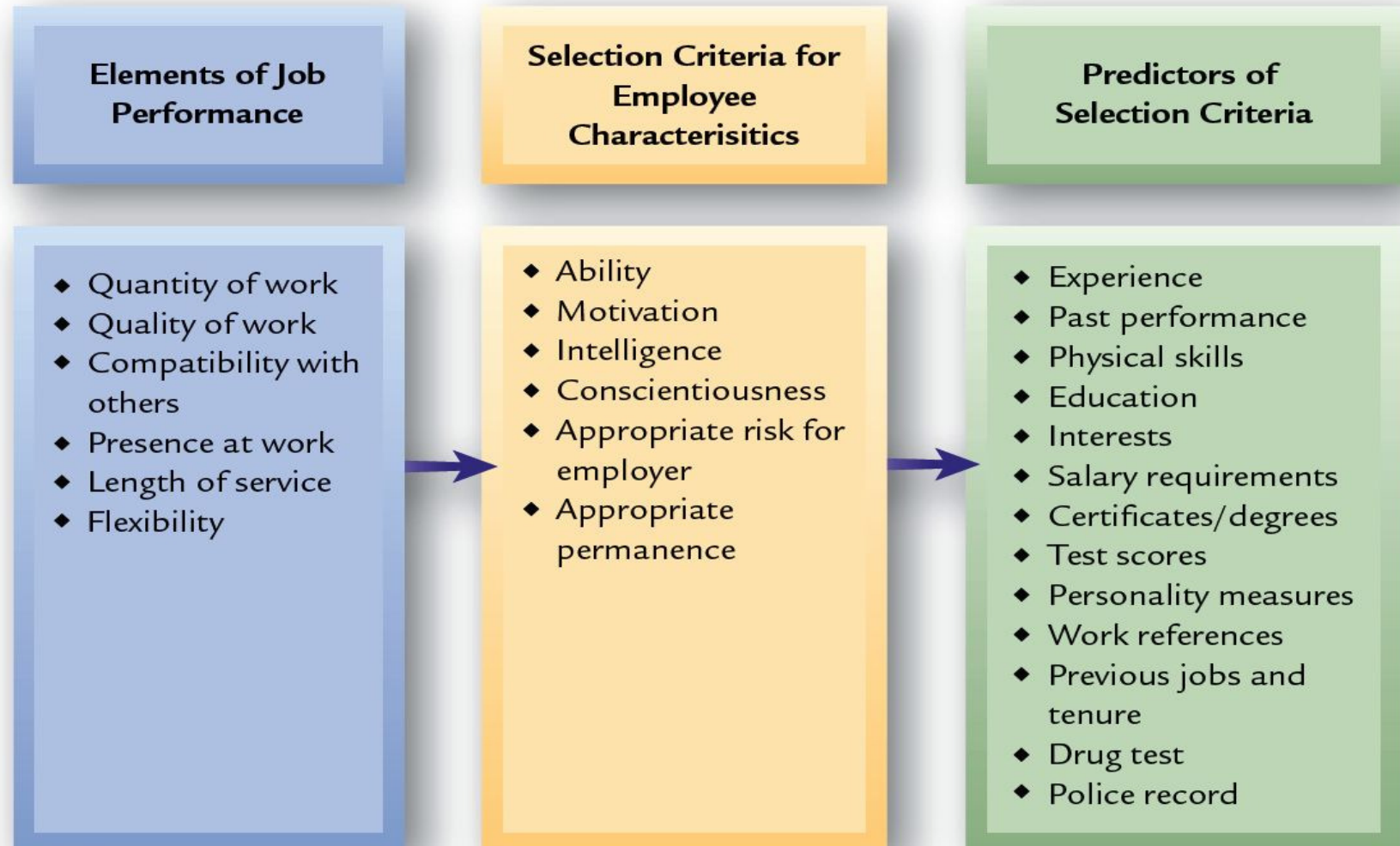# Selection

Dr. Monica Shrivastava

Definition

- The process that managers use to determine the relative qualifications of job applicants and their potential for performing well in a particular job.

