Chapter 08

1. External selection refers to the assessment and evaluation of external job applicants.
   True   False

2. Understanding the legal issues of assessment methods is necessary.
   True   False

3. Cost should not be used to guide the choice of initial assessment methods
   True   False

4. Disclaimers are used as a means of protecting employer rights.
   True   False

5. A selection plan outlines the costs associated with screening and selection of applicants
   True   False

6. Initial assessment methods include to screen candidates include literacy testing.
   True   False

7. A selection plan describes which predictors will be used to assess the KSAOs required to perform the job.
   True   False

8. The first step in developing a selection plan is to list relevant KSAOs associated with a job.
   True   False

9. Organizations are increasingly finding that the costs of developing a selection plan outweigh the benefits
   True   False
10. A well documented problem with resumes and cover letters is fraud.
   True    False

11. Research has found that level of education is moderately related to job performance
   True    False

12. College grades are more valid predictors of job performance than high school grades
   True    False

13. Research suggests that the quality of the school a person graduates from makes a difference in the labor market
   True    False

   True    False

15. Scored evaluations of unweighted application blanks are good predictors of job performance
   True    False

16. The validity evidence for weighted application blanks is better than that for unweighted application blanks.
   True    False

17. Most organizations use only weighted application blanks for initial screening decisions.
   True    False

18. The principal assumption behind the use of biodata in selection processes is the axiom, "the best predictor of future behavior is past behavior."
   True    False

19. The most common criterion which is used to validate selection tests is worker satisfaction
   True    False
20. Cross-validation involves validating the initial items and weights on a selection test with another sample.
True    False

21. Items in the weighted application blank are scored and weighted based on their ability to predict job performance and are good predictors for work behaviours.
True    False

22. Research on the reliability and validity of biodata has been very negative.
True    False

23. Research shows that applicants have a favorable attitude toward biodata inventories.
True    False

24. Letters of recommendation help organizations separate qualified from unqualified applicants.
True    False

25. The most common person to be contacted in a reference check is the applicant's former supervisor.
True    False

26. The purpose of the initial interview is to screen out the most obvious cases of person/job mismatches.
True    False

27. The initial interview is the least expensive method of initial assessment.
True    False

28. Initial interviews can be made more useful by asking the same questions of all job applicants.
True    False

29. Reliability refers to consistency of measurement.
True    False
30. Biographical information and background checks are relatively inexpensive assessment methods.
   True   False

31. Most initial assessment methods have moderate to low validity.
   True   False

32. Failure to conduct a reference check opens an organization to the possibility of a negligent hiring suit.
   True   False

33. The burden of proof is on employers to defend BFOQ claims.
   True   False

34. Most employers prefer to receive resumes via surface mail rather than through email.
   True   False

35. Research suggests that biodata does not provide incremental validity over personality and cognitive ability
   True   False

36. Surveys suggest that only 3 out of 10 organizations conduct reference checks
   True   False

37. Email has uncomplicated the receipt and use of resumes in organizations
   True   False

38. Organizations that are popular and visible will likely receive a large volume of resumes.
   True   False

39. Research on the relationship between field of study and job performance shows they are clearly related
   True   False
40. The horizontal percent is a system for scoring resumes
   True   False

41. Biographical information tends to have low reliability
   True   False

42. The horizontal percent is a system for scoring biodata information.
   True   False

43. Which of the following is (are) initial assessment methods?
   A. Resumes and cover letters
   B. Application blanks
   C. Biographical information
   D. All of the above

44. Which of the following is not an initial assessment method?
   A. Resumes and cover letters
   B. Application blanks
   C. Biographical information
   D. Integrity tests

45. The most accurate description of the basic purpose of a selection plan is _______________
   A. a selection plan determines the means for attracting qualified job applicants
   B. a selection plan matches applicants to outcome criteria
   C. a selection plan describes predictors to be used to assess KSAOs required to perform the job
   D. a selection plan consists of interview rating criteria

46. A person who meets all of the minimal qualifications but has not received a job offer is ____.
   A. a job applicant
   B. a job candidate
   C. a job finalist
   D. all of the above
47. Initial assessment methods are used to_.
A. screen candidates
B. minimize costs
C. reduce the number of people assessed
D. all of the above

48. In using educational level as an initial selection criterion, which of the following statements is false?
A. The degree received from an institution is not sufficient as a sole indicator of an applicant's level of education.
B. A GED is a high school equivalency degree and is about as good as a conventional high school diploma in predicting job performance.
C. Educational level is a predictor of job performance.
D. High-level degrees from non-accredited schools may be indicators of lesser accomplishment than lower-level degrees from accredited schools.

