

**TABLE 4.1. STRENGTHS AND WEAKNESSES OF SELECTED DATA COLLECTION METHODS.**

Methods	<i>Criteria</i>				
	Incumbent involvement	Management involvement	Time required	Cost	Relevant quantifiable data
Interviews	High	Low	High	High	Moderate
Direct observation of work	Moderate	Low	High	High	Moderate
Indirect examinations of performance or productivity measures	Low	Moderate	Low	Low	High
Questionnaires	High	High	Moderate	Moderate	High
Task analysis	Low	Low	High	High	High
Key informant or focus groups	High	Moderate	Moderate	Moderate	Moderate
Nominal group technique	High	Moderate	Moderate	Moderate	Moderate
Delphi procedure	Low	Moderate	Moderate	Moderate	Moderate
Critical incident method	Moderate	Moderate	Low	Low	Low
Competency assessment	Low	High	High	High	High
Assessment center	High	Low	High	High	High
Exit interviews	Low	Low	Low	Low	Low

Source: Newstrom, J., and Lilyquist, J., 1979, p. 56. Reprinted from *Training and Development Journal*. Copyright 1979, The American Society for Training and Development. Reprinted with permission. All rights reserved.