



Eulogio "Amang" Rodriguez Institute of
Science and Technology - Manila Campus
College of Arts and Sciences



Industrial and Organizational Psychology

INTEGRATIVE COURSE IN PSYCHOLOGY
(ICOPSCYH)



EARIST CAS | BS PSYCHOLOGY REVIEW CLASS
Academic Year 2023-2024

SESSION 1: Evaluating Selection Techniques and Decisions

THE RECRUITMENT AND SELECTION PROCESS

- Analyze requirements
- Plan recruitment programme
- Define requirements
- Attract candidates
- Select candidates
- Interview
- Test
- Assessment Centre

RECRUITMENT

- Activities designed to attract a qualified pool of job applicants to an organization.
- Steps in the recruitment process:
 - Advertisement of a job vacancy.
 - Preliminary contact with potential job candidates.
 - Initial screening to create a pool of qualified applicants.

RECRUITMENT METHODS

- **External recruitment** — candidates are sought from outside the hiring organization.
- **Internal recruitment** — candidates are sought from within the organization.
- **Traditional recruitment** — candidates receive information only on the most positive organizational features.
- **Realistic job previews** — candidates receive all pertinent information.

Steps in the recruitment process

- § Process is interlinked and interdependent with other activities
- § Employee planning and work analysis
- § Deciding on the number of vacancies and selecting a source
- § Advertising vacancies

- § Screening the applicants
- § Filling vacancies

Sources of recruitment

- Internal and External sources
- Internal source – Selecting suitable candidate from among the current employees in an organization
 - Employee referrals, promotions from within, succession planning.
- Advantages:
 - Builds employee morale
 - Involves less cost than booking outside
 - Facilitates people to be placed in middle and top-level positions

External source of recruitment

- Walk in/write in
- Advertising
- Private placement agencies
- Government – employment exchanges
- Campus Recruitment
- Headhunters
- Military
- Professional associations

Electronic recruiting

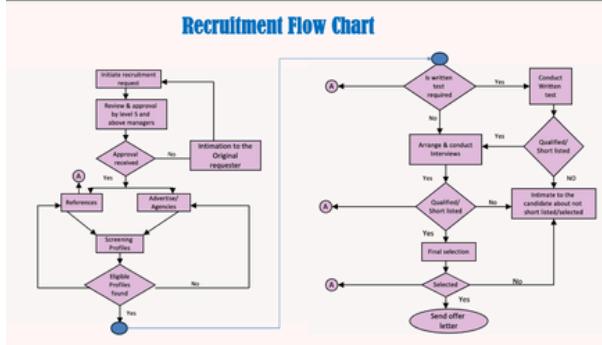
- Recruitment thru internet
- Advantage is wide publicity and a chance for a large number of applicants to choose
- Best method to be assessed depends upon:
 - Cost per hire
 - Number of resumes
 - Time-lapse between recruitment and placement ratio
 - Applicant performance and turnover

Retention of employees

- Planning ahead
- Clarity in job requirements
- Identify a good source of recruitment

- Screening and interviewing
- Providing challenging work
- Focus on compensation and working conditions

- Documents the applicant's personal history and qualifications.
- Personal résumés may be included.
- Applicants lacking appropriate credentials are rejected at this step.



SELECTION

- Choosing from a pool of applicants the person or persons who offer the greatest performance potential.

Ø Selection Steps

- Completion of a formal application form.
- Interviewing.
- Testing.
- Reference checks.
- Physical examination.
- Final analysis and decision to hire or reject.

STEPS IN THE SELECTION PROCESS

| Selection Process | Reasons for Rejection |
|----------------------------|---|
| 1. Formal application | Deficient qualifications |
| 2. Interview or site visit | Insufficient ability, ambition, or poor interpersonal qualities |
| 3. Testing | Poor test scores |
| 4. Reference checks | Poor references |
| 5. Physical exam | Physically unfit for the job |
| 6. Analysis and decision | Overall potential is low |

STEPS IN THE SELECTION PROCESS

Step 1. Application forms

- Declares an individual to be a job candidate.