49. Which of the following statements regarding the use of grade point averages as a predictor is (are) true?
A. GPA may be influenced by many factors in addition to the applicant's KSAOs and motivation.
B. GPAs in one's major tend to be highly similar to one's GPAs in other classes.
C. Grades do not vary widely by field.
D. GPAs from different schools mean the same thing.

50. When considering the use of extracurricular activities as a job performance predictor, one should________.
A. use extracurricular activities whenever possible
B. de-emphasize the use of extracurricular activities
C. use extracurricular activities mainly for selection of managerial personnel
D. use extracurricular activities when they correlate with KSAOs required by the job

51. Research suggests that weighted applicant banks
A. are reliable predictors of job performance
B. are the most common method of screening
C. are not particularly valid predictors of job performance
D. are useful predictors of job performance
E. discriminate against foreign trained professionals
52. The principal assumption behind the use of biodata is the axiom, _______.
A. The best predictor of future behavior is motivation level
B. The best predictor of future behavior is KSAOs
C. The best predictor of future behavior is education level
D. The best predictor of future behavior is past behavior

53. Resumes have the all of the following problems except ____.
A. potential high volume to process
B. difficult to store for extended periods of time
C. they may have personal information on them
D. they can be tailored by the applicant to the job
E. all of the above are problems with resumes

54. Which of the following is true. regarding biodata and background checks?
A. Background information about applicants is obtained through both of these.
B. They are two different names for the same thing.
C. Only background tests look into an applicant's past.
D. Biodata is used primarily when screening applicants for positions in which integrity and emotional adjustment are necessary.

55. A selection method that can be considered a form of biographical information survey is _______.
A. work references
B. a personality test
C. accomplishments record
D. applicant's attendance record

56. Which of the following assessment methods is the most valid predictor of performance?
A. Initial interviews
B. Handwriting analysis
C. Biodata
D. Unweighted application blanks

57. Research has indicated that job applicants generally have a __________ view of biodata inventories.
A. very positive
B. negative
C. positive
D. neutral
58. One major problem with letters of recommendation is that they ________.
A. are too lengthy to be useful
B. are not structured or standardized
C. are too ambiguous to interpret
D. all of the above are correct

59. The most common person to be contacted in a reference check is the applicant's ____________.
A. former coworkers
B. HR department at his/her former employer
C. former supervisor
D. friends

60. Background testing is concerned with the __________ of an applicant.
A. integrity
B. reliability
C. personal adjustments
D. all of the above

61. One guideline for improving the effectiveness of initial interviews is to ___.
A. ask questions which assess the most basic KSAOs
B. make them long and rigorous
C. ask each applicant different questions
D. A and B are correct

62. The issue of consistency of measurement with assessment methods is called _____.
A. validity
B. reliability
C. variability
D. central tendency

63. An example of an assessment method which has relatively low reliability is __________.
A. biographical information
B. initial interviews
C. application blanks
D. reference checks
64. The strength of the relationship between a predictor and performance is called _________.
A. reliability  
B. validity  
C. utility  
D. instrumentality

65. Most initial assessment methods have ________ validity.
A. moderate to low  
B. high to very high  
C. moderately high to high  
D. moderate

66. Employers protect themselves in the initial stages of contact with job applicants through the use of ______.
A. labour contracts  
B. employment clauses  
C. disclaimers  
D. employment-at-will clauses

67. Which of the following is true regarding information gathered on application blanks?
A. should not include information regarding prohibited grounds.  
B. should make prohibited ground information optional at the discretion of the applicant.  
C. may include marital status and age if only for calculating benefit entitlements if applicant is hired  
D. must conform to EGA standards

68. According to PIPEDA employers should
A. obtain consent before disclosing any information gathered about an applicant in the recruitment process.  
B. allow only decision makers to see reference information  
C. only gather job related information about candidates  
D. All of the above.

