Contents

List of Figures
List of Tables
Chapter 1 - Adverse Impact
  Overview
  Types of Adverse Impact Analyses
  The Concept of Statistical Significance
  Selection Rate Comparison for a Single Event
  Selection Rate Comparisons for Multiple Events
  Availability Comparison for a Single Event
  Availability Comparisons for Multiple Events
  Using Logistic Regression to Evaluate Adverse Impact
Notes
Chapter 2 - Selection Procedure Development and Validation
  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
  Steps for Completing a Content Validation Study
  Eight Steps for Completing a Job Analysis
  Developing a Selection Plan
  Content Validation Requirements for Various Types of Selection Procedures
  Criterion-related Validity
  Challenges to Using a Validity Generalization Defense in Title VII Enforcement
Notes
Chapter 3 - Developing, Validating, and Analyzing Written Tests
  Written Test Development Steps
  Seven Steps for Developing a Content Valid Job Knowledge Written Test
  Steps for Developing a Personality Test Using Criterion-related Validity
Notes
Chapter 4 - Developing, Validating, and Analyzing Structured Interviews
  Methods for Improving the Interview Process
  Types of Questions to Include in Structured Interviews
  Steps for Developing Situational Questions
  Administering and Scoring an Interview
Notes
Chapter 5 - Developing and Validating Training, Education & Experience (TEE) Requirements
  Uniform Guidelines Criteria Regarding TEE Requirements
  Professional Standards Regarding TEE Requirements
  Using TEE Requirements in Open Selection/Promotional Processes
  Using TEE Requirements in Closed Selection/Promotional Processes
  Notes

Chapter 6 - Developing and Validating “Work Sample” Physical Ability Tests
  Steps for Developing a Physical Ability Test Using Content Validity
  Steps for Developing a Physical Ability Test Using Criterion-related Validity
  Administering the Test
  Scoring Physical Ability Tests
  The Americans with Disabilities Act and Physical Ability Testing
  Sample Test Event Description: Ladder Removal/Carry
  Notes

Chapter 7 - Investigating Test Bias
  Lautenschlager and Mendoza’s Reframing of Test Bias Analysis
  Carrying Out Lautenschlager and Mendoza’s Approach in SPSS
  Subgroup Scatterplots
  Relation to Other Tests

Chapter 8 - Using Selection Procedures: Cutoffs, Banding, and Ranking
  Developing Valid Cutoff Scores
  Banding
  Ranking
  Weighting Selection Procedures into Combined Scores
  Notes

Chapter 9 - Using Multiple Regression to Examine Compensation Practices
  Introduction
  How Does Multiple Regression (MR) Work?
  Steps for Conducting Multiple Regression (MR) Analysis
  Evaluating the Legal Defensibility of Regression Models
  Notes

Chapter 10 - Internet Applicant Regulations and EEO Compliance
  Introduction
  Internet Applicant Regulations
  Notes
Chapter 11 - Using Croson Studies to Develop Defensible Diversity Initiatives

Introduction
Case Background
Evaluating the Relevance of Ricci in both Public and Private Sectors
The Strong-Basis-in-Evidence Standard
Background on Croson Studies: Justification for Taking Remedial Action
Essential Components of a Croson Study
What Constitutes a Defensible Croson Study?
Evaluating Specific Practices in a Croson Study
Has Ricci Created an Internal Conflict in the 1991 Civil Rights Act?
Applying the Ricci Standard to Common Testing Situations
Applying Ricci to Other Title VII Situations (Outside of Testing)
Conclusions.

Note

Appendix A - Choosing the Correct Tool for Adverse Impact Analyses
Overview
Introduction
Statistical Significance Testing and Adverse Impact
Limitations of the Fisher Exact Test for Adverse Impact Analysis
Lancaster’s mid-P (LMP) as the Solution
Simulation
Conclusion

Appendix B - The Conditional Standard Error of Measurement (CSEM)
Overview
Background
Steps for Banding Using the M-F Procedure
Notes

References
Reference Authorities Regarding the Limitations of the Fisher Exact Test
References Supporting the Use of Lancaster’s mid-P Adjustment to the FET

Index
List of Figures

Figure 2-1 Job Expert Sample Size Guidelines
Figure 3-1 Standard Error of Measurement (SEM) by Score Level
Figure 5-1 Sample TEE Survey
Figure 5-2 TEE Rating Guidelines
Figure 7-1 Model Summary with Significant Difference in $R^2$
Figure 7-2 Stacked Subgroup Scatterplot
Figure 9-1 SPSS Model Summary Report
Figure 9-2 SPSS ANOVA Report
Figure 9-3 SPSS Coefficient Report
Figure 9-4 SPSS Collinearity Diagnostics Report
Figure 9-5 Setting Up an Excel File for Use in Multiple Regression
Figure 9-6 Excel Data Analysis Dialogue Box
Figure 9-7 Excel Regression Window
Figure 9-8 Excel Input Y Range Window
Figure 9-9 Excel Input X Range Window
Figure 9-10 Interpreting Multiple Regression Analysis Output
Figure 10-1 Basic Qualification (BQ) Development Survey
Figure 12-1 Lyderson (2009): The Actual Significance Level Using 2 X 2 Tables
Figure 12-2 Crans & Shuster (2008): The FET Null Power Function
Figure 12-3 Crans & Shuster (2008): FET Test Sizes Using a 0.05 Significance Level
Figure 12-4 Average Type I Error Rates of 2 X 2 Tests (Top-Down Selection)
Figure 12-5 Power of 2 X 2 Tests (Fixed Cutoff Selection, $d = 1.0$)
Figure 12-6 Power of 2 X 2 Tests (Top-Down Selection, $d = 1.0$, 30% SR)
Figure 12-7 Power of 2 X 2 Tests (Top-Down Selection, $d = 1.0$, 50% SR)
List of Tables

Table 1-1  2 X 2 Contingency Table
Table 1-2 Simpson's Paradox Example
Table 2-1 Selection Plan Example
Table 2-2 Content Validity Requirements for Work Sample and KSAPC Tests
Table 2-3 Guidelines for Interpreting Correlations
Table 2-4 Standards for Evaluating the Internal Quality of a VG Study
Table 2-5 Evaluating the VG Study and the Local Situation
Table 2-6 Applicant Pool Situational Factors that Influence a Local Validation Study
Table 2-7 Test Situational Factors that Influence a Local Validation Study
Table 2-8 Job Situational Factors that can Influence a Local Validation Study
Table 3-1 Bloom's Taxonomy for Item Writing
Table 3-2 Guidelines for Interpreting Test Reliability
Table 3-3 Firefighter Certification Test Development Survey
Table 3-4 Process-by-Content Matrix: Police Sergeant
Table 11-1 Ricci Exam Results
Table 11-2 Elements of a Comprehensive Croson Study
Table 11-3 Strong-Basis-in-Evidence Requirement Applied to Testing Scenarios
Table 11-4 Strong-Basis-in-Evidence Requirement Applied to Non-Testing Scenarios
Table 12-1 Probability Outcomes Assuming Fixed Marginal Frequencies
Table 12-2 Studies Evaluating 2 X 2 Tests (including the FET), 1994-2009
Table 12-3 Type I Error Rates of 2 X 2 Tests (Top-Down Selection)
Table 12-4 Power of 2 X 2 Tests (Top-Down System, d = 1.0)
Table 12-5 Type I Error Rates of 2 X 2 Tests (Fixed Cutoff Selection)
Table 12-6 Power of 2 X 2 Tests (Fixed Cutoff Selection, d = 1.0)
Table 13-1 Score Bands Using the M-F CSEM Method