Step 2 . Interviews

- Exchange of information between job candidates and key members of the organization.
- Opportunity for job candidates and organizational members to learn more about each other.

SELECTION INTERVIEWING: BASIC QUESTIONS

- **Can** the candidate do the job?
- **Will** the candidate do the job?
- **How** will this candidate fit into the organization?

SELECTION INTERVIEWING: OVERALL APPROACH

- **Content** – ensure you cover all the areas you need to explore.
- **Contact** – ensure you establish a relationship (rapport), which will encourage the candidate to respond to your questions.
- **Control** – maintain control over the interview, don't let the candidate digress, and keep to time.

PREPARING FOR THE INTERVIEW

- check person specification
- decide on an approach to the interview and timing
- study candidate's application
- prepare general questions
- prepare specific questions.

SELECTION INTERVIEWING: CONTENT

- **Start (5%)** – put the candidate at ease, and provide information about the job and company (not too much).

- **Middle (80%+)** – ask questions to get information on the candidate's capabilities, qualifications, and experience and to assess personality.
- **End (up to 15%)** – give candidates a chance to ask questions, provide more data, and inform of the next step.

SELECTION INTERVIEWING: APPROACHES

Biographical interview – this is the traditional approach that either moves forward through a candidate's education and career or backward from the present or most recent job. The latter is often preferred for more experienced candidates. The biographical interview is logical and easy to conduct but it may not produce the information required as effectively as a referenced or structured approach.

Person specification referenced interview – this aims to obtain information under the main headings in a person's specification e.g., capabilities (knowledge, skills, and expertise), qualifications, experience, and personal qualities.

Structured competency (behavioural) based interview (*sometimes known as a criterion-referenced interview*) – the interviewer progresses through a series of questions, each based on a criterion, which could be a behavioural or a functional/technical competency and which will be referenced to fundamental skills, capabilities and behavioural characteristics that have been defined as being necessary to achieve an acceptable standard of performance in the job.

Structured situational-based interview (*sometimes known as a critical incident interview*) – the interviewer gets candidates to describe how they would handle typical situations which they might meet on the job. Situational questions are often incorporated into

other methods of interview and are seldom used on their own.

INTERVIEWING TECHNIQUES: QUESTIONS

Open – a general invitation that encourages candidates to talk freely about their experience, e.g. *'Would you please tell me about the sort of work you are doing in your present job?'; 'Could you give me some examples of ...? What have been the most challenging aspects of your job?'*

Probing – questions designed to obtain further details or to ensure that all the facts are obtained, e.g. *'You've told me about your experience in... could you give me some more details of what you did and achieved?'*

Closed-specific questions seeking clarification e.g. *'What did you do then? Why did that happen? Who else was involved?'*

Behavioural event – questions designed to find out how the candidates would behave in certain situations, e.g. *'Could you describe an occasion when you persuaded others to take an unusual course of action?'*

Hypothetical – putting a situation to candidates to see how they would respond to such questions start with a phrase such as *'What would you do if ...?'*

Capability – questions designed to establish what candidates know, the skills they possess, or the experience they have had, e.g. *'What are the keyskills you have to use in your work?'; 'What experience have you had in ...?'*

Step 3. Employment Tests

- Used to further screen applicants by gathering additional job-relevant information.
- Common types of employment tests:
 - Intelligence

- Aptitude
- Personality
- Interests

Characteristics of a Good Selection Test

- **Reliable** – it always measures the same thing.
- **Valid** – it measures the characteristic it is supposed to measure, e.g. intelligence, and not something else.
- **Sensitive** – it is a sensitive measuring instrument that discriminates well between subjects.
- **Standardized** – it has standardized on a representative and a sizeable sample of the relevant population so that norms for comparison purposes are available.
- **Appropriate** – it measures characteristics that are relevant to the jobs for which candidates are being considered.

Behaviorally-oriented employment tests:

- Assessment center
- Evaluates a person's performance in simulated work situations.
- Work sampling
- Evaluates a person's performance on actual job tasks.

