HRM250- Human Resource Selection

Chapter 1 – An Introduction to Selection

Definition of Selection

- Organisational specialists have determined that an individual employee's work performance is made up of <mark>two factors:</mark>
    - The ability of the individual – function of selection and training
    - The effort the individual puts forth – function of organisational practices for motivating employees
- ***Selection*** is the process of collecting and evaluating information about an individual in order to extend an offer of employment (to those who possess the necessary levels of WRCs to do well on the job).
- The selection process is performed under legal and environmental constraints and addresses the future interests of the organisation and of the individual
- ***Selection programs can be useful if:***
    - Proper steps are taken to develop selection instruments that collect job related information from applicants
    - This information is then used appropriately in making selection decisions

Collecting and Evaluating Information

- Basic objective of selection → separate from a pool of candidates those who have the appropriate characteristics to perform well on the job
- ***WRCs (work related characteristics)*** are human attributes that can be demonstrated to be related to performance of the job of interest
- ***KSAs (Knowledge, skills and abilities) –*** the factual information about how to do the job and the necessary skills and abilities an individual must possess in order to perform the job
- ***Hiring -*** occurs when when offers of employment are given with no evaluation of the applicant's job related qualifications (eg given based on friend/ family relationships)
- Matching the WRCs of individuals with the demands of the job is desirable and fair and should lead to a stronger economy

Selection for initial job and promotion
Characteristics of selection for an initial job

1. Applicants are external to the organisation
2. Applicants are recruited through formal mechanisms
3. These recruitment mechanisms frequently produce a large number of applicants
4. When there is a large number of applicants, the costs of selection become an important factor for an organisation (applicants reduced)
5. These remaining applicants go through a formalized program that has a series of steps such as interviews etc..
6. Decisions about to whom to extend employment offers are also formalized

Characteristics of selection for promotion

1. Candidates are already internal
2. A limited number of recruitment techniques are used
3. Because the applicants are members of the organisation, there is already a great deal of information about them
4. Often the evaluation of applicants is not formalised- based on subjective decision making

Selection Issues
- Initial job selection and internal movement
  - Similar tasks
  - Initial jobs – external applicants
  - Internal movement (eg promotions) – internal candidates (current employees)
- Constraints and future interests
  - Economic conditions
  - Federal (EEO) and state laws (FEPs)
- Broadly defined team based jobs
  - Emphasise KSA's necessary for teamwork
  - Emphasise interpersonal skills and use of incumbent team members in the selection of new members
  - Describe jobs in terms of processes rather than specific job activities
- The growth of small business
  - Large organisations have been reducing the number of employees, while small businesses have been increasing their numbers

Constraints and future interests
- Ideally, an organisation makes selection decisions with a great deal of control over the number of applicants, the information gathered and its evaluation; but:
  - Great fluctuations in the market of applicants
  - Economic conditions
  - Federal and state laws
  - Future interests of both parties must be considered

