



# Adverse Impact: Implications for Organizational Staffing and High Stakes Selection

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This text is the best single repository for a comprehensive examination of the scientific research and practical issues associated with adverse impact. Adverse impact occurs when there is a significant difference in organizational outcomes to the disadvantage of one or more groups defined on the basis of demographic characteristics such as race, ethnicity, gender, age, religion, etc.

This book shows, based on scientific research, how to design selection systems that minimize subgroup differences. The primary object of this volume in the SIOP series is to bring together renowned experts in this field to present their viewpoints and perspectives on what underlies adverse impact, where we are in terms of assessing it and what we may have learned (or not learned) about minimizing it.

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### Editorial Review

#### Review

*"This book goes beyond the simplistic notions that prejudice can explain adverse impact, that it is enough to measure subgroup mean differences or compute adverse impact ratios, or that it happens only "at-the-front-door" when employees are selected. The book shows the complexities of adverse impact and of understanding it from the perspectives of psychology theory and of organizational leadership. It goes far beyond the concerns of industrial and organizational psychologists, touching on cognitive, developmental, social, and educational psychology. A lot of dissertation topics can be expected to arise from reading this book. It will be cited often in diverse literatures."* - **Robert M. Guion, Distinguished University Professor Emeritus, Bowling Green State University**

*"Internationally renowned I/O psychologist and practitioner, Dr. James Outtz, has assembled a who's who of organizational scholars to write on the topic of adverse impact. Our diverse workplaces and the insidious forms of prejudice and diversity resistance that plague today's employers make this volume a necessity for practitioners and researchers alike."* - **Kecia M. Thomas, Professor of Psychology, University of Georgia**

*"Essential reading for anyone who uses test scores and wants to know what they mean."*-**Milton D. Hakel, Department of Psychology, Bowling Green State University**

*"This is the most comprehensive treatment of a critical issue in EEO Law. It considers adverse impact from every angle imaginable, and it is written by an impressive group of authors. It is a must read for any scholar or practitioner interested in understanding the issues associated with adverse impact, including how to understand it and deal with it on a social and legal level."* - **Arthur Gutman, Florida Institute of Technology**

#### About the Author

**James L. Outtz** obtained his Ph.D. in industrial and organizational psychology from the University of Maryland. He is a Fellow in the Society for Industrial and Organizational Psychology (SIOP) and the American Psychological Association. He is President of Outtz and Associates a consulting firm in Washington DC that specializes in personnel selection and human resources management. His professional service in the field of industrial and organizational psychology includes membership on SIOP's Ad Hoc Committee on Revision of the "Principles for the Validation and Use of Personnel Selection Procedures" which addresses best practices in the development and use of such procedures. In addition, he served as consulting editor to the *Journal of Applied Psychology*. He is recognized internationally for his work in the areas of adverse impact and alternative selection procedures, subjects about which he has written extensively. He routinely develops selection procedures for public and private sector employers in complex situations where litigation is, has been or might become a factor. His interests include selection, training, performance management, job analysis and work design, workforce diversity and equal employment opportunity.

Dr. Outtz is highly sought after as an expert for plaintiffs and defendants in major litigation involving the analysis of work, hiring, promotion, performance management, compensation and reductions in force.

## **Users Review**

### **From reader reviews:**

#### **Earnestine Marcus:**

Spent a free time to be fun activity to perform! A lot of people spent their leisure time with their family, or their friends. Usually they performing activity like watching television, going to beach, or picnic inside the park. They actually doing same task every week. Do you feel it? Do you need to something different to fill your free time/ holiday? Might be reading a book could be option to fill your no cost time/ holiday. The first thing that you ask may be what kinds of e-book that you should read. If you want to try look for book, may be the publication untitled Adverse Impact: Implications for Organizational Staffing and High Stakes Selection can be excellent book to read. May be it is usually best activity to you.

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#### **Martin Duval:**

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