Assessment Service Offerings :

Psychometric Testing through world-renowned tools and international alliances

- Ø Counseling / Coaching / Feedback assignments
- Ø Assessment & Development Centers
- Ø Competency Mapping
- Ø In House/Public orientation and certification programs in 16PF.
- Ø Job Profiling and Person-Job Fitment Study
- Ø Team Building Assignments/Leadership Development Workshops
- Ø Organization Climate Study
- Ø Behavioral Interviewing Skills Workshop

- Ø Competency-based Interviewing Skills Assignment
- Ø 360 Degree Competency-based Assessment and Feedback
- Ø Competency Assessment Technique – CAT module **new

Measuring General Mental Ability

- The GMA test is a self-administered, timed test that uses abstract designs, shapes, and colors to help measure general ability. The GMA IQ score helps estimate an individual's general intellectual ability and the 5 subtest scores provide additional information about the individual's performance.
- Self-administered, 15-25 minute, different timed test for different levels.
- Administered individually or with groups.
- Highly correlated with other intelligence measures, the GMA test helps provide convenience without sacrificing quality.
- The nonverbal format helps overcome language, cultural and educational barriers, making it useful with diverse populations.
- Requires less training for administrators than many other general abilities tests.

Wide variety of Testing tools

Personality Assessment Tools

- *Occupational Personality Inventory (OPI)*
- *Rapid Personality Questionnaire (RPQ)*

Function-Based Personality Assessment

- *Customer Service Questionnaire (CS7)*
- *Advanced Sales Questionnaire (ASQ)*

Others

- *Motivation Questionnaire (MQ)*
- *Infinity Series*

16 Personality Factors (PF) Test

- Developed by Dr. Raymond Cattell in 1949

- Owned by IPAT (Institute of Personality & Ability Testing) in the US & OPP in the UK
- Translated into more than 40 languages worldwide
- 6 different reports of the same person can be generated
- High Reliability & Validity
- Reliability Index of 0.85
- Established validity Indices

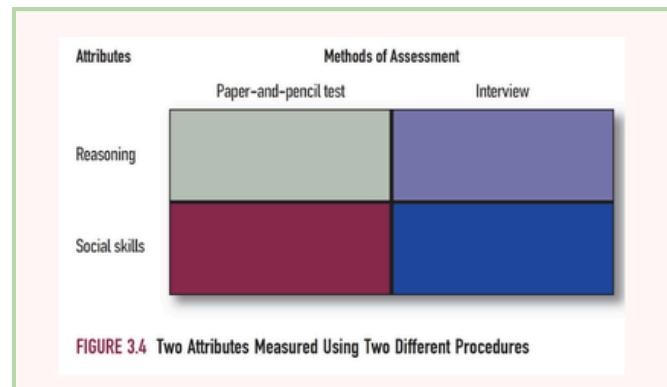


TABLE 3.1 The Five-Factor Model

| FACTOR | CHARACTERISTICS |
|---------------------------|---|
| 1. Conscientiousness | Responsible, prudent, persistent, planful, achievement oriented |
| 2. Extraversion | Sociable, assertive, talkative, ambitious, energetic |
| 3. Agreeableness | Good-natured, cooperative, trusting, likable, friendly |
| 4. Emotional stability | Secure, calm, poised, relaxed |
| 5. Openness to experience | Curious, imaginative, independent, creative |

Source: Based on Digman (1990).

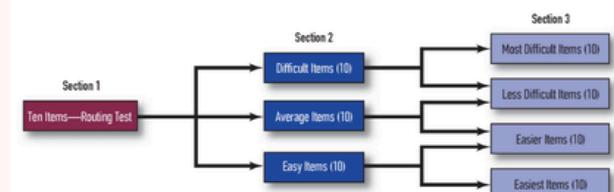
Other Tests

- MBTI
- Firo-B
- Belbin Team Analysis
- Emotional Intelligence Test
- Executive Profile Survey
- Comprehensive Abilities Battery – Series of Aptitude tests
- Creativity and Strategic Innovation test modules

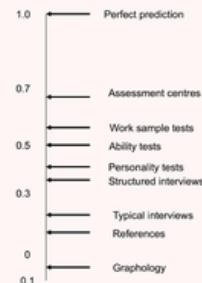
ASSESSMENT CENTRES

- Range of assessment techniques used for groups of candidates.
- Focus on the behavior required for successful performance.
- Simulations and group exercises are used to observe behavior.
- Interviews and tests are used to supplement exercises.

