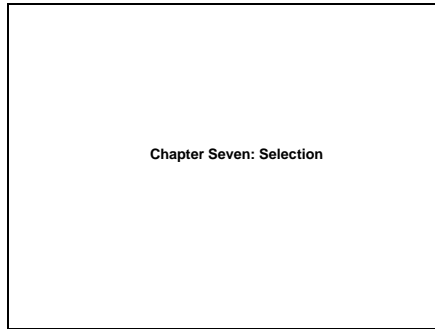


Slide 1



Slide 2

Selection

- process of **choosing between individuals**:
 - with **relevant qualifications**
 - for existing or projected job openings
- important because:
 - quality of human resources determines organizational performance
 - high cost of inappropriate selection decisions
 - significant legal implications

Slide 3

The Selection Process

5. Final steps: supervisory **interview** & realistic job **preview**; hiring decision & candidate notification
4. **Background investigation/reference checking**
3. **Selection interview**
2. **Selection testing**
1. Preliminary step: **initial applicant screening**

Slide 4

Guidelines for Avoiding Legal Problems

- selection **criteria based** on the **job**
- **adequate assessment** of **applicant ability**
- careful scrutiny of applicant-provided information
- **written authority** for **reference checking**
- save all records and information
- **reject** applicants who make **false statements**

Slide 5

Step 1: Applicant Screening

- **first contact** often through the **Web**
- screening eliminates candidates not meeting **"must have"** criteria
- candidates **closely matching** remaining job specifications **considered further**

Slide 6

Step 2: Selection Testing

Guidelines:

- use **tests** as **supplements** to other techniques
- **validate** tests **where** they will be **used**
- use a **certified psychologist**
- provide **appropriate testing conditions**

Slide 7

The Importance of Reliability and Validity

Validity:

- accuracy with which predictor measures what it is intended to measure

Reliability:

- degree to which selection procedures yield comparable data over time

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Types of Validity

Criterion-Related Validity:

- extent results predict/significantly correlate with work behaviour

Content Validity:

- extent adequately samples job skills/knowledge

Construct Validity:

- extent results measure job-required trait

Slide 9

Types of Tests Used in Selection

• cognitive tests <ul style="list-style-type: none">– intelligence– emotional intelligence– aptitude	• achievement tests
• motor/physical abilities	• work sampling <ul style="list-style-type: none">– assessment centres– situational tests– micro-assessment
• personality and interests	• physical exams <ul style="list-style-type: none">– drug testing

Slide 10

Substance Abuse Testing

- pre-employment screening for substance abuse **not permitted** in Canada
- alcohol and drug addiction considered a **handicap** and **cannot** be used to **discriminate between applicants**

Slide 11

Step 3: Selection Interview

Interviewer Objectives:

- assess applicant's qualifications
- observe applicant's behaviour
- gather information to predict future performance
- communicate information about job
- promote organization
- determine how well applicant would fit in

Slide 12

Step 3: Selection Interview

Applicant Objectives:

- present a positive image
- sell his/her skills and market positive attributes
- gather information about job and organization

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Types of Interviews

Degree of Structure

- unstructured; structured; semi-structured

Content

- situational; behavioural

Administration

- one-on-one; sequential; panel

Slide 14

Interviewing and the Law

- questions related to prohibited grounds of discrimination are prohibited
- all interviewees must be treated identically
- interview cannot be cut off due to preconceived notions about "ideal" candidate
- focus on job description and job specification

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Common Interviewing Mistakes

• poor planning	• influence of nonverbal behaviour
• snap judgments	• telegraphing
• negative emphasis	• too little/too much talking
• halo effect	• similar-to-me bias
• poor job knowledge	
• contrast error	

Slide 16

Designing an Effective Interview

1. decide **who** will be **involved**; selection criteria
2. specify **"musts"** and **"wants"**; weight **"wants"**
3. determine **assessment strategies**; develop evaluation form
4. develop **interview questions** for **all** candidates
5. develop **candidate-specific** questions

Slide 17

Steps Involved in an Effective Interview

5. **Evaluate** candidate
4. **Close** the interview
3. **Ask questions** written in advance, in order; take notes
2. **Establish rapport**
1. **Plan** the interview

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Step 4: Background Investigation/ Reference Checking

- to **verify accuracy** of job-related education and experience
- **validate information** obtained in other steps of the selection process
- must have **written permission** from candidate
- may include **checking of criminal record**, credit rating, educational qualifications, past employment, performance-related references