  - ***Process of choosing individuals with qualifications needed to fill jobs***

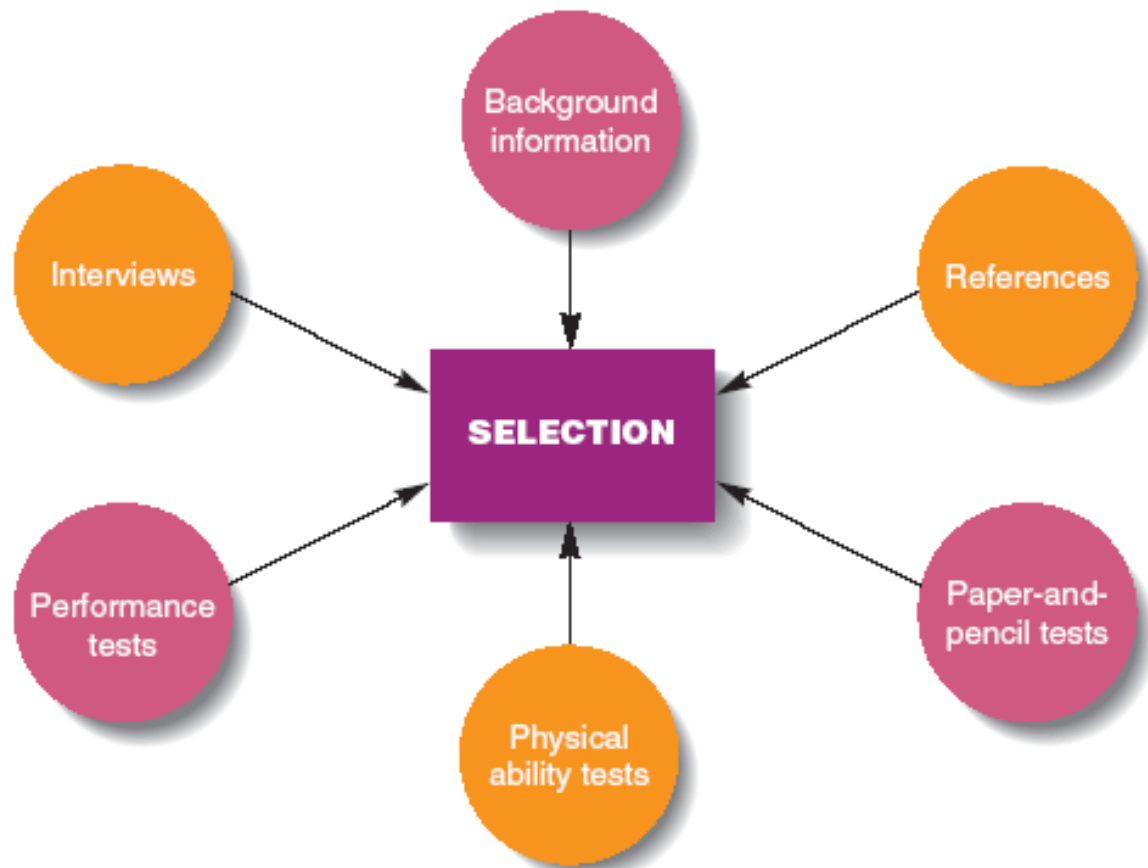 - ***Organizations need qualified employees to succeed***
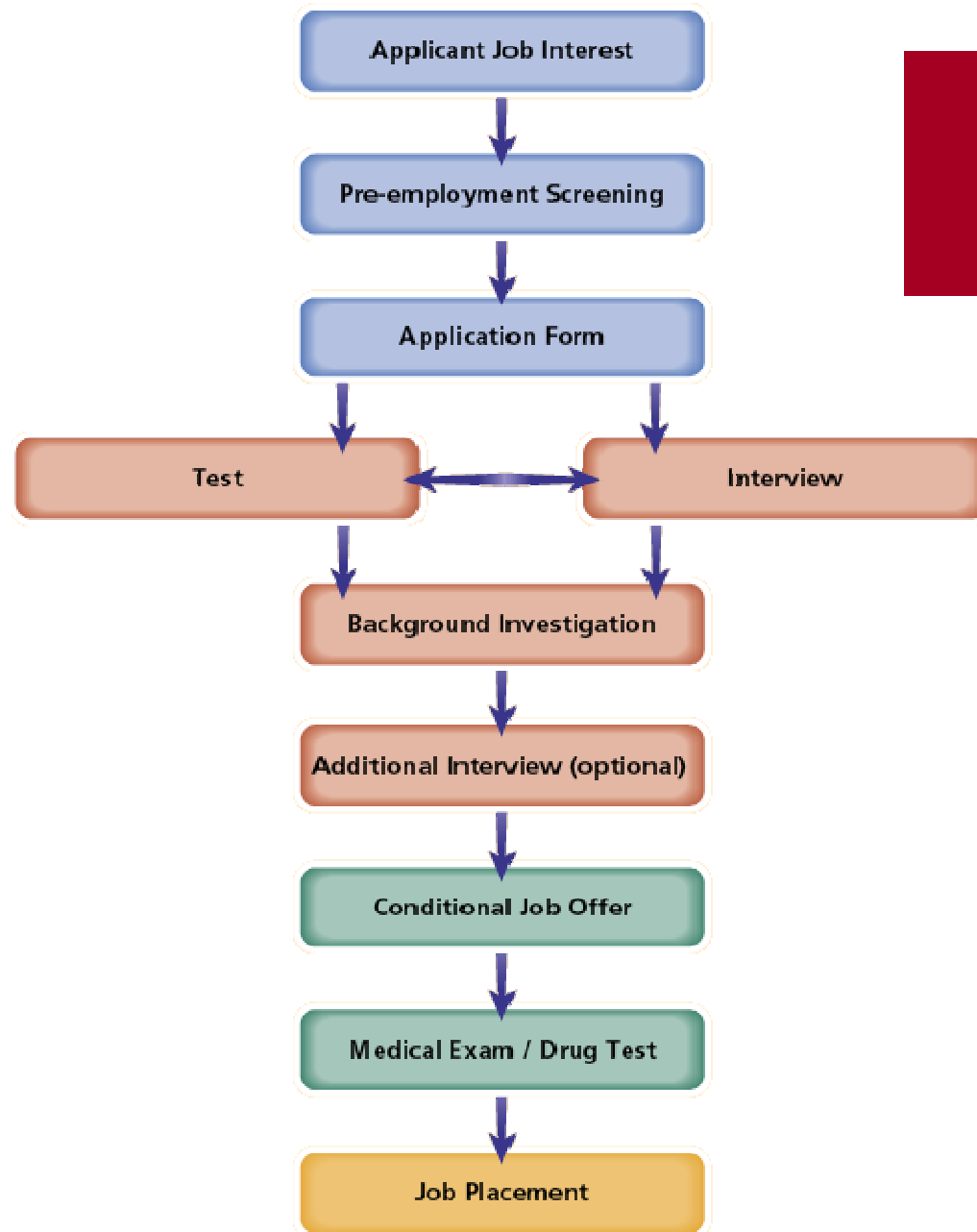
The Recruitment and Selection System

Job Performance, Selection Criteria, and Predictions

Elements of Job Performance

- Quantity of work
- Quality of work
- Compatibility with others
- Presence at work
- Length of service
- Flexibility

Selection Criteria for Employee Charactersitics

- Ability
- Motivation
- Intelligence
- Conscientiousness
- Appropriate risk for employer
- Appropriate permanence

Predictors of Selection Criteria

- Experience
- Past performance
- Physical skills
- Education
- Interests
- Salary requirements
- Certificates/degrees
- Test scores
- Personality measures
- Work references
- Previous jobs and tenure
- Drug test
- Police record

Selection Tools

```
                    Applicant Job Interest

                            ↓

                  Pre-employment Screening

                            ↓

                    Application Form

              ↓                          ↓

         Test        ←→          Interview

              ↓                          ↓

                  Background Investigation

                            ↓

                 Additional Interview (optional)

                            ↓

                    Conditional Job Offer

                            ↓

                   Medical Exam / Drug Test

                            ↓

                      Job Placement
```

Selection Process Flowchart

Applicant Job Interest

- Realistic Job Preview
  - The process through which a job applicant receives an accurate picture of the organizational realities of the job.
    - Prevents the development of unrealistic job expectations that cause disenchantment, dissatisfaction, and turnover in new employees.

