

Adverse Impact and Discrimination

Drs. Bob and Joyce Hogan founded Hogan Assessment Systems on the principle that fairer practices would create greater justice and equality in the workplace. Many commonly-used selection measures may discriminate based on race/ethnicity, gender, age, or disability. At Hogan, we work to ensure our assessments perform as effectively as possible when predicting performance and informing development efforts, all while reducing discrimination. Below is a summary of actions we take to meet these standards.

- 1. Predicting Performance** – Above all other criteria, the key to any successful selection program is predicting performance. Hogan maintains a global archive of data and results from nearly 1,000 studies, over 300 of which include both predictor data and job performance ratings. This archive allows us to implement [validity generalization \(VG\)](#) and [competency prediction](#) studies that are unparalleled by other test publishers. We continue to add criterion-related validity evidence for dozens of new jobs each year.
- 2. Documenting Research** – Research results are only as useful as they are accessible. We present research results in a variety of formats ranging from short executive summaries and case studies to in-depth technical manuals and reports. The key to presenting information is tailoring the message and level of detail to relevant audiences. Although most users simply want overviews, for each research study we also write [technical reports](#) tailored to audiences concerned with information relating to industry guidelines such as the EEOC's [Uniform Guidelines](#), SIOP's [Principles](#), and APA's [Standards](#).
- 3. Assessing Adverse Impact (AI)** – Perhaps the most important way to combat discrimination is to examine the potential for [Adverse Impact](#) in selection recommendations before implementing them. For example, selection profiles (e.g., scale-based recommendations in our [Fit Reports](#)) that do not discriminate within the general public are unlikely to produce discrimination within an applicant pool. Although it is always important for organizations to assess AI with their own applicants, we test for it first in normative samples to help ensure profiles do not discriminate before they are ever used.

4. **Updating Assessments** – Based on our approach of [Kaizen Psychometrics](#), we continually pilot new items and regularly update our assessments to ensure they are up-to-date and compliant with new and ever-changing legal standards. Also, because countries vary in terms of what constitutes legal compliance, we continually monitor new legal developments across countries and proactively update items as needed. Examples of recent updates include replacing the following items:

Original Item	Replacement Item
I am cranky and irritable when I don't feel well.	Sometimes yelling is the only way to get a point across.
I rarely get anxious about my problems.	Deadlines don't bother me.
People sometimes think my appearance is unusual.	I march to the beat of my own drum.
People find me attractive.	Other people think I am entertaining.
My moods can change quickly.	I sometimes use temper displays to make a point.

5. **Staying Informed** – Remaining current with legal and industry standards does not simply involve tracking relevant updates as they occur. It is also important to collaborate with experts and proactively monitor potential changes through outlets such as periodicals, trade journals, and conferences that include sessions relating to legal regulations and best practices in our industry. Hogan maintains membership in a variety of organizations, such as [SIOP](#), [ATP](#), and [PTC-MW](#) that regularly provide such information and allow for interaction with other industry experts.
6. **Working with Partners** – Another key to ensuring our assessments are both legally compliant and representative of best professional practices is regularly working with our clients, partners, and distributors to discuss and proactively address potential concerns. Although it is not possible for any one person or group to monitor all relevant assessment activity around the world, we are able to work with a vast global network of industry professionals to track and discuss new and potential changes. In many ways, our [network of partners](#) is our greatest asset in making sure we provide world-class assessments that meet the highest industry standards.