
Selecting Employees Who Fit

Lesson 5

Learning Objectives

- After this lecture you should be able to:
 - Describe how employee selection practices can strategically align with HR strategy.
 - Explain what makes a good selection method.
 - Explain the concepts of reliability, validity, utility, legality and fairness, and acceptability of the selection methods.
 - Describe selection methods.
 - Explain how to combine scores from several different selection methods for a final selection decision.
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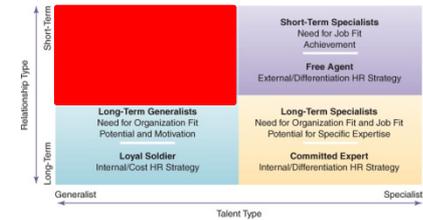
Employee selection

- **The process of choosing people to bring into an organization.**
 - Effective selection provides benefits to an organization
 - It can improve the effectiveness of other human resource practices and prevent numerous problems.
 - For example; motivated employees who fit with the organizational culture can reduce disciplinary problems and diminish costs associated with replacing employees who quit.
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Strategic Framework for Employee Selection

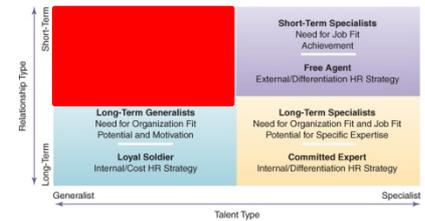


Short-term generalist



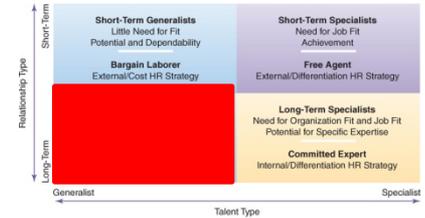
- **Short-term Generalists** provide a variety of different inputs, but do not have areas of special skill or ability.
- This is associated with the Bargain Laborer HR strategy:
 - Most positions are filled by hiring people away from other organizations.
 - The goal is to select people who can perform simple tasks that require little specialized skill.

Benefits of a Short-Term Generalist Strategy



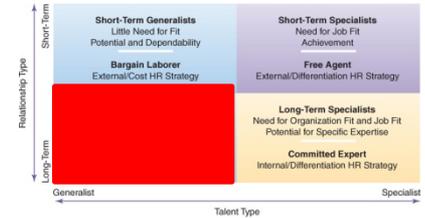
- People without specialized skills do not generally demand high compensation, which keeps payroll costs as low as possible.
- Because STGs lack specific expertise, they are usually more willing to work in routine jobs and do whatever they are asked.
- The number of employees working for the organization can be flexed up or down as demand increases or decreases.

Long-term Generalists



- Individuals who have developed skills and knowledge concerning how things are done in a specific organization.
- LTGs are beneficial for organizations using the Loyal Soldier HR strategy.
- HR strategy is focused on keeping employees once they are hired.

Benefits of a Long-Term Generalist Strategy



- Lack of specific expertise allows firms to reduce payroll costs.
- Employees have develop skills and abilities that are only valuable to the specific organization, reducing the likelihood that they will move to another one.
- Reduction in the recruitment, selection and training expenses.
- They tend to develop relationships and form a strong sense of commitment to the organization.

Long-term Specialists



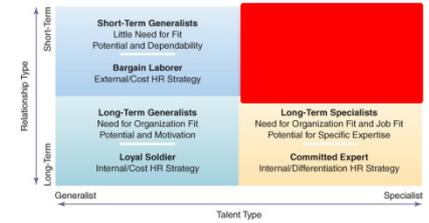
- These are people who have an expertise in a particular area. Such as Accounting, Marketing, HR, and so on.
- The use of long-term specialists fits the Committed Expert HR strategy.
- People are hired even if they have not yet developed all the skills needed to perform the job, as long as they are committed to advancing within a specific profession.

Benefits of Long-Term Specialists



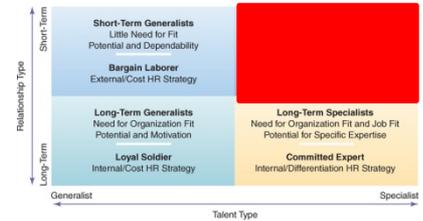
- It enables organizations to create and keep a develop talent.
- Employees are given the time and assets to develop the skills they need to be the best at what they do and add value back to the organization.