Pre-Employment Screening

- ## Pre-Screening Interview
  - Purpose: verify minimum qualifications
- ## Electronic Screening
  - Use applicant tracking systems when:
    - The volume of applicants is large
    - The quality of hires needs to be increased
    - Hiring cycles need to be shortened
    - The cost of hiring needs to be reduced
    - The firm needs to reach geographic areas not visited by recruiters

Applications

- Purposes of Applications
  - Record of applicant's interest in the job
  - Provides a profile of the applicant
  - Basic record for applicants who are hired
  - Research effectiveness of the selection process
- Resumes as Applications
  - Resumes should be retained for at least three years

Application Disclaimers and Notices

- Employment-at-will
  - Indicates the right of the employer or employee to terminate the employment relationship at any time with or without notice or cause.
- References contacts
  - Obtains applicant's permission to contact references.
- Employment testing
  - Notifies applicants of required drug tests, physical exams, or other tests.
- Application time limits
  - Indicates how long the application will remain active.
- Information falsification
  - Indicates that false information is grounds for termination.

Documentation of both identity and employment authorization is required. This may be supplied in two separate documents:

Identity

Driver's License

or

State-Issued Photo ID

Employment Authorization

Social Security Card

or

U.S. Birth Certificate

Acceptable Documents for Verifying Eligibility to Work in the U.S.

Alternatively, documentation may be supplied in one document that combines both identity and employment authorization:

Certificate of Citizenship or Naturalization

or
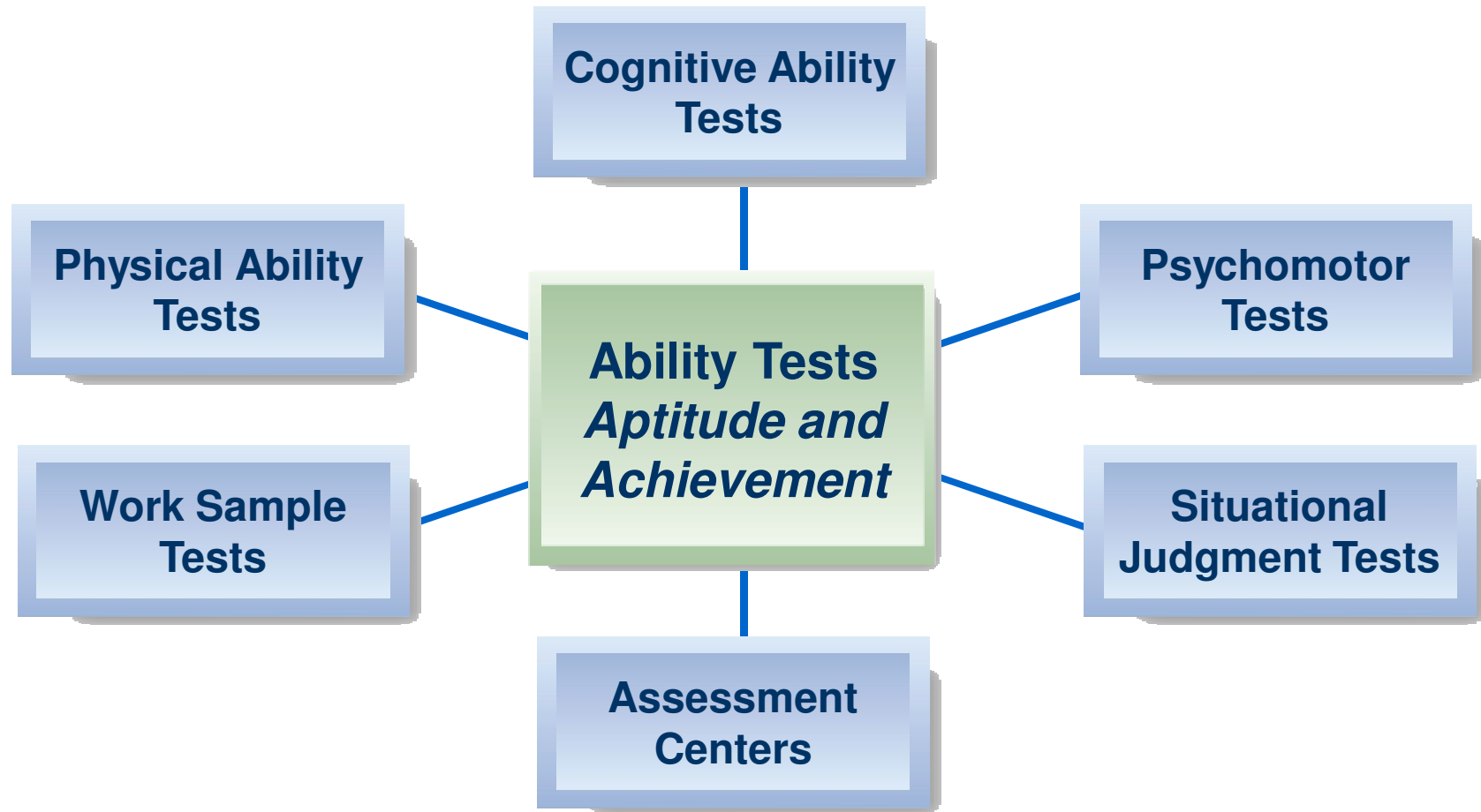
U.S. Passport

or

Alien Registration Card (green card)

or

Current Foreign Passport with Work Authorization

EEO Considerations and Application Forms

- Applications should not contain illegal (nonjob-related) questions concerning:

  – Marital status

  – Height/weight

  – Number and ages of dependents

  – Information on spouse

  – Date of high school graduation

  – Contact in case of emergency

Selection Testing: Ability Tests

Cognitive Ability Tests

Physical Ability Tests

Work Sample Tests

Ability Tests
Aptitude and Achievement

Psychomotor Tests

Situational Judgment Tests

Assessment Centers

Selection Testing: Ability Tests

- Cognitive Ability Tests

  – Measure an individual's thinking, memory, reasoning, and verbal and mathematical abilities.

- Physical Ability Tests

  – Measure an individual's strength, endurance, and muscular movement

- Psychomotor Tests

  – Measure an individual's dexterity, hand-eye coordination, arm-hand steadiness, and other factors.