Computer Adaptive Testing



ACCURACY OF SELECTION METHODS



Source: Taylor, S (1998) Employee Resourcing, IPD

Step 4 . Reference and Background Checks

- Inquiries to previous employers, academic advisors, coworkers, and/or acquaintances regarding applicants:
 - Qualifications.
 - Experience.
 - Past work records.
- Can better inform potential employers.
- Can enhance the candidate's credibility.

Step 5. Physical Examinations

- Ensure the applicant's physical capability to fulfill job requirements.
- Basis for enrolling applicants in life, health, and disability insurance programs.
- Drug testing is done at this step.

Step 6.Final Decision to Hire or Reject

- Best selection decisions will involve extensive consultation among multiple parties.
- Selection decisions should focus on all aspects of the candidate's capacity to perform the designated job.
- A final job offer will be discussed with the chosen candidate.

Employee benefits

- Pay scales
- Vacations, holidays
- Schedules
- Counseling
- Other benefits
- Training opportunities

SOCIALIZATION & ORIENTATION

Ø Socialization

- Process of influencing the expectations, behavior, and attitudes of a new employee in a way considered desirable ;byt he organization.

Ø Orientation

- Set of activities designed to familiarize new employees with their jobs, coworkers, and key aspects of the organization.

Induction

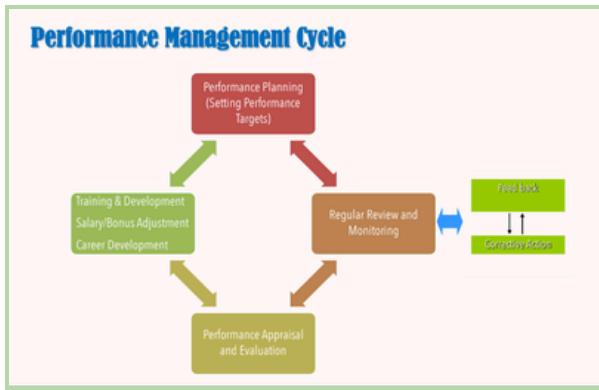
- Induction is the process that introduces an employee to the organization.
- It is usually the responsibility of the HR department to conduct the induction process. The immediate supervisor might introduce the following steps:
- Welcomes the newcomer

- Explains the overall objectives of the company and his role
- Shows the location or place of work
- Hands over the rule book or job descriptions
- Provides details about training and promotional advancements
- Discusses working conditions

Topics that are usually covered are:

- Organizational issues:
- History of that company
 - Layout and physical facilities
 - Products/services offered
 - Overview of the company procedures
 - Disciplinary procedures
 - Probationary period

SESSION 2: Employee Performance



Objectives

- Performance Management
 - Performance Conversations
 - Goal Setting
 - Performance Appraisals
 - Legal Considerations
 - Progressive Discipline
 - Resources

Performance Management Needs

Identification of star performers

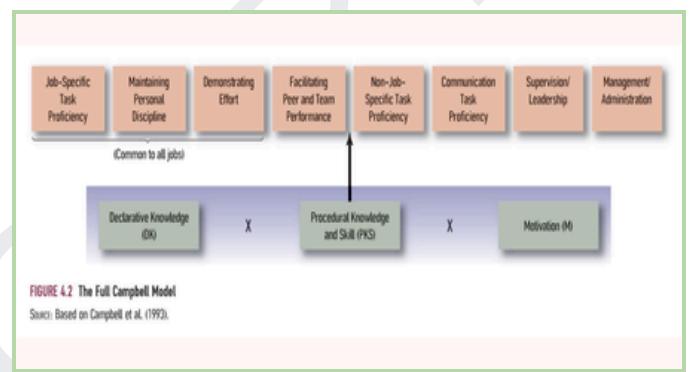
- To identify high-potential employees/star performers from various managerial levels in order to groom them for leadership positions in the future
- To incorporate an assessment process that is scientific, standardized, and fair so as to demonstrate the credibility of the process and gain the confidence of all related stakeholders