Short-term Specialists



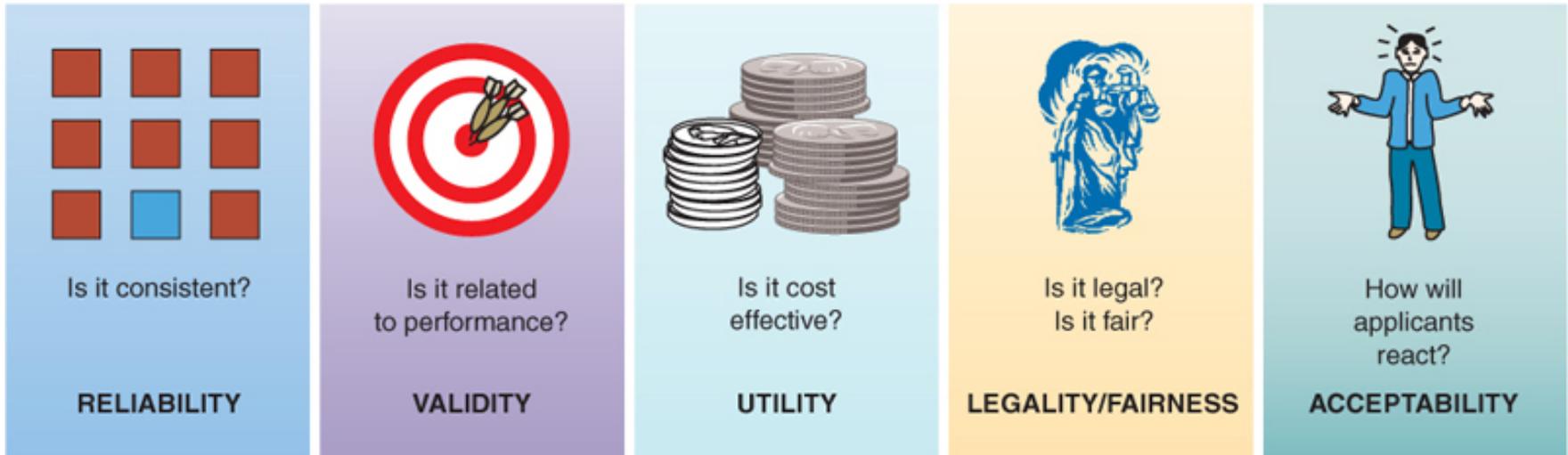
- Are employees who provide specific inputs for relatively short periods of time.
- Associated with the Free Agent HR strategy.
- Staffing is aimed at hiring people who have already developed skills that they can bring innovations to the organization.

