FSM-325
Students Notes

Lectures Related
To
Employee Selection
SELECTION AND PLACEMENT

“Selection is the process of gathering legally defensible information about job applicants in order to determine who should be hired for long- or short-term positions.”

“Placement is concerned with matching individual skills, knowledge, abilities, preferences, interest, and personality to a job.”


IMPORTANCE OF SELECTION AND PLACEMENT

- Having the right people to help meet the organization’s strategies
- Helps avoid costly hiring mistakes
- Assists in meeting hiring objectives such as affirmative action
CHOICE OF SELECTION TECHNIQUES

PREDICTORS

- Reliability
  - Test-retest reliability
  - Inter-rater reliability
- Validity
  - Work simulation tests are much better than interviews
CRITERIA

- The job analysis done earlier will help define the criteria

TYPES OF JOB APPLICATION INFORMATION

SKILLS, KNOWLEDGE, AND ABILITIES

- Need to be aware of legal constraints related to collecting this information

PERSONALITY, INTERESTS, AND PREFERENCES

- Teamwork,
- Great personality
- etc.

OTHER CHARACTERISTICS

- Other important information that is critical to the job
  - Willing to adhere dress and grooming codes

OBTAINING THE INFORMATION

APPLICATION

- Information obtained at the time of the application
Much of this is collected on an application form

Be aware of what you can and can NOT collect

* Demographic information (gender, age, race, religion, national origin)
* Commitment (martial status, dependents, spouse’s employment, daycare arrangement, etc.)
* Arrests and convictions
* Disabilities
  - Only if it would interfere with doing job or accommodations are needed
* Physical requirement
* Affiliations
  - Only for professional groups

Typical information collected

- References
- Other types of application information sometimes collected
  - Detailed biographical information (tailored to a specific job)
  - Growing in use
  - Some question its reliability and validity

VARIOUS TESTS

Cognitive ability test

- Measures the potential of an individual to perform (verbal comprehension, word fluency, number aptitude, inductive reasoning, memory, perception speed)

Needed for some jobs (e.g., typist)

Personality tests

- Examples
  * Myers-Briggs
  * Right Brain- Left Brain
  * Minnesota Multiphasic Personality Inventory (MMPI)

- If not, a lawsuit could evolve
Interest Inventories
Achievement tests
Test batteries

WORK SIMULATIONS
Many of these are work sample tests
Assessment center
— Often off-site
—
* In-basket exercise
* Business games

INTERVIEW PROCESS AND ISSUES TO RESOLVE
Structured verses un-structured verses semi-structured
— Need to be concerned about consistency
—
Types of questions asked
—
How many people will be involved in the interview process
—
Will you be training interviewers

PHYSICAL EXAMINATION
Should only be done where identified problems will hinder good performance
Types of examinations
— Genetic screening (reaction to certain chemical)
— Drug testing
* About 70% of the companies do testing of this nature
— Others (AIDS testing, polygraph, and a honesty test)
SPECIAL CONSIDERATIONS WHEN HIRING A PERSON TO BE PART OF A TEAM

- Test for good interpersonal skills
- May want to have the team in the selection process

MAKING THE SELECTION DECISION

- Do not forget to check the references listed and do a background check
  - It is becoming more common that the information released is rather limited because of liability concerns
  - Other checks
    - Police record

- Should an internal or an external person be hired?
  - Need to examine the advantages and disadvantages of these two options as discussed earlier

- Need to compare the relative strengths and shortcomings of the potential candidates for the position
  - Get as much feedback as possible

- Determine if there is an acceptable candidate
  - If not do more recruiting or consider an short-term solution (using a temps service)
LEGAL CONSIDERATIONS IN HIRING

- Equal Employment Act of 1972 (extended the Civil Rights Act of 1964)
  - Civil Rights Act of 1991 places more of the burden of proof on the employer
  - Problem situations
    - Disparate impact (for groups)
      * Compare hiring ratios to that of the relevant labor market
      * Concentration statistics
        - Job placement
    - Disparate treatment (for an individual)
      *

- Ways to avoid discrimination charges
  - Be sure employee qualifications are necessary for the job
  - Bona Fide occupational qualifications
    - Certain physical or age requirements
  - Bona Fide seniority system
    - Must have an established and maintained system
  - Using a voluntary affirmative action program

OFFERING THE JOB

- The offer should be made in person or by telephone

- Take time to do this correctly
  - Encourage the person being offered the position to ask questions

- Indicate the process of accepting the employment offer
  - Any other exams or tests to be taken (e.g., physical exam or drug test)

- Get them to read and sign an employment agreement
REJECTING AN APPLICANT

- It is not necessary to inform them of the reasons why they were not selected

- There are two general categories:
  1. A candidate that has been seriously considered
     - Wish them the best in finding a job
  2. A candidate that was not seriously considered
     - Wish them the best in finding a job