Leadership development

- To identify the strengths and weaknesses of key employees and to identify their development needs so as to plan and implement focused developmental initiatives
- To develop a robust and sustainable leadership pipeline, so as to enable the organization to effectively pursue and achieve its business objectives

Performance Management Cycle

1. **Defining the performance** standards means making sure that you and your subordinate agree on his/her duties and targets that you expect
2. **Appraising performance** means comparing your subordinate's actual performance to the standard/targets set in step one.
3. **Providing feedback** means discussing plans for any development that is required.



Rater Goals

- Task performance: using appraisal to maintain or enhance the ratee's performance goals or levels
- Interpersonal: using appraisal to maintain or improve interpersonal relations with the ratee
- Strategic: using appraisal to enhance the standing of the supervisor or work group in the organization
- Internalized: using appraisal to confirm the rater's view of himself or herself as a person of high standards
- Information gathering: to determine the ratee's relative standing in the work group; to determine future performance directions; to determine organizational performance standards or expectations
- Information dissemination: to convey information to the rater regarding constraints on performance; to convey to the rater a willingness to improve performance

Organizational Goals

§ Between-person uses: salary administration, promotion, retention/termination, layoffs, identification of poor performers

§ Within-person uses: identification of training needs, performance feedback, transfers/assignments, identification of individual strengths and weaknesses

§ Systems-maintenance uses: manpower planning, organizational development, evaluation of the personnel system, identification of organizational training needs

Problems in Performance Appraisal



Talent Management

Person-Job Fit

- Know the “percent match” and access narrative descriptions of personality-based similarities and differences between the job profile and the test taker.

Person-Job Fit Matrix

- Evaluate assessment results compared to multiple job profiles at your organization using “percent match” to make post-hire assignments as well as placement decisions with current employees.

Client-Specific Competencies

- Identify specific competency strengths and limitations that can be used as a starting point for training needs identification and development at your company.

Talent Potential

- Identify current and future star performers through commonly desired talents such as sales potential, leadership potential, and creative potential.

Leadership Style

- Get to know your future leaders so you can make better placement decisions, ensure that their style matches an assignment or team, and provide them with an awareness of how their style will be perceived by others.

Big 5 Narrative Detail

- Gain deeper insights into an employee's expected behaviors, motivators, and interpersonal style through interpretive information that describes the employee's tendencies along the Big 5 GlobalFactors.

Performance Management

An iterative process of observation and communication to support, retain and develop exceptional employees for organizational success.

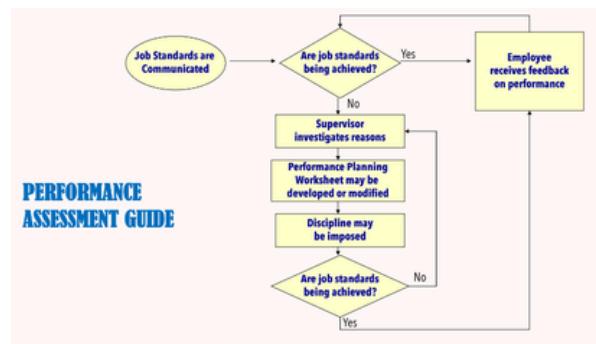


Performance Management

- Ongoing
- Develops future performance
- Long-term
- Clear objectives
- Focus on behavior
- Incremental progress
- Two-way communication

Why Manage Performance?