69. The common criterion which is used to validate predictors is ________.
A. motivation  
B. satisfaction  
C. retention  
D. performance
70. "Behavioural consistency method" is ___________
A. an approach to measure applicants' experience and training
B. a paper and pencil test to measure KSAOs
C. a method used in the screening interview to determine if candidate is a fit with the job
D. a form of biodata

71. Reasons why organizations do not like to give out reference checks include all of the following except
A. the length of time involved to conduct reference checks
B. fear of being sued
C. fear of invasion of privacy
D. all of the above are reasons why organizations do not like to give out reference checks

72. Literacy testing includes which of the following;
A. prose, numeracy, penmanship
B. poetry, numeracy, problem-solving
C. prose, numeracy, problem-solving
D. numeracy, writing, prose, computer

73. **A selection plan describes which predictor(s) will be used to assess the KSAOs required to perform the job. Describe the three steps to follow in establishing a selection plan.**

74. **In what ways are the following three initial assessment methods similar and in what ways are they different: Application blanks, biographical information, and reference reports?**
75. Describe the criteria by which initial assessment methods are evaluated. Are some of these criteria more important than others?

76. Some methods of initial assessment appear to be more useful than others. If you were starting your own business, which initial assessment methods would you use and why?
Chapter 08 Key

1. (p. 264) External selection refers to the assessment and evaluation of external job applicants.
   TRUE

Heneman - Chapter 08 #1

2. (p. 264) Understanding the legal issues of assessment methods is necessary.
   TRUE

Heneman - Chapter 08 #2

3. (p. 266) Cost should not be used to guide the choice of initial assessment methods
   FALSE

Heneman - Chapter 08 #3

4. (p. 264) Disclaimers are used as a means of protecting employer rights.
   TRUE

Heneman - Chapter 08 #4

5. (p. 264) A selection plan outlines the costs associated with screening and selection of applicants
   FALSE

Heneman - Chapter 08 #5

6. (p. 264) Initial assessment methods include to screen candidates include literacy testing.
   TRUE

Heneman - Chapter 08 #6
7. (p. 264) A selection plan describes which predictors will be used to assess the KSAOs required to perform the job. **TRUE**

8. (p. 266) The first step in developing a selection plan is to list relevant KSAOs associated with a job. **TRUE**

9. (p. 266) Organizations are increasingly finding that the costs of developing a selection plan outweigh the benefits. **FALSE**

10. (p. 269) A well documented problem with resumes and cover letters is fraud. **TRUE**

11. (p. 270) Research has found that level of education is moderately related to job performance. **FALSE**

12. (p. 270) College grades are more valid predictors of job performance than high school grades. **FALSE**

13. (p. 272) Research suggests that the quality of the school a person graduates from makes a difference in the labor market. **FALSE**
**TRUE**

**Heneman - Chapter 08 #14**

15. (p. 275) Scored evaluations of unweighted application blanks are good predictors of job performance.  
**FALSE**

**Heneman - Chapter 08 #15**

16. (p. 275) The validity evidence for weighted application blanks is better than that for unweighted application blanks.  
**TRUE**

**Heneman - Chapter 08 #16**

17. (p. 274) Most organizations use only weighted application blanks for initial screening decisions.  
**FALSE**

**Heneman - Chapter 08 #17**

18. (p. 275) The principal assumption behind the use of biodata in selection processes is the axiom, "the best predictor of future behavior is past behavior."  
**TRUE**

**Heneman - Chapter 08 #18**

19. (p. 276) The most common criterion which is used to validate selection tests is worker satisfaction.  
**FALSE**

**Heneman - Chapter 08 #19**

20. (p. 276) Cross-validation involves validating the initial items and weights on a selection test with another sample.  
**TRUE**

**Heneman - Chapter 08 #20**
21. (p. 276) Items in the weighted application blank are scored and weighted based on their ability to predict job performance and are good predictors for work behaviours.  
**TRUE**

