

6.5 Learning Contract Project: Developing a Volunteer  
Selection Assessment – Annotated Bibliography

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Arthur, W., Woehr, D. J., & Graziano, W. G. (2001). Personality testing in employment settings. *Personnel Review*, 30(6), 657-676. <https://doi.org/10.1108/eum0000000005978>

This article details the issues that often occur when selection approaches attempt to measure candidates' personality factors. To better avoid such issues, the authors illustrate five instances where practices may be improved. Perhaps the most important factors discussed here include self-selection effects and the appropriateness of linear models in assessment. Self-selection effects are related to a candidate's ability to display higher levels of a perceived positive personality trait in an assessment setting. Assessors may need to correct for this phenomenon.

Ghorpade, J., & Atchison, T. J. (1980). The concept of job analysis: A review and some suggestions. *Public Personnel Management*, 9(3), 134-144. <https://doi.org/10.1177/009102608000900303>

This article illustrates the divide present between theory and practice in job analysis. Behavioral scientists and practitioners may appear to both agree that job analysis is a central aspect of human resources management. However, practitioners' actions are inconsistent with this. Job analysis in practice is most often done irregularly. The authors argue that job analysis should be conducted on an ongoing basis by a dedicated organizational unit.

Goffin, R. D., Rothstein, M. G., Rieder, M. J., Poole, A., Krajewski, H. T., Powell, D. M., Blake Jelley, R., Boyd, A., & Mestdagh, T. (2011). Choosing job-related personality traits: Developing valid personality-oriented job analysis. *Personality and Individual Differences*, 51(5), 646-651. <https://doi.org/10.1016/j.paid.2011.06.001>

In this article, the authors introduce the problem of not knowing which job-related personality traits to assess for in pre-employment testing. Such traits are often arbitrarily placed on the job description though they may be of little use to an individual in the position. To combat this, the authors developed a “Personality-oriented Job Analysis” (POJA) process to determine which traits are most important in a given position. The research demonstrates that traits receiving a high POJA rating predict job performance.

Goldhaber, D., Grout, C., & Huntington-Klein, N. (2017). Screen twice, cut once: Assessing the predictive validity of applicant selection tools. *Education Finance and Policy*, 12(2), 197-223. [https://doi.org/10.1162/edfp\\_a\\_00200](https://doi.org/10.1162/edfp_a_00200)

This article seeks to determine whether selection instruments can improve teacher hiring outcomes. Teachers in Spokane Public Schools were evaluated on three outcomes – value added, absences, and attrition. It was determined that higher screening scores had a value added association with student math achievement. They were also associated with a decrease in teacher attrition. However, screening scores did not predict teacher absence. Overall, selection tests are reliable in selecting applicants for public school teaching roles.

Harvey, R. J., & Wilson, M. A. (2000). Yes Virginia, there is an objective reality in job analysis. *Journal of Organizational Behavior*, 21(7), 829-854. [https://doi.org/10.1002/1099-1379\(200011\)21:7<829::aid-job30>3.0.co;2-4](https://doi.org/10.1002/1099-1379(200011)21:7<829::aid-job30>3.0.co;2-4)

This article is written as a rebuttal to an article in the same issue which fails to differentiate job analysis from job specification and questions whether job analysis can be done with a high degree of accuracy and validity. The authors argue that accuracy can be ensured with the use of rating scales and independent judges. Further, the authors

disagree that “worker-trait requirements” should be included on job analyses. Rather, only work activities should be included, saving personal qualities for a job specification.

Lindberg, G. (2018, November 18). *Introduction to employee selection*. YouTube.

<https://www.youtube.com/watch?v=9FI6ibNhT0>

This video outlines the process of employee selection and the approach which should be taken by employers to locate the best sources of talent for their organization. The placement process is a matching process, and a mismatch between a job and a candidate’s KSAs can lead to less than acceptable performance. Selection criteria are predictors of success in job roles and are also prerequisites for them. Good selection tools and prediction decisions leads to better overall organizational performance.

Ryan, A. M., & Derous, E. (2019). The unrealized potential of technology in selection assessment. *Journal of Work and Organizational Psychology*, 35(2), 85-92.

<https://doi.org/10.5093/jwop2019a10>

This article discusses how employee selection can be conducted with greater efficiency and accuracy through the use of technology. Three areas are discussed in which technology can be better implemented in employee selection. The first is in the measurement of new technology-based constructs, tests, and assessments to ensure their validity. The second is in considering the effects of increased data collection, removal of human interaction in initial selection processes, and removal of context. The third area considers the changing nature of candidate selection work.

