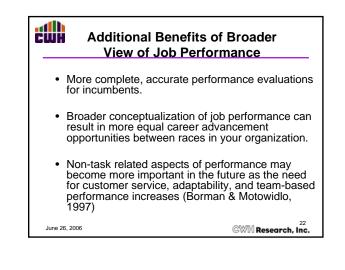
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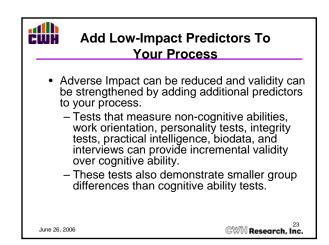


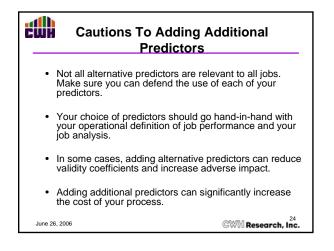














Evaluate the Weighting of Your <u>Predictors</u> Although criterion-related validity is maximized by using regression weights, alternative weighting schemes can provide similar validity with much less Adverse Impact (Hornick & Axton, 1998). Valuing non-task related aspects of performance will support giving increased weight to low-impact predictors.