Is there evidence that selection is important?
- The resource based theory of organisations hold that they can gain advantage over competitors by having and holding a valuable resource in short supply
- A recent study concluded that selection and training applied to low skill jobs could yield returns in customer service, retention of employees and profits
- Russell Crook – focused on WRC's that were possessed by members of the organisation
- Human capital is positively related to various operational measures of performance, such as customer satisfaction and innovation
- Selection staffing and internal training directly influence a company's profit because they influence labor productivity
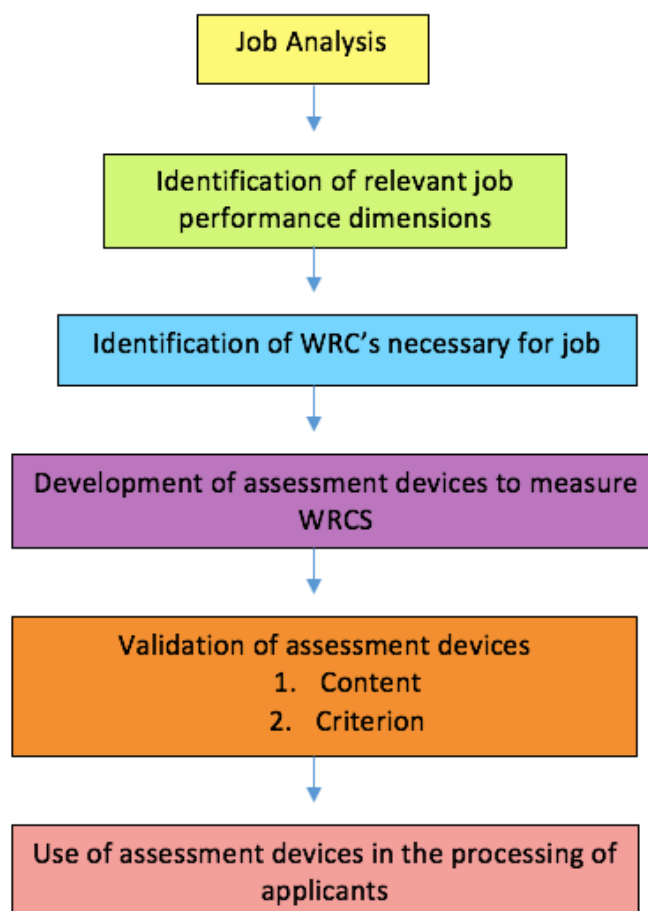
Selection and Strategic HRM

- *SHRM-* activities that align the number of employees and their performance with the goals of the firm. Requires that the HR systems of the firm are coordinated and interact smoothly with one another.

Selection and other Human Resource Systems
- Other HR systems important for employee performance include recruitment, training, compensation and job performance review
- Selection should be coordinated with these activities
- *Recruitment-* those organisational activities that influence the number and types of individuals who apply for a position- and that also affect applicant's decisions about whether or not to accept a job offer

Developing a Selection Program (steps)

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│      Job Analysis       │
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┌─────────────────────────────┐
│ Identification of relevant job │
│   performance dimensions     │
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            ▼
┌─────────────────────────────┐
│ Identification of WRC's necessary for job │
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┌─────────────────────────────┐
│ Development of assessment devices to measure │
│            WRCS             │
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            ▼
┌─────────────────────────────┐
│  Validation of assessment devices │
│      1.  Content            │
│      2.  Criterion          │
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            ▼
┌─────────────────────────────┐
│ Use of assessment devices in the processing of │
│          applicants         │
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1. **Job Analysis Information**
- Job analysis is the gathering of information about a job in an organisation
- This information includes the tasks, outcomes produced, equipment, material used and environment
- This information **serves two main purposes:**
    - Covey to potential applicant's information about the nature and demands of the job

- o Provide a database for the other steps in the development of the selection program

2. Identifying relevant job performance measures
- What determines how job performance is measure and what level of performance is regarded as successful?
  - o Physical outputs
  - o Interactions with customers
  - o Contributions to team efforts
- In many jobs in which individuals produce an object or meet customer's measurement is straight forward
- In team based jobs it is difficult to determine how much one individual has accomplished

3. Identification of work related characteristics
- Using both job analysis information and job performance data, the HR specialist must identify the WRCs that a worker should possess to perform the job successfully

4. Development of selection measures
- Measures can be classified into the following groups:
  - o application blanks, biographical data forms and reference checks
  - o the selection interview
  - o mental and special abilities tests
  - o personality assessment inventories
  - o simulation and performance measures
  - o integrity measures
- 2 requirements for choosing selection devices to be used:
  - o the device must measure the WRCs the selection specialist has identified as needed for the job
  - o should be able to differentiate among applicants. *The assumption in selection is that applicants possess different amounts of the WRCs necessary for job performance.*

5. Validation Procedures
- *Empirical validation* a representative sample of individuals and correlation measures of how well the individual are performing the job
- In empirical validation, two types of data are collected:
  - o The scores on the selection devices from a representative sample of individuals
  - o Measures of how well each of these individuals is performing in important parts of the job
- The purpose of validation is to provide evidence that data from the selection instruments are related to job performance
- Content validation systematically takes the data produced by the judgments of workers and managers and uses them to determine the relationship between the selection test and job performance