Slide 19

Legal Issues Regarding References

- failure to check references can lead to:
 - **negligent/wrongful hiring suits**that may involve **significant damages**
- *doctrine of qualified privilege* generally protects reference-provider if:
 - **honest, fair, candid references given**
 - **even if negative information is provided**

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**Step 5: Supervisory Interview/
Realistic Job Preview**

- supervisor is **best qualified to assess job knowledge and skills**
- supervisor can **answer job-specific questions**
- supervisor must **feel comfortable with new hire**
- supervisor can **assess fit with current team members**

Slide 21

Benefits of Realistic Job Previews

**Improved
employee
job satisfaction**

**Reduced
voluntary
turnover**

**Enhanced
communication**

Slide 22

Step 6: Hiring Decision

- combine information from all selection techniques used
- subjective evaluation of information about each candidate; immediate supervisor usually makes final hiring decision
- statistical strategy: identify valid predictors and weight them statistically e.g. multiple regression

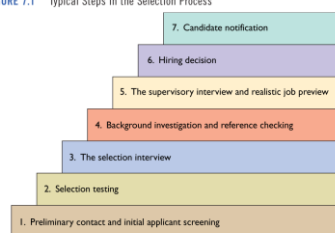
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Step 7: Candidate Notification

- HR department makes initial offer of employment by phone; follows up in writing
- candidates given reasonable time to consider offer
- all finalists not selected are notified

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FIGURE 7.1 Typical Steps in the Selection Process



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FIGURE 7.2 Two Problems from the Test of Mechanical Comprehension

Look at Sample X on this page. It shows two men carrying a weighted object on a plank, and it asks, "Which man carries more weight?" Because the object is closer to man "B" than to man "A," man "B" is shouldering more weight, so blacken the circle under "B" on your answer sheet. Now look at Sample Y, and answer it yourself. Fill in the circle under the correct answer on your answer sheet.

X

Which man carries more weight?
(If equal, mark C.)

EXAMPLES

A	B	C
X	○	○
A	B	C
Y	○	○

Y

Which letter shows the seat where a passenger will get the smoothest ride?


A B C

Correct Answer

Note: NCE is listed copyright on this test, which is still most commonly used for this purpose.
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FIGURE 7.3 Crawford Small Parts Dexterity Test



Source: The Psychological Corporation.
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FIGURE 7.4 Sample Picture from Thematic Apperception Test



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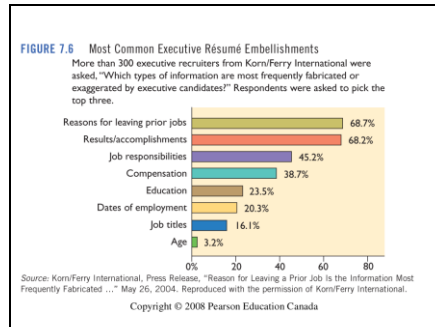
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FIGURE 7.5 Worksheet—Comparison of Candidates for a Secretarial Position