22. (p. 281) Research on the reliability and validity of biodata has been very negative.  
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26. (p. 286) The purpose of the initial interview is to screen out the most obvious cases of person/job mismatches.  
**TRUE**

27. (p. 288) The initial interview is the least expensive method of initial assessment  
**FALSE**
28. (p. 287) Initial interviews can be made more useful by asking the same questions of all job applicants.
TRUE

Heneman - Chapter 08 #28

29. (p. 289) Reliability refers to consistency of measurement.
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Heneman - Chapter 08 #29

30. (p. 289) Biographical information and background checks are relatively inexpensive assessment methods.
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Heneman - Chapter 08 #30

31. (p. 289) Most initial assessment methods have moderate to low validity.
TRUE

Heneman - Chapter 08 #31

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TRUE

Heneman - Chapter 08 #32

33. (p. 291) The burden of proof is on employers to defend BFOQ claims.
TRUE

Heneman - Chapter 08 #33

34. (p. 268) Most employers prefer to receive resumes via surface mail rather than through email.
FALSE

Heneman - Chapter 08 #34
35. (p. 289) Research suggests that biodata does not provide incremental validity over personality and cognitive ability  
**FALSE**

36. (p. 283) Surveys suggest that only 3 out of 10 organizations conduct reference checks  
**FALSE**

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38. (p. 267) Organizations that are popular and visible will likely receive a large volume of resumes.  
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39. (p. 273) Research on the relationship between field of study and job performance shows they are clearly related  
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40. (p. 276) The horizontal percent is a system for scoring resumes  
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43. (p. 264) Which of the following is (are) initial assessment methods?
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**D. All of the above**

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46. (p. 266) A person who meets all of the minimal qualifications but has not received a job offer is ____.
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50. When considering the use of extracurricular activities as a job performance predictor, one should ________.
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B. de-emphasize the use of extracurricular activities
C. use extracurricular activities mainly for selection of managerial personnel
D. use extracurricular activities when they correlate with KSAOs required by the job
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A. are reliable predictors of job performance
B. are the most common method of screening
C. are not particularly valid predictors of job performance
D. are useful predictors of job performance
E. discriminate against foreign trained professionals

Heneman - Chapter 08 #51

52. (p. 275) The principal assumption behind the use of biodata is the axiom, _______.
A. The best predictor of future behavior is motivation level
B. The best predictor of future behavior is KSAOs
C. The best predictor of future behavior is education level
D. The best predictor of future behavior is past behavior

Heneman - Chapter 08 #52

53. (p. 267-68) Resumes have the all of the following problems except ____.
A. potential high volume to process
B. difficult to store for extended periods of time
C. they may have personal information on them
D. they can be tailored by the applicant to the job
E. all of the above are problems with resumes

Heneman - Chapter 08 #53

54. (p. 276) Which of the following is true, regarding biodata and background checks?
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B. They are two different names for the same thing.
C. Only background tests look into an applicant's past.
D. Biodata is used primarily when screening applicants for positions in which integrity and emotional adjustment are necessary.
55. (p. 278) A selection method that can be considered a form of biographical information survey is ______.
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B. a personality test
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56. (p. 281) Which of the following assessment methods is the most valid predictor of performance?
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C. positive
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D. all of the above are correct

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B. HR department at his/her former employer
C. former supervisor
D. friends
60. (p. 284) Background testing is concerned with the __________ of an applicant.
   A. integrity
   B. reliability
   C. personal adjustments
   D. all of the above

   Heneman - Chapter 08 #60

61. (p. 286) One guideline for improving the effectiveness of initial interviews is to ___.
   A. ask questions which assess the most basic KSAOs
   B. make them long and rigorous
   C. ask each applicant different questions
   D. A and B are correct

   Heneman - Chapter 08 #61

62. (p. 289) The issue of consistency of measurement with assessment methods is called _____.
   A. validity
   B. reliability
   C. variability
   D. central tendency

   Heneman - Chapter 08 #62

63. (p. 287) An example of an assessment method which has relatively low reliability is _________.
   A. biographical information
   B. initial interviews
   C. application blanks
   D. reference checks