- ü Encourage and reward behaviors that are aligned with organizational mission and goals
- ü People want to feel what they do adds value and understand their contribution to the team
- ü Curb or redirect non-productive activities



S.M.A.R.T. Goals

- Specific
- Measurable
- Attainable/Agreed Upon
- Realistic/Relevant
- Time-bound
- Ø Alignment

Regular Performance Conversations

- ü Communicate accountability, compassion, integrity, and respect
- ü Increase alignment between actions and mission
- ü Identify strengths, concerns, and areas for future development
- ü Are direct and eliminate surprises
- ü Focus on examples of behavior vs. value judgments
- ü Describe desired behaviors
- ü Encourage employees to devise solutions and ask for necessary resources
- ü Identify employee goals
- ü Ask for commitment and set follow-up dates

Performance Appraisals

- Self-evaluation
- Clear expectations
- Comments
- Supervisory approval
- Optional categories
- Professional development

Types of Appraisal Forms

- Exempt
- Exempt Managerial
- Non-Exempt
- Senior Administrator

Rating Scale

4 - Excellent (Exceeds Standards)

3 - Good (Fully Meets Standards)

2 – Acceptable (Usually Meets Standards)

1 – Unsatisfactory (Fails to Meet Standards)

On a Scale of 4 to 1...

- Consistently exceeds communicated expectations of the job function, responsibility, or goal.
- Performance levels are below the established requirements for the job.
- Recognizes, participates in, and adjusts well to changing situations and work assignments.
- Requires coaching in a weak area or may need additional resources or training to meet expectations.
- Contribute to the organization's success by adding significant value well beyond job requirements.
- Competently perform most aspects of the job function, responsibility, or goal.
- Performance may impede the work of others and the unit.

- Independently and competently perform all aspects of the job function, responsibility, or goal.
- This overall rating requires the development of a performance improvement plan.

Common Mistakes

- Recency
- Central Tendency
- Leniency
- Horns/Halo Effect
- Constancy
- Severity

Setting the Tone

- Notice
- Location
- Ownership
- Atmosphere

The 360 Feedback Concept

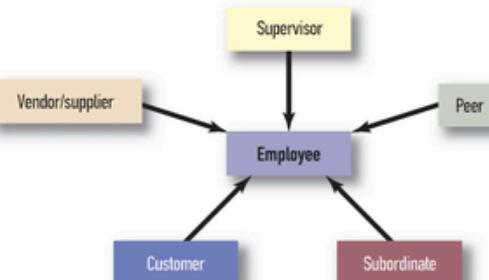
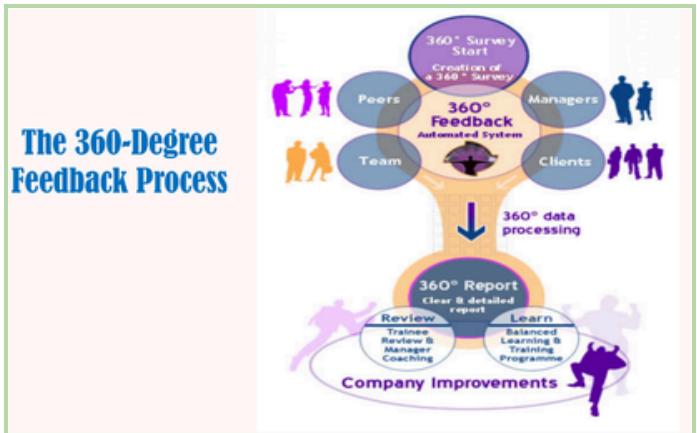


FIGURE 5.4 Potential Sources for 360-Degree Feedback



Advantages of 360-Degree Feedback

To the individual:

- + Helps individuals to understand how others perceive them.
- + Uncover blind spots
- + Quantifiable data on soft skills

To the team:

- Increases communication
- Higher levels of trust
- Better team environment
- Supports teamwork
- Increased team effectiveness

To the organization:

- Reinforced corporate culture by linking survey items to organizational leadership competencies and company values
- Better career development for employees
- Promote from within
- Improves customer service by involving them
- Conduct relevant training

Advantages of 360-Degree Feedback

To the individual:

- + Helps individuals to understand how others perceive them.
- + Uncover blind spots
- + Quantifiable data on soft skills

To the team:

- Increases communication
- Higher levels of trust
- Better team environment
- Supports teamwork
- Increased team effectiveness

To the organization:

- Reinforced corporate culture by linking survey items to organizational leadership competencies and company values
- Better career development for employees
- Promote from within
- Improves customer service by involving them
- Conduct relevant training

NOTES:



A large rectangular area for notes, divided into ten horizontal sections by dashed lines. It is positioned on the left side of the page.