Schneider, B., & Konz, A. M. (1989). Strategic job analysis. *Human Resource Management*, 28(1), 51-63. <https://doi.org/10.1002/hrm.3930280104>

This article considers the changing nature of job positions over time and the implications this has for job analysis. The authors argue that strategic planning measures should be incorporated to ensure that job analyses remain applicable for job positions as they may exist in the future. A correlation technique for strategic job analysis, its application, and its limits are outlined. The article ends with a discussion on the role job analysis has in organizational effectiveness.

The Shoebox Project. (2022). *Volunteer at head office*. Retrieved June 19, 2022, from <https://www.shoeboxproject.com/volunteer/volunteer-at-head-office>

This webpage contains short descriptions of each of the Shoebox Project's ten volunteer positions which work directly with its headquarters. These include the Educational Curriculum Committee member, the Social Media Coordinator, the Board of Directors member, the English/French Translator, the Grant/Proposal Writer, the Graphic Designer, the Tax Receipting Assistant, the Photographer/Videographer, the Volunteer Recruitment Assistant, and the Volunteer Assistant Coordinator. Each of the positions has a full description available, including information about duties and responsibilities, qualifications, screening requirements, time commitment, duration, and supervision.

Society for Human Resource Management (SHRM). (2020, February 28). *Job analysis template*. <https://www.shrm.org/resourcesandtools/tools-and-samples/hr-forms/pages/jobanalysisform.aspx>

This document provides a template for job analysis, customizable to fit organizational needs. The template outlines basic information such as job title, supervisor, functions and scope of the job, and duties and frequency. The template stands out through the inclusion of a "contacts" table, detailing the frequency, purpose, and means of contact with peers,

managers, executives, and customers. The template goes on to outline levels of authority and responsibility, physical effort and work conditions, and education and experience.

Stone, D. L., Lukaszewski, K. M., Stone-Romero, E. F., & Johnson, T. L. (2013). Factors affecting the effectiveness and acceptance of electronic selection systems. *Human Resource Management Review*, 23(1), 50-70. <https://doi.org/10.1016/j.hrmr.2012.06.006>

This article outlines the rise of electronic selection (e-selection) systems up to their widespread use in the late 2000s. It highlights various factors in e-selection methods that lead to variances in both effectiveness and applicant acceptance. Suggestions for best practices are made for each stage of the selection process, including job analysis, application, pre-employment assessment, interview, and decision-making. Further, tools for the evaluation and validation of e-selection system design and implementation are discussed.

Strohmeier, S. (2007). Research in e-HRM: Review and implications. *Human Resource Management Review*, 17(1), 19-37. <https://doi.org/10.1016/j.hrmr.2006.11.002>

This article reviews the literature in the emerging field of electronic human resource management (e-HRM). This research is mainly non-theoretical and spans a wide variety of disciplines. Based on the findings, it creates a definition of e-HRM and outlines common theories, empirical methods, and topics. From this, it derives major implications for the future of e-HRM and recommends further empirical and comparable research on the topic.

Sun, T., Zhang, B., Cao, M., & Drasgow, F. (2021). Faking detection improved: Adopting a Likert item response process tree model. *Organizational Research Methods*, 25(3), 490-512. <https://doi.org/10.1177/10944281211002904>

This article discusses the previous research in response distortion in employee selection and identifies their shortcomings and strengths. It finds that the most helpful measures to reduce response distortion are instrument design, warnings, and statistical corrections.

This research proposes a new measure – a Likert item response process tree model (LIRPTM). LIRPTM, through experimental manipulation, can detect and correct for response distortion from those applicants who tend toward extreme responses. LIRPTM was shown to have an 85% rate of accuracy.

Thomson, D. E., & Thompson, T. A. (1982). Court standards for job analysis in test validation. *Personnel Psychology*, 35(4), 865-874. <https://doi.org/10.1111/j.1744-6570.1982.tb02228.x>

This article reviews the federal court cases which have contributed to current standards of selection test validity. In such cases, courts have assessed job analyses to determine whether selection assessments are valid for such positions. This has effectively created a set of standards which organizations must follow to ensure their selection tests are valid and can withstand legal scrutiny. Further, job analyses themselves must also possess certain characteristics to be considered valid by the courts.

Watrin, L., Geiger, M., Spengler, M., & Wilhelm, O. (2019). Forced-choice versus Likert responses on an occupational Big Five questionnaire. *Journal of Individual Differences*, 40(3), 134-148. <https://doi.org/10.1027/1614-0001/a000285>

This article proposes the forced-choice response format as opposed to the more common Likert scale for self-report questionnaires. Commonly used in selection assessments, Likert scale questions are prone to response biases that distort results. Forced-choice questionnaires were found to have better validity for younger applicants, though results

were reliable and valid across the board. Additionally, a Likert-based questionnaire with added forced-choice elements was found to have strong validity.