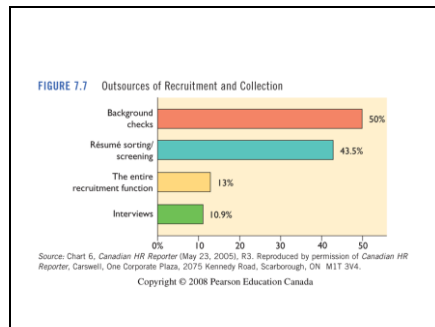
Candidate	A. Job	B. Education	C. Job
1. Name	1. Job	1. Job	1. Job
2. Address	2. Address	2. Address	2. Address
3. Phone	3. Phone	3. Phone	3. Phone
4. Email	4. Email	4. Email	4. Email
5. References	5. References	5. References	5. References
6. Salary	6. Salary	6. Salary	6. Salary
7. Education	7. Education	7. Education	7. Education
8. Experience	8. Experience	8. Experience	8. Experience
9. Skills	9. Skills	9. Skills	9. Skills
10. Personality	10. Personality	10. Personality	10. Personality
11. Availability	11. Availability	11. Availability	11. Availability
12. Salary	12. Salary	12. Salary	12. Salary
13. Education	13. Education	13. Education	13. Education
14. Experience	14. Experience	14. Experience	14. Experience
15. Skills	15. Skills	15. Skills	15. Skills
16. Personality	16. Personality	16. Personality	16. Personality
17. Availability	17. Availability	17. Availability	17. Availability
18. Salary	18. Salary	18. Salary	18. Salary
19. Education	19. Education	19. Education	19. Education
20. Experience	20. Experience	20. Experience	20. Experience
21. Skills	21. Skills	21. Skills	21. Skills
22. Personality	22. Personality	22. Personality	22. Personality
23. Availability	23. Availability	23. Availability	23. Availability
24. Salary	24. Salary	24. Salary	24. Salary
25. Education	25. Education	25. Education	25. Education
26. Experience	26. Experience	26. Experience	26. Experience
27. Skills	27. Skills	27. Skills	27. Skills
28. Personality	28. Personality	28. Personality	28. Personality
29. Availability	29. Availability	29. Availability	29. Availability
30. Salary	30. Salary	30. Salary	30. Salary
31. Education	31. Education	31. Education	31. Education
32. Experience	32. Experience	32. Experience	32. Experience
33. Skills	33. Skills	33. Skills	33. Skills
34. Personality	34. Personality	34. Personality	34. Personality
35. Availability	35. Availability	35. Availability	35. Availability
36. Salary	36. Salary	36. Salary	36. Salary
37. Education	37. Education	37. Education	37. Education
38. Experience	38. Experience	38. Experience	38. Experience
39. Skills	39. Skills	39. Skills	39. Skills
40. Personality	40. Personality	40. Personality	40. Personality
41. Availability	41. Availability	41. Availability	41. Availability
42. Salary	42. Salary	42. Salary	42. Salary
43. Education	43. Education	43. Education	43. Education
44. Experience	44. Experience	44. Experience	44. Experience
45. Skills	45. Skills	45. Skills	45. Skills
46. Personality	46. Personality	46. Personality	46. Personality
47. Availability	47. Availability	47. Availability	47. Availability
48. Salary	48. Salary	48. Salary	48. Salary
49. Education	49. Education	49. Education	49. Education
50. Experience	50. Experience	50. Experience	50. Experience
51. Skills	51. Skills	51. Skills	51. Skills
52. Personality	52. Personality	52. Personality	52. Personality
53. Availability	53. Availability	53. Availability	53. Availability
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55. Education	55. Education	55. Education	55. Education
56. Experience	56. Experience	56. Experience	56. Experience
57. Skills	57. Skills	57. Skills	57. Skills
58. Personality	58. Personality	58. Personality	58. Personality
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60. Salary	60. Salary	60. Salary	60. Salary
61. Education	61. Education	61. Education	61. Education
62. Experience	62. Experience	62. Experience	62. Experience
63. Skills	63. Skills	63. Skills	63. Skills
64. Personality	64. Personality	64. Personality	64. Personality
65. Availability	65. Availability	65. Availability	65. Availability
66. Salary	66. Salary	66. Salary	66. Salary
67. Education	67. Education	67. Education	67. Education
68. Experience	68. Experience	68. Experience	68. Experience
69. Skills	69. Skills	69. Skills	69. Skills
70. Personality	70. Personality	70. Personality	70. Personality
71. Availability	71. Availability	71. Availability	71. Availability
72. Salary	72. Salary	72. Salary	72. Salary
73. Education	73. Education	73. Education	73. Education
74. Experience	74. Experience	74. Experience	74. Experience
75. Skills	75. Skills	75. Skills	75. Skills
76. Personality	76. Personality	76. Personality	76. Personality
77. Availability	77. Availability	77. Availability	77. Availability
78. Salary	78. Salary	78. Salary	78. Salary
79. Education	79. Education	79. Education	79. Education
80. Experience	80. Experience	80. Experience	80. Experience
81. Skills	81. Skills	81. Skills	81. Skills
82. Personality	82. Personality	82. Personality	82. Personality
83. Availability	83. Availability	83. Availability	83. Availability
84. Salary	84. Salary	84. Salary	84. Salary
85. Education	85. Education	85. Education	85. Education
86. Experience	86. Experience	86. Experience	86. Experience
87. Skills	87. Skills	87. Skills	87. Skills
88. Personality	88. Personality	88. Personality	88. Personality
89. Availability	89. Availability	89. Availability	89. Availability
90. Salary	90. Salary	90. Salary	90. Salary
91. Education	91. Education	91. Education	91. Education
92. Experience	92. Experience	92. Experience	92. Experience
93. Skills	93. Skills	93. Skills	93. Skills
94. Personality	94. Personality	94. Personality	94. Personality
95. Availability	95. Availability	95. Availability	95. Availability
96. Salary	96. Salary	96. Salary	96. Salary
97. Education	97. Education	97. Education	97. Education
98. Experience	98. Experience	98. Experience	98. Experience
99. Skills	99. Skills	99. Skills	99. Skills
100. Personality	100. Personality	100. Personality	100. Personality

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