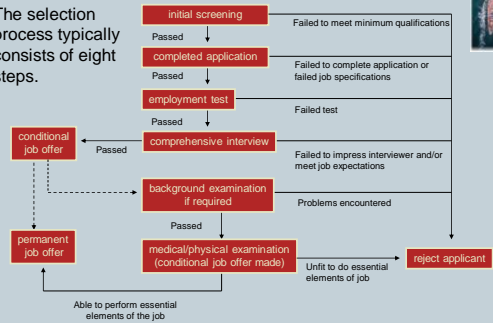


Chapter 7

Selecting Employees

The Selection Process

The selection process typically consists of eight steps.



Chapter 7, slide 2

The Selection Process

initial screening interview

Job **description information** is shared along with a salary range.

- weeding out of applicants who don't meet general job requirements
- screening interviews help candidates decide if position is suitable

Chapter 7, slide 3

The Selection Process

completing the application

Gives a job-performance-related synopsis of what applicants have been doing, their **skills and accomplishments**.

➤ Legal considerations

1. omit items that are not job-related; e.g., sex, religion
2. includes statement giving **employer the right to dismiss** an employee for falsifying information
3. asks for **permission to check work references**
4. typically includes "employment-at-will" statement

Chapter 7, slide 4

The Selection Process

completing the application

Weighted application forms

- individual pieces of information are **validated against performance and turnover measures** and given appropriate weights
- data must be collected for each job to **determine how well a particular item** (e.g., years of schooling, tenure on last job) predicts success on target job

Chapter 7, slide 5

The Selection Process

completing the application

- **information collected on application forms can be highly predictive** of successful job performance
- forms must be validated and continuously reviewed and updated
- data should be verified through **background investigations**

Chapter 7, slide 6

The Selection Process

pre-employment testing

- **performance simulation tests** require applicants to **engage in job behaviors** necessary for doing the job successfully
- **work sampling** uses job analysis to develop a miniature replica of the job so the applicant can demonstrate his/her skills
- **assessment centers** give tests and exercises, (individual and group), to assess managerial potential or other complex skills

Selection practices must be adapted to cultures and regulations of the host country.

Chapter 7, slide 7

The Selection Process

comprehensive interviews

- assesses **motivation, values, ability to work** under pressure, **attitude**, ability to fit in
- can be traditional, panel, or situational
- especially useful for high-turnover jobs and less routine ones

The interview is only as effective as those conducting it.

Chapter 7, slide 8

The Selection Process

comprehensive interviews

- **impression management**, (applicant's desire to project the "right" image), may help to give positive interview results
- **behavioral interviews** are much **more effective** at predicting job performance **than traditional interviews**
- **realistic job previews** (brochures, videos, plant tours, work sampling) help reduce turnover rates

Chapter 7, slide 9

The Selection Process

conditional job offer

- HR manager makes an offer of employment, contingent on successful completion of background check, physical/medical exam, drug test, etc.
- may use only **job-related information** to make a hiring decision

Chapter 7, slide 10

The Selection Process

background investigation

Verifies information from the application form.

- references
- former employers
- education
- legal status to work
- criminal records

Chapter 7, slide 11

The Selection Process

background investigation

- **qualified privilege**: employers may discuss employees with **prospective employers** without fear of revenge as long as the discussion is about job-related, documented facts
- one-third of all applicants **exaggerate their backgrounds or experiences**
- a good predictor of future behavior is an individual's past behavior

Companies can be held liable for failure to properly hire.

Chapter 7, slide 12

The Selection Process

medical investigation

- used only to determine if the individual can comply with essential functions of the job
- drug tests can be given at this time

Chapter 7, slide 13

The Selection Process

job offer

- actual hiring decision generally made by the department manager, not HR manager
- candidates not hired deserve the courtesy of prompt notification

Chapter 7, slide 14

The Selection Process

The Comprehensive Approach

Comprehensive selection puts applicants through all the steps in the selection process before making a decision.

- assesses both **strengths and weaknesses**, and is considered more realistic
- must measure factors related to the job only

Chapter 7, slide 15

The Selection Process

Now It's Up to the Candidate

- most people want jobs compatible with their personality
- applicants who are not hired this time will still form an impression about the company
- management should assure the selection process leaves them with a **favorable impression** of the company

Chapter 7, slide 16

Key Elements for Successful Predictors

What test elements help predict **which applicants will be successful on the job**?

reliability

validity

cut scores

Chapter 7, slide 17

Key Elements for Successful Predictors

reliability

The ability of the selection tool to measure an attribute **consistently**.

- HR managers need reliable tests to make sure the applicant will perform satisfactorily

Chapter 7, slide 18

Key Elements for Successful Predictors

validity

The relationship between **scores on a selection tool** and a **relevant criterion**, such as job performance.

- There are three types:
 - content
 - construct
 - criterion-related

Chapter 7, slide 19

Key Elements for Successful Predictors

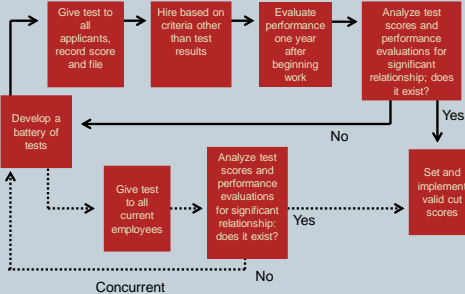
validity

- **Content validity:** degree to which the content of the test, **as a sample**, represents situations on the job such as **typing test for clerk typist**.
- **Construct validity:** degree to which a particular (abstract) trait is related to successful job performance as **in intelligence tests**.
- **Criterion-related validity:** degree to which a selection device accurately predicts important **elements of work behavior**, as in relationship between job performance and test score.
 - **Predictive validity** uses test scores of applicants to compare with their **future** job performance
 - **Concurrent validity** correlates test scores of **current** employees with measures of their job performance

Chapter 7, slide 20

Key Elements for Successful Predictors

Predictive



Chapter 7, slide 21

Key Elements for Successful Predictors

cut scores

The cut score separates successful from unsuccessful performers.

- cut scores on a selection device can be determined by validity studies
- applicants scoring below the cut score are predicted to be unsuccessful on the job and are rejected

Chapter 7, slide 22

Excelling at the Interview

Suggestions for making your interviews as an applicant successful:

1. do some homework on the company
2. get a good night's rest the night before
3. dress appropriately
4. arrive for the interview a few minutes early
5. use a firm handshake
6. maintain good eye contact
7. take the opportunity to have practice interviews
8. thank the interviewer in person, and send a thank-you note

For the "don't do's" see <http://hotjobs.yahoo.com/career-articles-10-ways-to-be-liked-in-your-job-interview-947>

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