

Tutorial Week 2

Job description

- Be clear: job descriptions should portray the work of the position so well that the duties are clear without reference to other job descriptions
- Indicate the scope of authority: be sure to indicate the scope and nature of the work
- Be specific: select the most specific words to show (use action words - analyse, gather, deliver)
 - The kind of work
 - The degree of complexity
 - Degree of skill required
 - Extent to which problems are standardised
 - Extent of worker's responsibility for each phase of the work
 - Degree and type of accountability
- Be brief: short, accurate statements usually accomplish the purpose best
- Recheck: to check whether the description fulfils the basic requirements - ask yourself 'will a new employee understand the job if he/she reads the job description?'

Job specification

- The job specification takes the job description and answers the questions 'what human traits and experiences are required to do this well?'. States the KSAOs (knowledge, skills, abilities and other characteristics)

Reading Week 2 (Schultz, 2010)

- Gen Y find greatest fulfilment as part of a team, expect instant recognition/reward
- In economic downturn – new employees more interested in pay and job security, more likely to stay in job
- Leave first job: discrepancy between expectations and reality is too great
- Unrealistic job expectations led to lower job satisfaction, lower commitment to goals of organisation, higher expressed intention to quit
- O*NET information about jobs: personal requirements (skills/knowledge required), personal characteristics (abilities, interests and values), experience requirements (training), job requirements (work activities and context), labour market (occupational outlook)
- Impression management: present yourself in most favourable light
 - Ingratiation: ways of behaving in attempt to persuade the interviewer to like you
 - Self-promotion

Lecture 2

Personnel selection

- Selection: matching the person to the job/organisation and then evaluating effectiveness of the match
- Need information on: what the job requires, what the person has to offer, how well the person/type of person performs in that type of work

The selection process: utility

- Company performance depends on employees, it is costly to recruit and hire employees, legal implications of incompetent selection

- Selection ratio:
$$\frac{\text{No. of job vacancies}}{\text{No. of applicants}}$$

- If > 1 - utility decreases (more vacancies than applicants)
- If < 1 - utility increases (more applicants than vacancies)

Base rate of success: proportion of hires considered successful before implementation of selection system

- The higher the base rate the less likely a new system will be beneficial

Selection process

- Employee recruitment: process by which companies attract qualified applicants
 - Employee referrals and applicant-initiated contacts yield higher quality workers
 - Internet sites require sifting through many potential applicants
 - Employees \leftarrow try to sell themselves to \rightarrow companies
 - Characteristics of recruiters can influence applicants' decisions
 - Realistic job previews: accurate presentation of prospective job/organisation
 - Increase job commitment/satisfaction, decrease turnover, lower unrealistic job expectations, applicants more likely to turn down a job offer
- Employee screening: process of reviewing information about job applicants to select workers
 - Applications and resumes - purpose: collect biographical information (one of the best predictors of future job performance)
 - References - may be limited because: it is unlikely that applicants will provide a reference who will say something bad, can be hard to distinguish between applicants
- Employee testing
 - Measure
 - Biodata: background information and personal characteristics - no standardised instruments, can be difficult to develop, can be effective for screening and placement
 - Cognitive ability: predictive of job success
 - Mechanical ability: measure abilities in identifying, recognising, and applying mechanical principles
 - Motor and sensory ability
 - Motor tests: e.g. speed tests that require manipulation of small parts to measure fine motor dexterity
 - Sensory tests: e.g. tests of hearing, visual acuity and perceptual discrimination
 - Job skills and knowledge: measure applicants' abilities to perform brief examples of important job tasks - can be best predictors of job performance; measure specific types of knowledge required to perform a job
 - Pros: clearly job-related, can serve a realistic job preview
 - Cons: can be expensive and time-consuming
 - Personality: used to screen out applicants who possess psychopathologies

<i>Factor</i>	<i>Predicts</i>
Openness to experience (depends on job)	Training

Conscientiousness	Performance across jobs, teamwork, training
Extroversion (depends on job)	Performance in specific roles, teamwork, training
Agreeableness (depends on job)	Teamwork, customer service
Neuroticism (emotional stability)	Performance across jobs, teamwork

- Integrity tests: designed to assess an applicant's honesty and character through questions - valid predictors of dishonesty, counterproductive behaviours
- Other tests: drug testing, graphology (handwriting analysis)
- Assessment centres
 - Structured setting in what applicants take part in multiple activities monitored by a group of evaluators; typically used in large organisations for managerial positions - can be good predictors of managerial success, but can be very costly
- Interviews: validity varies across how it is conducted
 - Traditional unstructured interviews: no formalised 'scoring' for quality of each answer, may diminish tendency to make simple stereotype judgements, physically attractive people hired more than those less physically attractive (although not by more experienced managers)
 - Applicants more influenced by recruiter's behaviour than job characteristics
 - Can be low level of agreement between interviewers
 - Usefulness can be undermined by: applicant self-presentation, snap judgements....pressure to hire, candidate-order (contrast) error...similar-to-me effect
 - Structured interviews: all are evaluated in the same manner
 - Situational questions: asks interviewees how they would deal with specific job-related hypothetical situations
 - Behavioural questions: asks interviewees to draw on past job incidents and behaviours to deal with hypothetical future work situations
 - Job knowledge questions
 - Background questions: supplements information from resume and application form
- Employee selection and placement
 - Employee selection: actually choosing people for employment from a pool of applicants
 - Can be made more objectively using: multiple regression (a statistical decision-making model - compensatory); multiple cut-off model (uses a minimum cut-off score for each of the various predictors of job performance); multiple hurdle model (requires an acceptance or rejection decision to be made at each of several stages in the screening process)
 - Employee placement: the process of assigning workers to appropriate jobs
 - Only takes place when there are two or more positions to fill

- Validity check: test the selection procedures to determine if they succeeded in identifying the best workers for the job