- Work Sample Tests

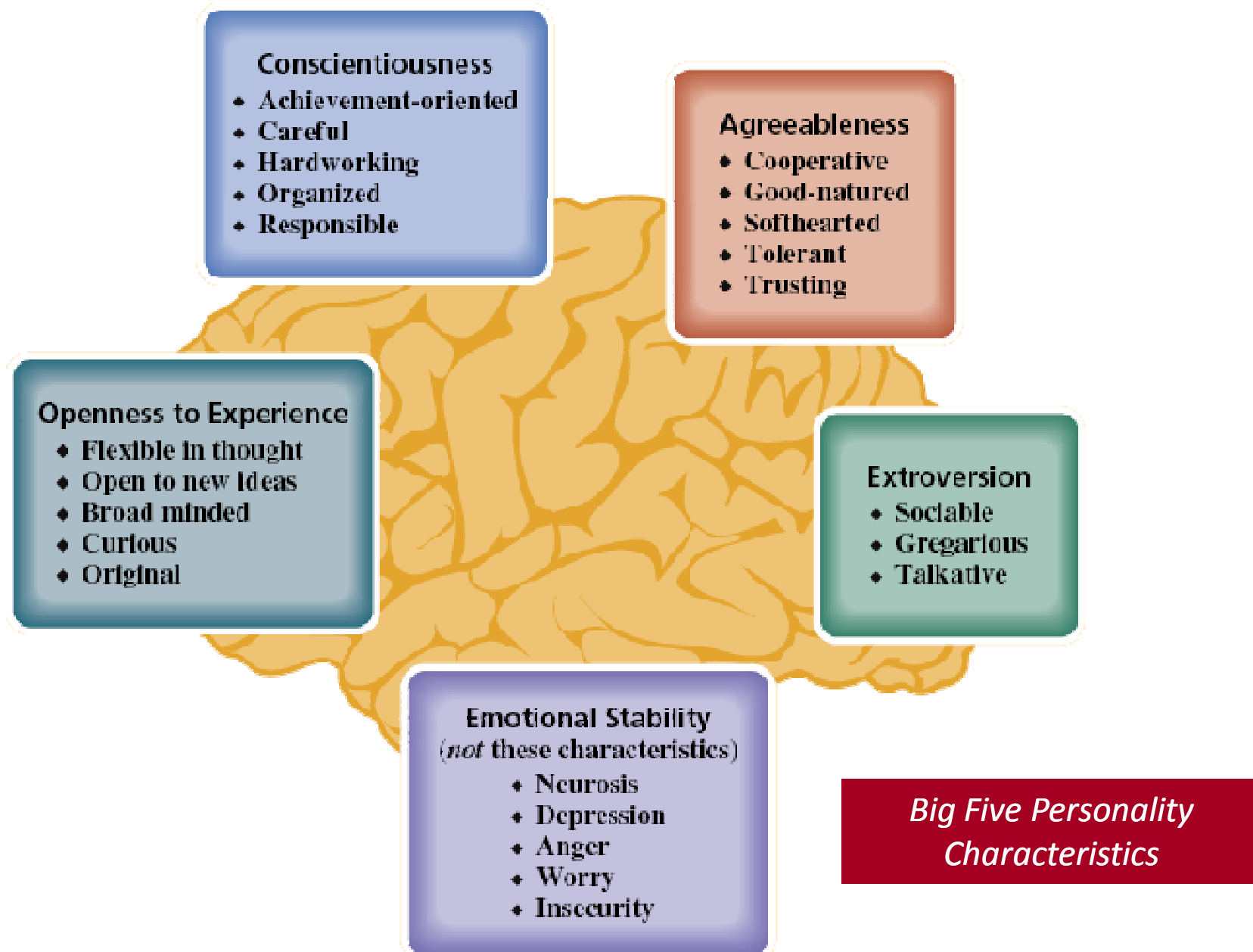 – Require an applicant to perform a simulated task.

Selection Testing: Ability Tests (cont'd)

- Situational Judgment Tests

  – Measure a person's judgment in work settings.

- Assessment Centers

  – A series of evaluation exercises and tests used for the selection and development of managerial personnel.

  – Multiple raters assess participants in multiple exercises and problems that are job content-related to the jobs for which the individuals are being screened.

Other Tests

- Personality Tests
  - Minnesota Multiphasic Personality Inventory (MMPI)-To assess and diagnose mental illness
  - Myers-Briggs
  - "Fakability" and personality tests
- Honest and Integrity Testing
  - Standardized honesty/integrity tests
    - "Fakability of honesty tests
  - Polygraph tests ("lie detector")
    - Polygraph testing in pre-employment is prohibited (in most instances) by the Employee Polygraph Protection Act.

Conscientiousness
- Achievement-oriented
- Careful
- Hardworking
- Organized
- Responsible

Agreeableness
- Cooperative
- Good-natured
- Softhearted
- Tolerant
- Trusting

Openness to Experience
- Flexible in thought
- Open to new ideas
- Broad minded
- Curious
- Original

Extroversion
- Sociable
- Gregarious
- Talkative

Emotional Stability
(*not* these characteristics)
- Neurosis
- Depression
- Anger
- Worry
- Insecurity

Big Five Personality Characteristics

Controversial and Questionable Tests

- Graphology (Handwriting Analysis)
  - Analysis of the characteristics of an individual's writing that purports to reveal personality traits and suitability for employment.
- Psychics
  - Persons who are supposedly able to determine a person's intellectual and emotional suitability for employment
- Standardized Tests
  - SAT, ACT scores

Legal Concerns and Selection Testing

- Legal Concerns and Selection Testing
  - Job-relatedness (validity) of selection tests
  - Compliance with EEO and ADA laws and regulations
- Proper Use of Tests in Selection
  - Use for additional information, not disqualification
  - Negative reactions by test takers to certain tests
  - Costs of testing versus "bad hires"

