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Human Resource Management


Selection
Lecturer: Matthew Bambach
(Slide adapted from Wiley Lecture Resources)

Shirazian College

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Objectives

- Explain strategic selection
- Understand the need for validation of employee selection procedures
- Describe some of the major research findings on selection
- Evaluate the use of psychological tests in selection
- Appreciating the factors that make for successful selection interviewing
- Discuss the compensatory and successive hurdles approaches to selections

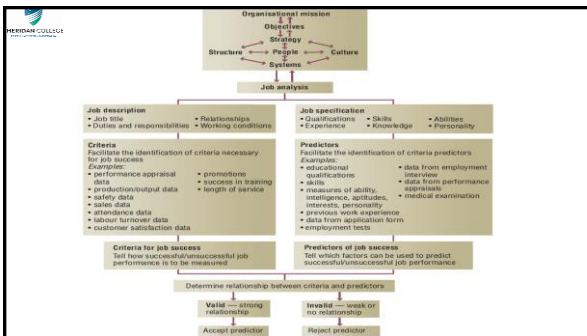
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Some facts ...

- A study of Australian employment managers found that 90% believe that recruiting for cultural fit is important.
- The federal government is considering testing immigrants' English skills and understanding of Australian culture values before allowing them to become citizens.
- Rio Tinto found that face-to-face interviews and psychological testing tended to exclude Aboriginal Australians.


Selection

- **Strategic selection**
 - The linking of selection activities to the organisation's strategic business objectives and culture.
- **Selection criteria**
 - Key factors in making a decision to hire or not to hire a person may include qualifications, experience, special skills abilities or aptitudes. They should be job related.




Selection policy — factors to consider


- EEO
- Quality of people
- Sources of people
- Management roles
- Selection techniques
- Employment consultants
- Industrial relations
- Legal issues
- Organisational strategic business objectives
- Costs

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CANDIDATE FIT


- Ability Fit
- Experience Fit
- Cultural Fit
- Qualifications Fit
- Motivation Fit

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Validity

- The ability of a test or selection technique to measure what it sets out to measure.
- **Types**
 - Concurrent validity
 - Predictive validity


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Reliability

- The extent to which a measure (for example a test) is consistent and dependable
- **Types:**
 - Test-retest
 - Split halves
 - Parallel forms


 **Steps in the selection process**

SELECTION STEPS


1.	Reception of applicants
2.	Preliminary interview
3.	Application form
4.	Tests
5.	Interview
6.	Background investigations
7.	Preliminary screening by the human resource department
8.	Final selection by line managers
9.	Medical examination
10.	Placement on the job

 **Questions not to ask**

<ul style="list-style-type: none">• Marital status• Residency status• Ethnic origin• Affiliations• Photographs• Race or colour• Information on relatives	<ul style="list-style-type: none">• Age• Gender• Religion• Military service• Physical disability• Medical information• Height and weight
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 **Employment tests**

- **Interest**
 - Compares interest patterns to those of successful employees
- **Aptitude**
 - Special abilities (e.g. clerical, linguistic)
- **Intelligence**
 - IQ
- **Personality**
 - Measures personality or temperament

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Interviews

- **Unstructured**
 - Few planned questions, more in depth
- **Structured**
 - Uses predetermined checklist of questions
- **Behavioural**
 - Past behaviour as the best indicator of future behaviour
- **Panel**
- **Group**

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Steps in successful interviewing

- Know the job
- Know the personal characteristics, skills and qualifications
- Set specific objectives
- Provide the proper setting for the interview
- Review the application form or resume
- Beware of prejudices
- Don't make snap decisions
- Put the application at ease

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Steps in successful interviewing

- Watch the body language
- Encourage the applicant to do most of the talking
- Keep control of the interview
- Explain the job
- Close the interview
- Write-up the interview
- Check references
- Evaluate the interview process

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Medical examinations — The need

- Ensuring people are not assigned to jobs they are unsuited
- Safeguarding the health of current employees
- Identifying symptoms of drug and alcohol abuse
- Not placing applicants in position that can aggravate existing injuries
- Protection against workers compensation
- Determining eligibility for insurance

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Screening tests

- **Substance abuse**
 - Drug and alcohol


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Other selection techniques


- **Biographical information blanks**
 - e.g. attitudes, hobbies, sports, club membership, years of education, health, early life experiences, investments, sales experiences etc that have been identified as success criteria.
- **Computer screening**
 - Screening via resume scanning

 **Other selection techniques**

- **Assessment centres**
 - Conducted over a 1–5 day period and involve:
 - In-basket exercises
 - Group discussion
 - Psychological tests
 - Interviews
 - Business games

 **Other selection techniques**

- **Polygraph**
 - Lie detector
- **Honesty**
 - Evaluate honesty and integrity
- **Graphology**
 - Handwriting analysis

 **Approach to selection**

- **Compensatory**
 - Considering all the selection data (favourable and unfavourable) before a selection decision is made
- **Hurdles**
 - Involves the screening out of candidates at each stage of the selection process

