


Human Resource Management

Selection
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(slides adapted from Wiley Lecturer Resource)

Sheridan College


1



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

2



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.

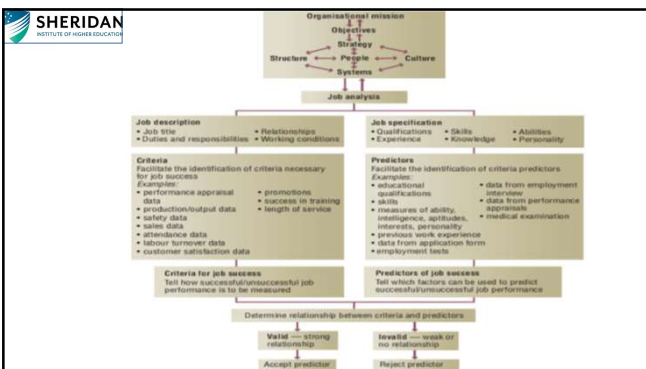
3

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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.

4



5

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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

6

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Candidate Fit

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

7

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Validity

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

8

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The Effectiveness of Assessment

Assessment Method	Job Performance Predictive Value (%)
Random	0
Qualifications	10
Interview	20
Structured Interview	35
Tests	50
Assessment Tests	60
Assessment Centre including Tests	70

Schmidt & Hunter

9

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Reliability

- The extent to which a measure (for example a test) is consistent and dependable
- Types:
 - Test-retest (two occasions)
 - Split halves (test divided into two halves eg odd and even numbers)
 - Parallel forms (two forms of tests asking questions in a similar way on same predictor)

10

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Steps in the selection process Example A

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

11

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Questions not to ask

• Marital status	• Age
• Residency status	• Gender
• Ethnic origin	• Religion
• Affiliations	• Military service
• Photographs	• Physical disability
• Race or colour	• Medical information
• Information on relatives	• Height and weight

12

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Steps in the selection process Example B

- Recruitment Completed
- Initial screening
- Gather Info about applicant
- Evaluate Qualifications
- Application form
- Interview
- Employment Test
- Reference checks
- Selection by Mangers / panel
- Medical check
- Appointment
- Induction

Sheridan College Nel, et al, 2017, p256

13

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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

14

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Examples

- Motor tests**
 - Lathe operation
 - Typing
 - Repair of gearbox
 - Troubleshooting in a circuit
- Verbal tests**
 - Report on problem
 - Small business game
 - Role playing of customer contact
 - Mathematical formulation



15

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What sort of job?

Motor

- Machine operator
- Clerical worker
- Mechanic
- Electronic technician

Verbal

- Manager or supervisor
- Engineer or scientist
- Customer service representative



16

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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**


17

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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


19

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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


22

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Other selection techniques

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

23

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Other selection techniques

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

Q: Are these methods valid?

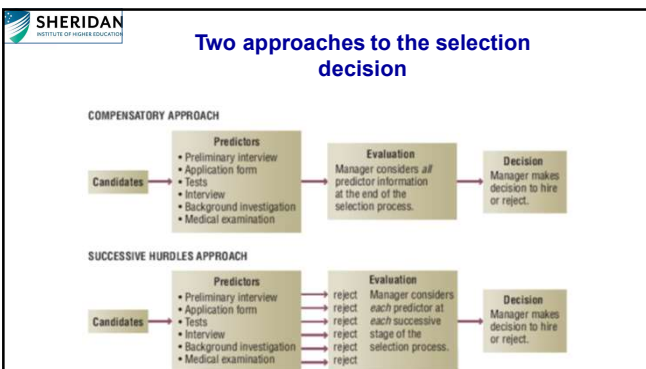
24

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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

25



26

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Summary

- An organisation's ultimate success depends on the best applicants being selected
- Jobs and people must be matched correctly
- Selections training is very important
- HR Managers have a key role in educating others in valid and reliable processes

27