Reliability and Validity in Interviews
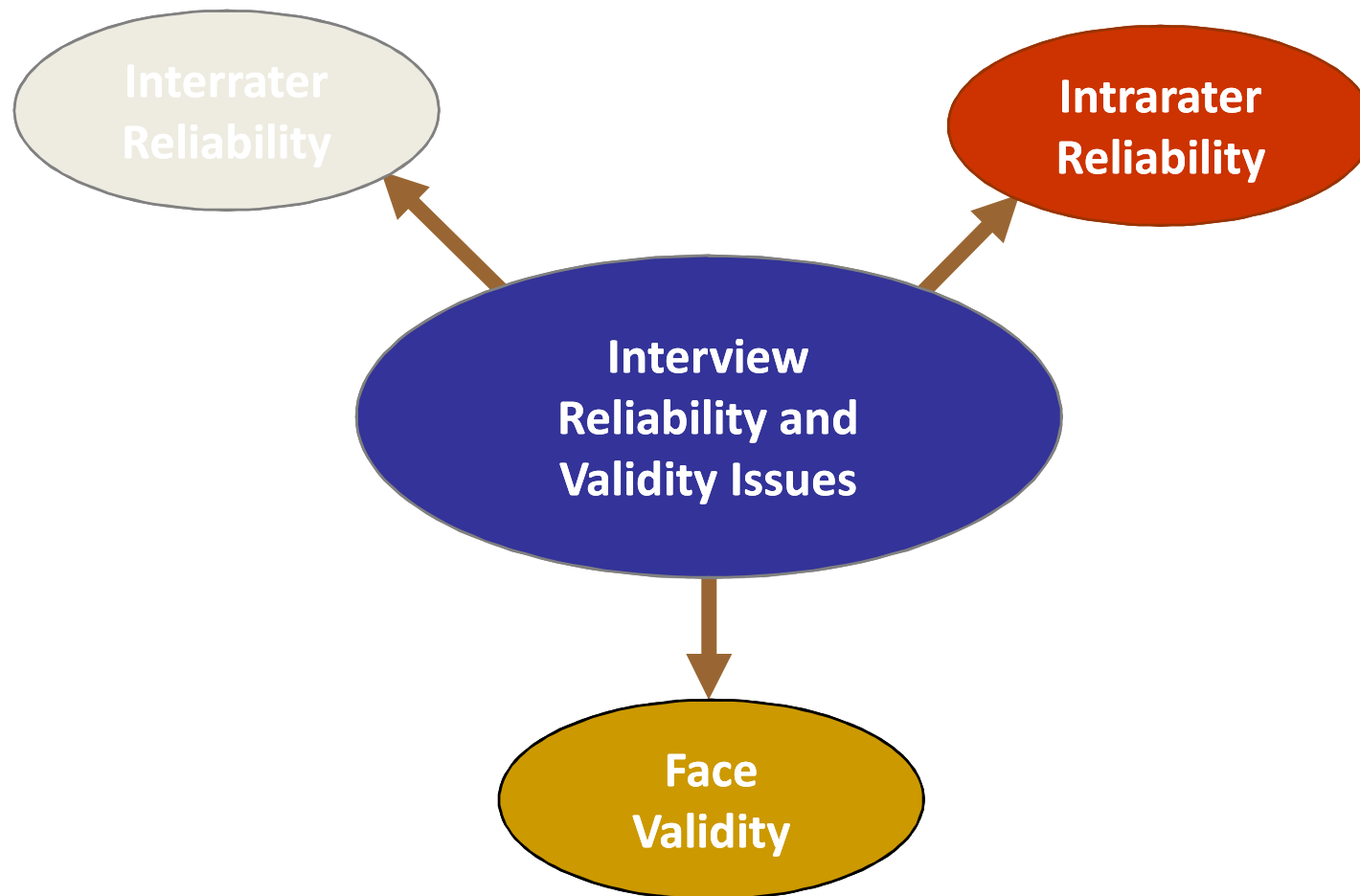
Selection Interviewing

- Reliability and Validity of Interviews
  - **Intra-rater reliability:** interviewers who are consistent in their ability to select individuals who will perform well.
  - **Inter-rater reliability:** the extent to which different interviewers agree in the selection of individuals who will perform well.
  - **Face validity:** a test that appears to be valid because external observers assume, without proof, that it is.
  - *Unstructured interviews are less reliable and less valid than structured interviews.*

Types of Selection Interviews

Selection Validity	Interview Type	Structure
More ↓ Less	• Behavioral • Competency • Situational • Stress • Non-directive • Counseling	More ↓ Less

Structured Interviews

- Structured Interview
  - Uses a set of standardized questions asked of all job applicants.
  - Useful for initial screening and comparisons

- Benefits
  - Obtains consistent information needed for selection decision
  - Is more reliable and valid than other interview formats
  - Meets EEO guidelines for the selection process

Structured Interviews
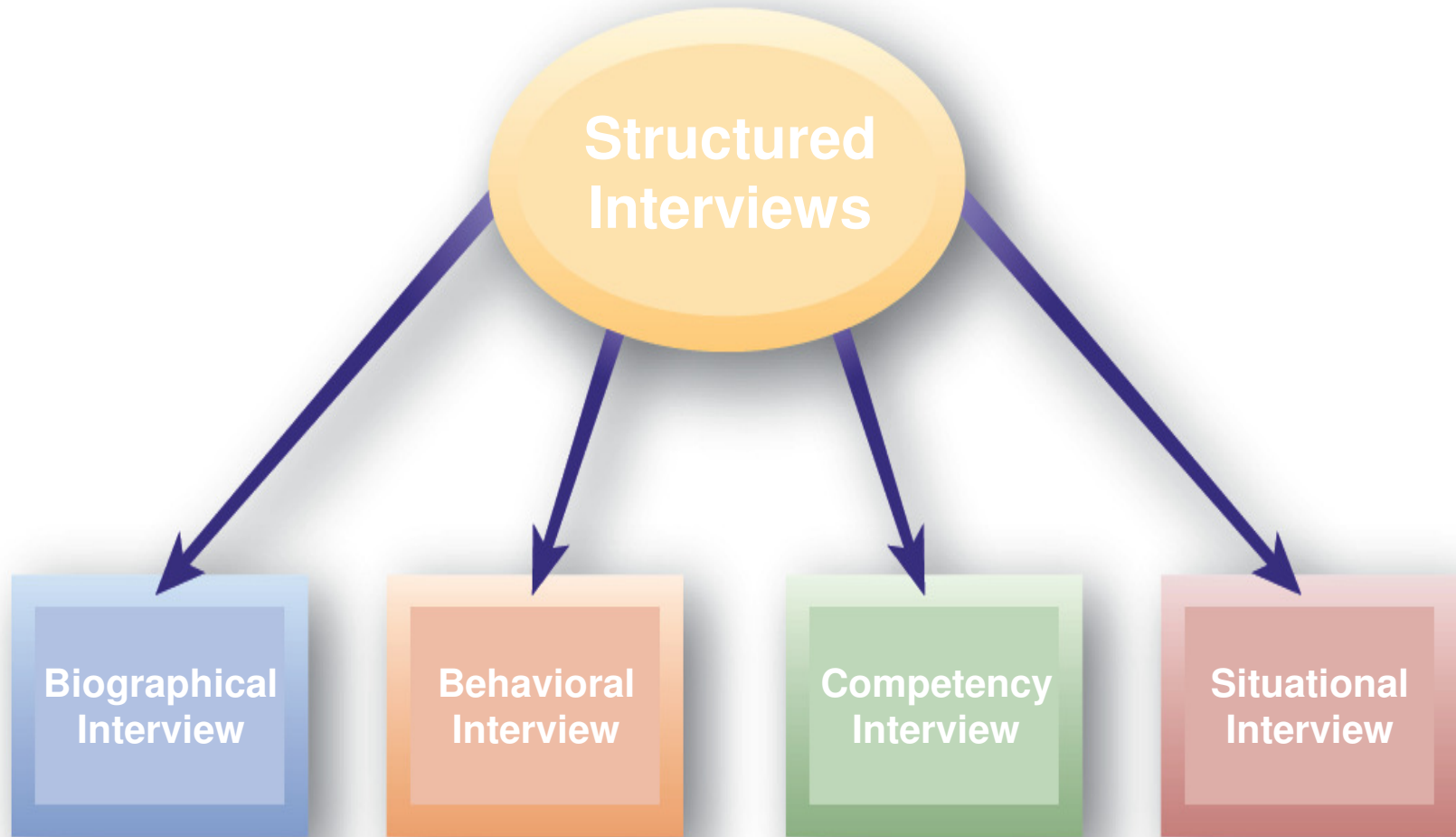
Structured Interviews (cont'd)