Benefits of Short-Term Specialists



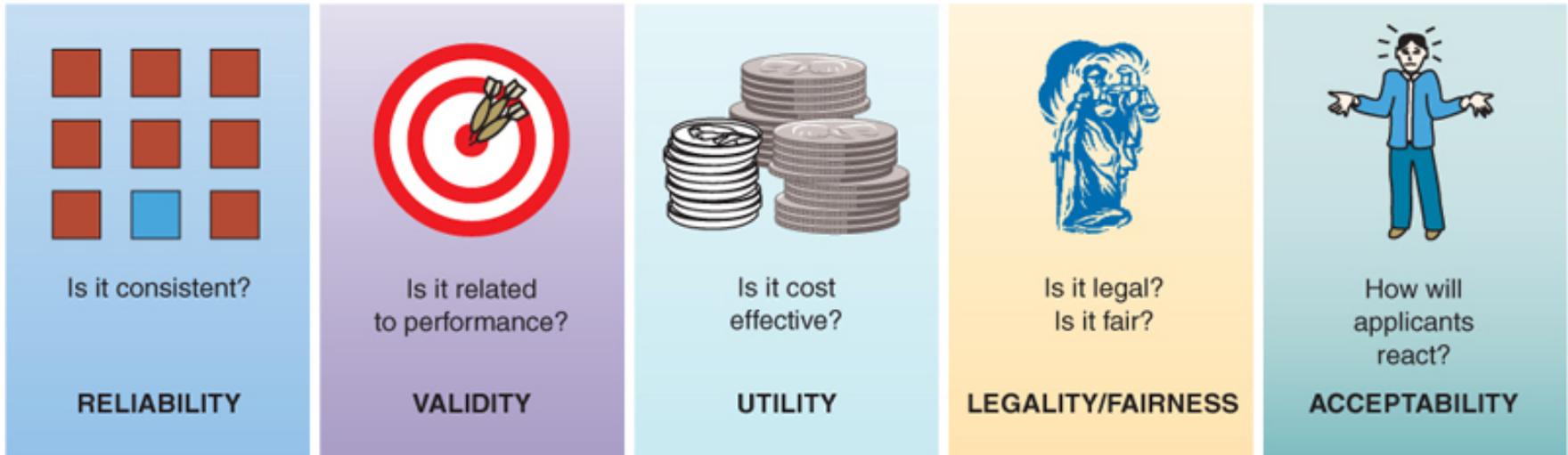
- Employees provide services relatively short periods of time.
- Allows the organization to quickly acquire needed expertise, without waiting for hires to acquire the skills.
- The organization pays premium prizes for this knowledge and skills but makes no long-term commitments and both parties can end the employment relationship at anytime.

Selecting the Best Selection Method-Questions to ask



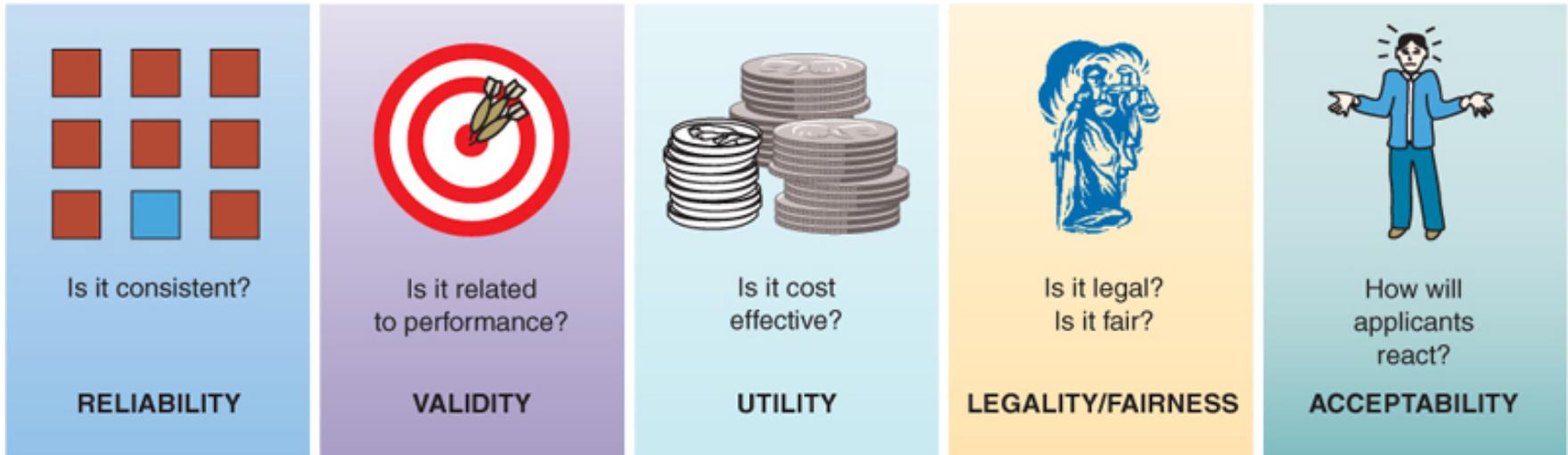
- **Reliability** is concerned with consistency of measurement.
 - One way to evaluate reliability is to test or interview a person on two different occasions and then determine whether the person's scores are similar across the two times. We call this the **test-retest method** of estimating reliability.
 - Another way to evaluate reliability is to give two different forms of a test.
- Since both tests were designed to measure the same thing, we would expect people's scores on the two tests to be similar. This is the **alternate-forms method** of estimating reliability.