   Heneman - Chapter 08 #63

64. (p. 289) The strength of the relationship between a predictor and performance is called _________.
   A. reliability
   B. validity
   C. utility
   D. instrumentality

   Heneman - Chapter 08 #64
65. Most initial assessment methods have ________ validity.
A. moderate to low  
B. high to very high  
C. moderately high to high  
D. moderate

66. Employers protect themselves in the initial stages of contact with job applicants through the use of ______.
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B. employment clauses  
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67. Which of the following is true regarding information gathered on application blanks?
A. should not include information regarding prohibited grounds.  
B. should make prohibited ground information optional at the discretion of the applicant.  
C. may include marital status and age if only for calculating benefit entitlements if applicant is hired  
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B. satisfaction  
C. retention  
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70. (p. 273) "Behavioural consistency method" is ____________
A. an approach to measure applicants' experience and training
B. a paper and pencil test to measure KSAOs
C. a method used in the screening interview to determine if candidate is a fit with the job
D. a form of biodata

Heneman - Chapter 08 #70

71. (p. 283-284) Reasons why organizations do not like to give out reference checks include all of the following except
A. the length of time involved to conduct reference checks
B. fear of being sued
C. fear of invasion of privacy
D. all of the above are reasons why organizations do not like to give out reference checks

Heneman - Chapter 08 #71

72. (p. 285) Literacy testing includes which of the following;
A. prose, numeracy, penmanship
B. poetry, numeracy, problem-solving
C. prose, numeracy, problem-solving
D. numeracy, writing, prose, computer

Heneman - Chapter 08 #72

73. **A selection plan describes which predictor(s) will be used to assess the KSAOs required to perform the job. Describe the three steps to follow in establishing a selection plan.**

The first step in establishing a selection plan is to prepare a listing of KSAOs, which are taken from the job requirements matrix developed through the job analysis process. The second step is to designate each KSAO either "yes" or "no" in terms of whether or not it is to be assessed in the selection process. The third step is to identify and list possible methods of assessment for the KSAOs designated "yes" for assessment.

Heneman - Chapter 08 #73
In what ways are the following three initial assessment methods similar and in what ways are they different: Application blanks, biographical information, and reference reports?

Biographical information blanks, application blanks, and reference reports are similar to each other in that they both ask applicants to report on their background. All three methods can also be used to make initial selection decisions about job applicants. One difference between application blanks and biographical data is that biographical data can be used for substantive selection decisions. Reference reports differ from biodata in that reference checks are used for screening applicants for positions which require integrity and emotional adjustment, whereas biodata is used for a wider range of jobs. In addition, reference reports are obtained through interviews and conversations with references while biodata is collected through a survey.

Describe the criteria by which initial assessment methods are evaluated. Are some of these criteria more important than others?

The criteria which are commonly used in evaluating various initial assessment methods include:
Frequency of use
Cost
Reliability - consistency of information collected
Validity - relationship between the predictor and performance
Utility - monetary return from using the predictor
Applicant reactions
Adverse impact - disproportionate number of protected class members being rejected using a predictor

All of the above are important criteria for evaluating initial assessment methods. However, The three which are of particular significance are reliability, validity, and adverse impact. Reliability and validity of selection methods are absolutely critical because they determine the quality of the information obtained through the use of an assessment method. Adverse impact is also critical because of its legal implications to employers. The costs of legal violations in employment practices can be astronomical.
Based on the evaluation of initial assessment methods presented in Exhibit 9.10, a person starting a business could consider using resumes and cover letters, biodata, initial interviews, and reference checks. The resumes and cover letters would be useful in obtaining information regarding the applicant's perspective of why he/she would be a good candidate for the job. In addition, these methods are inexpensive. Biographical data, although expensive, would provide additional background information which is specifically geared toward the relevant KSAOs for the job. Moreover, research has shown biodata to have high validity. Initial interviews would provide an opportunity for the employer to assess job applicants "in person." This is critical because some individuals may appear highly qualified "on paper," but are less impressive in a face-to-face interaction. This would also be a good opportunity for the employer to sell itself to the applicant. Finally, reference checks would be valuable in order to obtain input from other people who are familiar with the job applicant's KSAOs and past job performance.
## Chapter 08 Summary

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