- Biographical Interview
  - Focuses on a chronological exploration of the candidate's past experiences.
- Behavioral Interview
  - Applicants are asked to give specific examples of how they have performed a certain task or handled a problem in the past.
    - Helps discover applicant's suitability for current jobs based on past behaviors.
   - Assumes that applicants have had experience related to the problem.

Structured Interviews (cont'd)

- Competency Interview
  - Similar to the behavioral interview except that the questions are designed specifically to provide the interviewer with something to measure the applicant's response against—that is, the "competency profile" for the position, which includes a list of competencies necessary to do that particular job.
- Situational Interview
  - Applicants are asked how they would respond to a specific job situation related to the content of the job they are seeking.

Less Structured Interviews

- Nondirective Interview
  - Applicants are queried using questions that are developed from the answers to previous questions.
  - Possibility of not obtaining needed information.
  - Information obtained may not be not job-related or comparable to that obtained from other applicants.
- Stress Interviews
  - An interview designed to create anxiety and put pressure on an applicant to see how the person responds.

Who Does Interviews

Individuals

Panel Interviews

Interviews

Video Interviewing

Team Interviews
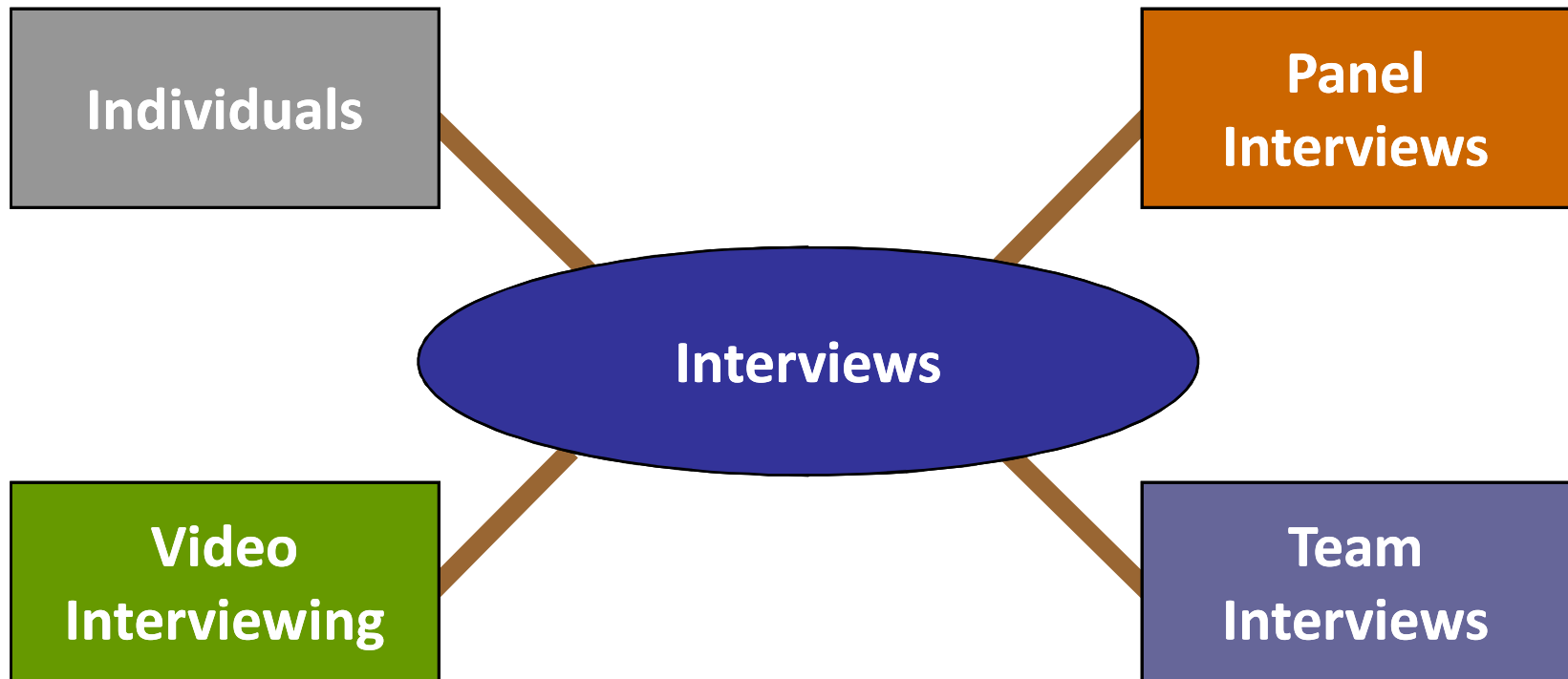
Effective Interviewing

- Conducting an Effective Interview
  - Planning the interview
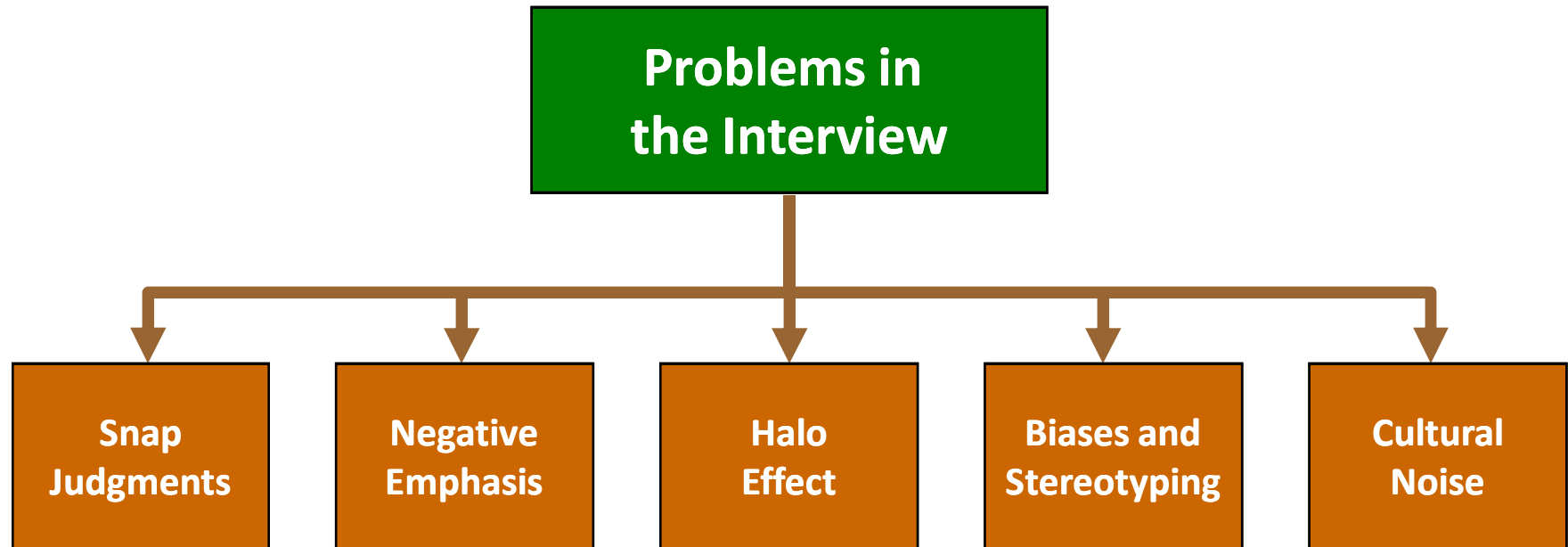 - Controlling the interview
  - Using effective questioning techniques
- Questions to Avoid
  - Yes/No questions
  - Obvious questions
  - Questions that rarely produce a true answer
  - Leading questions
  - Illegal questions
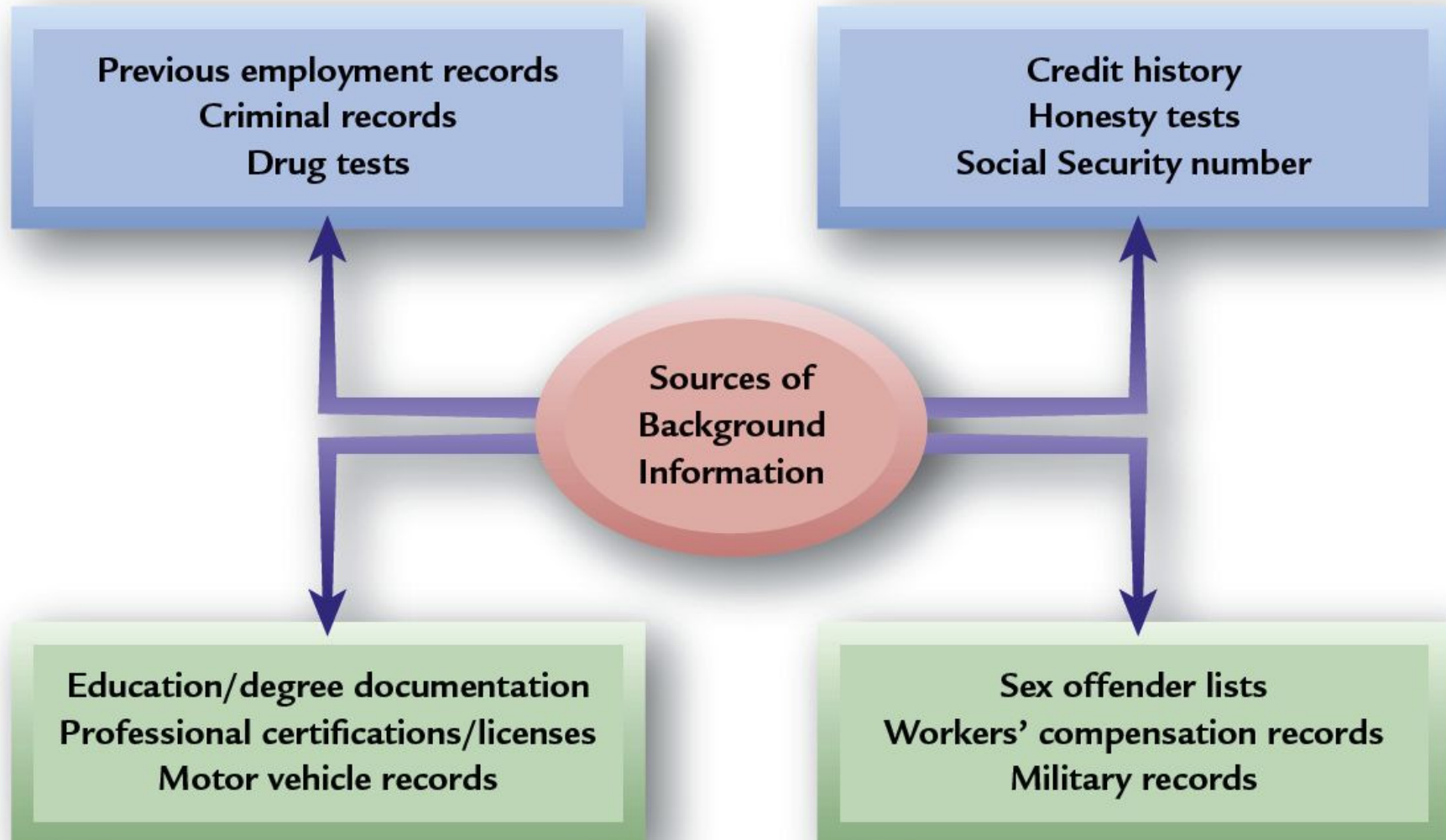 - Questions that are not job related
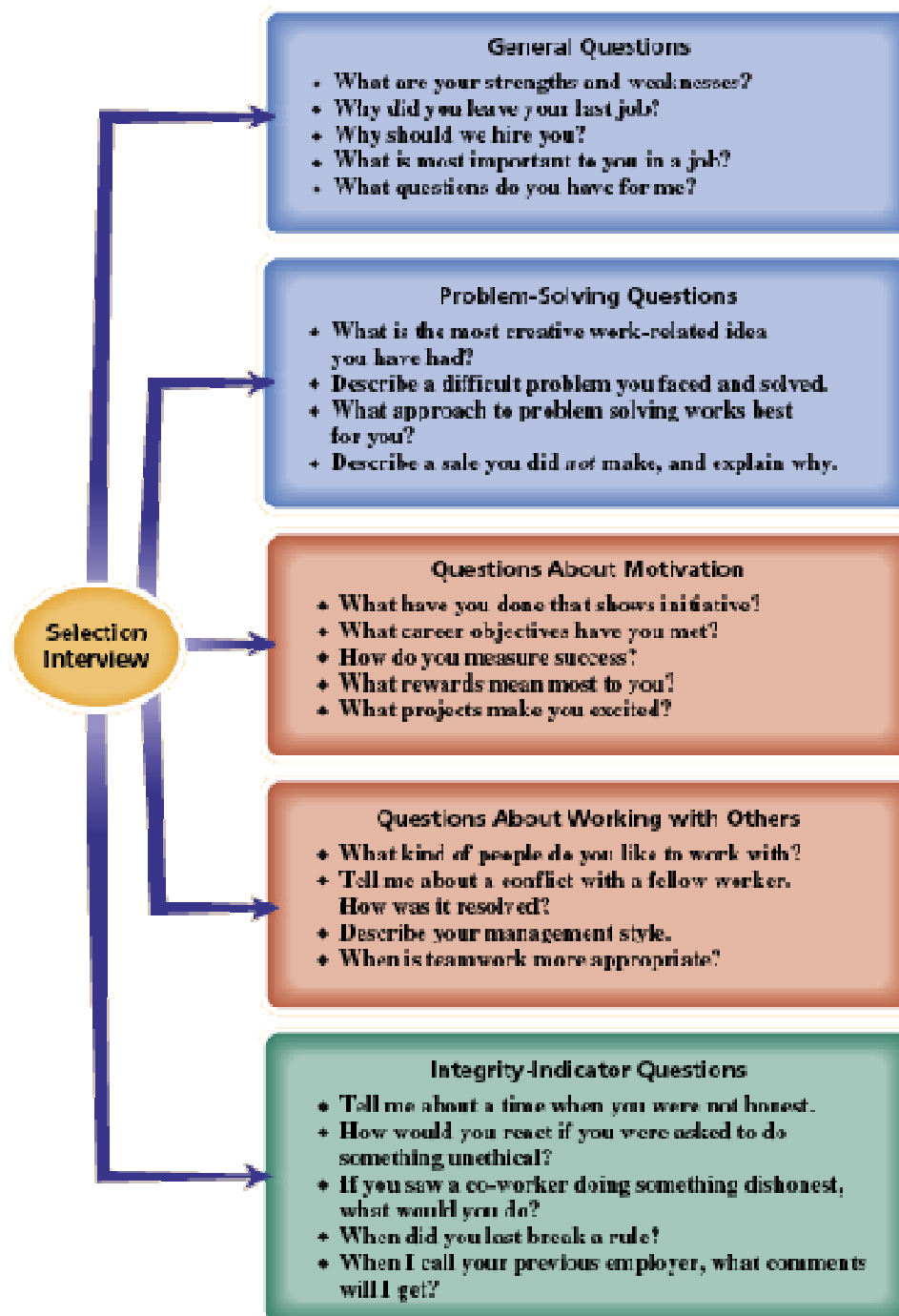
Questions Commonly Used in Selection Interviews