Selecting the Best Selection Method-Questions to ask



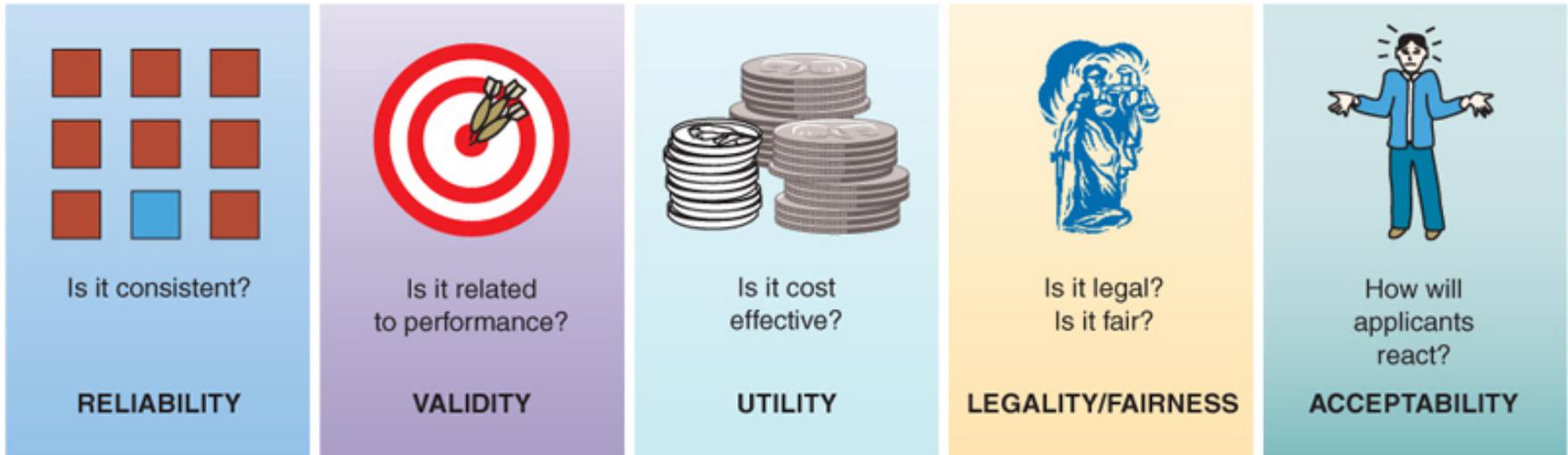
Evidence of validity can come in many forms, and assessments of validity should take into account all evidence supporting a relationship between the assessment technique and job performance.

Selecting the Best Selection Method-Questions to ask



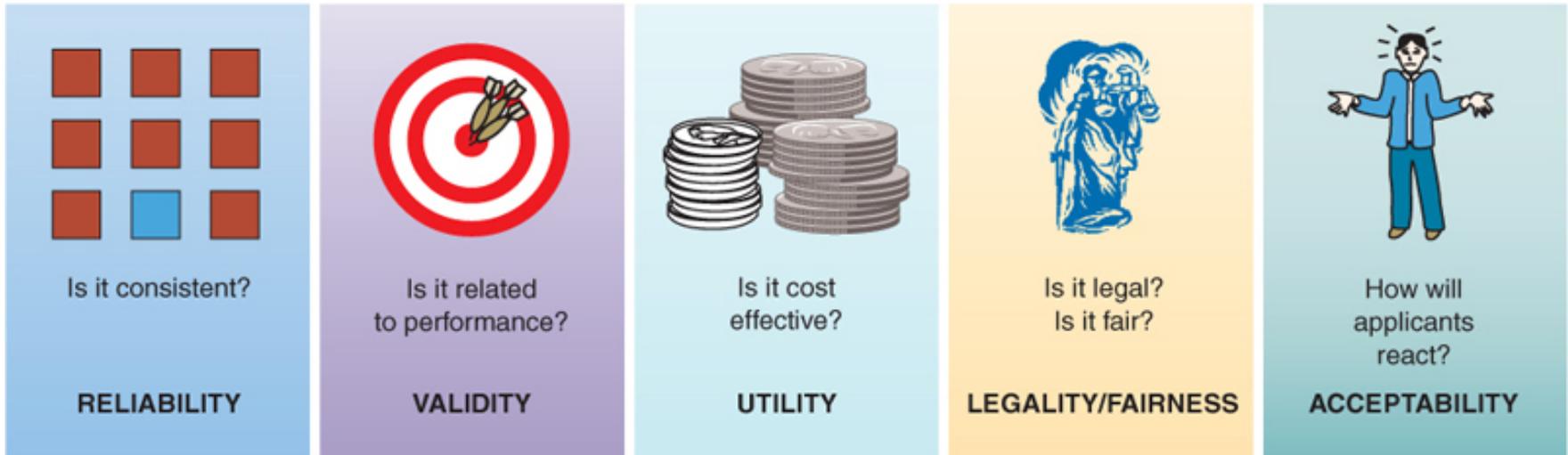
It concerns the method's cost effectiveness. Is the test too expensive for the number of applicants to be tested.

