Selecting Employees
Chapter 4
Learning Objectives

• Define basic testing concepts, including validity & reliability

• Discuss at least four basic types of personnel test

• Explain the factors and problems that can undermine an interview’s usefulness, and techniques for eliminating them

• Explain the pros and cons of background investigations, reference checks and pre-employment information and services
The Basics of Testing and Selecting Employees

Carefully testing and screening employees is important because

• It results in improved employee and organisational performance
• Your own performance always depends on subordinates
• Can reduce dysfunctional behaviors at work,
• Effective screening helps reduce costs in long run
• Legal implications
Legal Implications and Negligent Hiring

• Incompetent hiring can result in legal implications such as unfairly discriminating against a protected group.

You can be held liable

Know the law or pay
Legal Implications and Negligent Hiring

• **Negligent hiring** occurs when employers are liable for employees who have criminal records or other problems that use a customer’s home or similar opportunities to commit crimes

  - Requires safeguards

  - Reasonable action must be taken to investigate the candidate’s background
Actions to avoid Negligent Hiring

- Systematic effort to gain relevant information about applicant, verifying all documentation
- Scrutinizing all informations supplied, follow up on unexpected gaps
- Keep detailed for log: name, date for phone call
- Reject applicant who make false statement and who has convicted records for offences
- Balance the applicant’s privacy right
- Take immediate disciplinary action
Testing Concept

Reliability

Validity
Testing for Reliability

• Reliability is the consistency of scores obtained by the same person when retested with the identical test or an equivalent form of the test

* Retest estimate compares two test scores taken by the same individual at different times

* Equivalent-form estimates compares the original test with a different but equivalent test taken by the same individual at a different time
Testing for Validity

• Test validity means that the test is measuring what it is supposed to measure

• Validity often refers to evidence the test is job-related and test performance is a valid predictor of job performance

• Two measures of validity:-
  1. Criterion validity means those who do well on the test perform well on the job (vice versa)
  2. Content validity means the test constitutes a fair sample of the job content.
Individual Rights of Test Takers & Test Security

• Test taker have various privacy and information rights
Individual Rights of Test Takers & Test Security

• The American Psychological Association’s standards for educational and psychological test include

  ➢ The right to confidentially of results

  ➢ The right to informed consent regarding use of results

  ➢ The right to expect only qualified individual to the results

  ➢ The right to expect the test is secure
Using Test as Supplements

• Do not use tests as your only selection method – use tests to supplement others methods like interviews and background check

• Remember the test are not infallible (perfect)

• Most test are more predictive at identifying candidates that will likely file rather than succeed
Using Test at Work

Selection test:-

• Basic test (ability to read instruction, write report, do arithmetic)
• Job skills test
• Psychological measurement

Example “How prone you might be to on-the-job accidents.”
Using Test at Work

- Undergraduate job candidates aptitude test on first round of interviews
- Company main operation is on global credit advice
How are tests used at work?

- Computerized test
  - Online prescreening test
  - Designing building layout

- Conventional paper-and-pencil

- Manual test
  - Clerical task
Types of Tests

- Cognitive abilities
- Motor and physical abilities
- Personality and interest
- Achievement test
Cognitive Abilities

• Employers often assess a candidate’s cognitive or mental abilities. Example: Is the bookkeeping candidate good with numbers?

• Intelligence or IQ tests look at general intellectual abilities including memory, vocabulary, verbal fluency & numeric ability

• Aptitude test measure specific mental abilities
Motor and Physical Abilities

• Need to measured for specific jobs
  ➢ Finger dexterity
  ➢ Strength
  ➢ Manual dexterity
  ➢ Reaction time
  ➢ Speed of finger, hand, arm movements
Personality and Interest

• Measure and predict intangibles such as attitude, motivation and character, personality

• Studies confirm that personality test can help companies hire more effective workers
Personality and Interest

• Measure relationships between the five personality dimensions below with job performance criteria:
  1. Extroversion
  2. Emotional stability
  3. Agreeableness
  4. Conscientiousness
  5. Openness to experience
Interest Inventories and Achievement Test

• **Interest Inventories**: compare one’s interests with those of people in various occupations

• **Achievement tests**: basically measure what a person has learned.
Computerized and online testing

• Replacing conventional paper-and-pencil and manual tests

• Computerized tests usually score individuals the same as manual tests
Work Sample and Simulation

• **Work samples** is the actual job tasks used in testing applicants’ performance.

• **Work sampling technique** is a testing method based on measuring performance on actual tasks.
Management Assessment Centers

• A simulation in which management candidates are asked to perform realistic tasks in hypothetical situations and are scored on their performance.

• Average time at center is usually 2 or 3 days and involves 10 or 12 candidates

• Perform realistic management task
Management Assessment Centers
continue

Simulated exercises:-

• The in-basket creates a situation where the candidate is faced with an accumulation of reports, memos, phone messages, letters, etc of the stimulated job he or she is to take over while being evaluated on what action he or she takes for each of these materials.
Management Assessment Centers continue

- The leaderless group discussion occurs when a leaderless group is given a discussion question and told to arrive at a group decision while observers evaluate leadership ability, acceptance by group.
Management Assessment Centers

• Individual presentations used to evaluate a participant’s communication skills and his or her persuasiveness by orally presenting on an assigned topic
Management Assessment Centers
continue

• **Objective tests.** A center typically includes tests of personality, mental ability, interests and achievements
Management Assessment Centers

continue

• The interview. Most require an interview between at least one trainer and each participant, to access the latter’s interests, past performance and motivation.
Video-Based Situational Testing

• **Situational tests** require examinees to respond to situations representative of the job
  - Example: work sampling, video-based test, situational interviews

• **Video-based simulation**
  - A situational test in which examinees respond to video simulations of realistic job situation
Background Investigations & Reference Check

Purpose:-

• To verify factual information provided by the applicant

• To uncover damaging information such as criminal records, suspended drivers’ licenses
Types of Background Checks

- Verify applicant current or former position and salary
- Discover on applicant motivation, technical competence, ability work in a team
- Refer to commercial credit rating companies on credit stand, indebtedness, reputation, character, lifestyle
- Checking through social networking sites
- Written references
Background Checks

Effectiveness:

• Inexpensive and straightforward way to verify information

• Received adequate information
• **Graphology** refers to the use of handwriting analysis to determine the writer’s basic personality traits

• **Physical exams**
  - Application meets the physical requirements for the position
  - Discover any medical limitation
  - Establish applicant health record for future insurance and compensation claims
Sample of graphology

George W. Bush

Vincent Van Gogh

Sigmund Freud
Sample Handwriting of Barack Obama

I am grateful to Yad Vashem and all of those responsible for this remarkable institution. At a time of great peril and promise, war and strife, we are blessed to have such a powerful reminder of man's potential for great evil, but also our capacity to rise up from tragedy and remake our world. Let our children come here, and know this history, so that they can add their voice to proclaim “never again.” And may we remember those who perished, not only as victims, but also as individuals—those who hoped and loved and dreamed like us, and who have become symbols of the human spirit.

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Barak Obama Handwriting Analysis

• His handwriting is fast and has a high form level with quick and fluid stroke movements. This indicates a high degree of intelligence and perception. He has a quick and easy grasp of new ideas and concepts.

• The regularity and average size of the writing indicates versatility of a person who can think as well as act. He has focus and is able to concentrate on detail.

• The firm pressured handwriting indicates that Obama has strong feelings and is capable of deep and lasting emotions of love and loyalty. Being basically a positive person.