Selection Interview

General Questions
- What are your strengths and weaknesses?
- Why did you leave your last job?
- Why should we hire you?
- What is most important to you in a job?
- What questions do you have for me?

Problem-Solving Questions
- What is the most creative work-related idea you have had?
- Describe a difficult problem you faced and solved.
- What approach to problem solving works best for you?
- Describe a sale you did *not* make, and explain why.

Questions About Motivation
- What have you done that shows initiative?
- What career objectives have you met?
- How do you measure success?
- What rewards mean most to you?
- What projects make you excited?

Questions About Working with Others
- What kind of people do you like to work with?
- Tell me about a conflict with a fellow worker. How was it resolved?
- Describe your management style.
- When is teamwork more appropriate?

Integrity-Indicator Questions
- Tell me about a time when you were not honest.
- How would you react if you were asked to do something unethical?
- If you saw a co-worker doing something dishonest, what would you do?
- When did you last break a rule?
- When I call your previous employer, what comments will I get?

Problems in the Interview

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┌─────────────────────┐
│   Problems in       │
│   the Interview     │
└─────────────────────┘
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| Snap Judgments | Negative Emphasis | Halo Effect | Biases and Stereotyping | Cultural Noise |

Sources of Background Information

Background Investigation (cont'd)

- Reference Checking Methods
  - Telephoning the reference
  - Use of preprinted reference forms
- Giving References on Former Employees
  - Employers can incur a civil liability for statements made about former employees.
  - Employers have adopted policies restricting the release of reference information to name, employment dates, and job title.

Background Investigation (cont'd)

- Fair Credit Reporting Act

    – Requires disclosure of a credit check

    – Requires written consent of applicant

    – Requires copy of report be given to the applicant

Medical Examinations and Inquires

- American With Disabilities Act (ADA)
  - Prohibits pre-employment medical exams
  - Prohibits rejecting persons for disabilities or asking disability-related questions until after a conditional job offer is made.
- Drug Testing
  - Tests must be monitored to protect integrity of results.
- Genetic Testing
  - Tests for genetic links to workplace hazards
  - Tests for genetic problems related to the workplace
  - Tests to exclude workers for increased risks

Making the Job Offer

- Offer Guidelines
  - Formalize the offer with a letter to the applicant clearly stating the terms and conditions of employment.
  - Avoid vague, general statements and promises.
  - Require return of a signed acceptance of the offer.