Selecting the Best Selection Method-Questions to ask



Here is where the HR professional has to be aware that the assessment methods do not break any laws and is fair for all applicants. Each application is treated equally and fairly.

Selecting the Best Selection Method-Questions to ask



When the applicant view the selection process as fair and equitable they consequently have a positive image of the organization and view the methods as acceptable.

Which selection methods are commonly used?

- The three most common methods used are:
 - **Testing**
 - **Information Gathering**
 - **Interviewing**
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Testing

- Tests measure knowledge, skill, and ability, as well as other characteristics, such as personality traits.
 - Types of Tests:
 - **Cognitive Ability testing.** It measures learning, understanding, and ability to solve problems. e.g. Intelligence Tests.
 - **Personality testing.** It measures patterns of thought, emotion, and behavior. e.g. Myers Briggs, Pathfinder, and so on.
 - **Physical Ability testing.** It assesses muscular strength, cardiovascular endurance, and coordination.
 - **Integrity testing** It assesses the likelihood that applicants will be dishonest or engage in illegal activity.
 - **Work Sample testing (Assessment Center)** It measures performance on some element of the job such as keyboarding or role playing.
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Information Gathering

- **Common methods for gathering** information include application forms and résumés, biographical data, and reference checking:
 - **Application Forms and Résumés** - Generally they ask for information such as address and phone number, education, work experience, and special training.
 - **Biographical data** - historical events that have shaped a person's behavior and identity.
 - **Reference Checking** - involves contacting an applicant's previous employers, teachers, or friends to learn more about the applicantIssues with reference checking:
 - **Defamation of character**, which occurs when something untrue and harmful is said about someone.
 - **Negligent hiring**, occurs when an organization hires someone who harms another person and the organization could reasonably have determined that the employee was unfit.
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Interviewing

- **The interview is the most frequently used selection method.**
 - Interviewing occurs when applicants respond to questions posed by a manager or some other organizational representative (interviewer).
 - Typical areas in which questions are posed include education, experience, knowledge of job procedures, mental ability, personality, communication ability, social skills.
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Types of Interviews

- **Structured Interviews** - uses a list of predetermined questions. All applicants are asked the same set questions. There are two types of structured interviews.
 - **Situational interview**, in which the interviewer asks questions about what the applicant would do in a hypothetical situation .
 - **Behavioral interview**, in which the questions focus on the applicant's behavior in past situations.
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Types of Interviews-continued

- **Unstructured Interviews** - open ended questions are used such as “Tell me about yourself”.
 - This allows the interviewer to probe and pose different sets of questions to different applicants.
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Selection decisions

- Decision can be made using one of the following methods.
 - **Predictor Weighting** – it combines a set of selection scores into an overall score in which some measures count more than others.
 - **Minimum Cutoffs Approach** – it requires that each applicant have at least a minimum score on each selection method. An applicant who is very weak on any of the measures will not be hired.
 - **Multiple Hurdle Approach** - applicants must meet the minimum requirement of one selection method before they can proceed to the next.
 - **Banding Approach** - uses statistical analysis to identify scores that may not be meaningfully different.