

HR Summary

Chapter 7:

1. Describe the selection process. The selection process includes the following: initial screening interview, completion of the application form, employment tests, comprehensive interview, background investigation, conditional job offer, physical or medical examination, and the job offer. In the discrete selection process, each step acts as a stand-alone predictor—failing to pass any of these discrete steps means disqualification from the job. In the comprehensive approach, candidates go through most of the steps before a final decision about them is rendered.

2. Identify the primary purpose of selection activities. Selection devices provide managers with information that helps them predict whether an applicant will prove to be a successful job performer. Selection activities primarily predict which job applicant will be successful if hired. During the selection process, candidates also learn about the job and organization. Proper selection can minimize the costs of replacement and training, reduce legal challenges, and result in a more productive workforce.

3. Discuss why organizations use application forms. The application form is effective for acquiring hard biographical data that can ultimately be verified.

4. Explain the primary purposes of performance simulation tests. Performance simulation tests require the applicant to engage in specific behaviors demonstrated to be job related. Work sampling and the assessment center, which are performance simulations, receive high marks for their predictive capability.

5. Discuss the problems associated with job interviews and means of correcting them. Interviews consistently achieve low marks for reliability and validity. These, however, are more the result of interviewer problems than problems with the interview. Interviewing validity can be enhanced by using a structured process.

6. Specify the organizational benefits derived from realistic job previews. Realistic job previews reduce turnover by giving the applicant both favorable and unfavorable information about the job.

- 7.Explain the purpose of background investigations.** Background investigations are valuable when they verify hard data from the application.
- 8.List three types of validity.** The three validation strategies are content, construct, and criterion-related validity.
- 9.Explain how validity is determined.** Validity is determined either by discovering the extent to which a test represents actual job content, or through statistical analyses that relate the test used to an important job-related trait or to performance on the job.

Glossary

application form Company-specific employment form used to generate specific information the company wants.

assessment center A facility where performance simulation tests are administered. These include a series of exercises used for selection, development, and performance appraisals.

background investigation The process of verifying information job candidates provide.

behavioral interview Observing job candidates not only for what they say but for how they behave.

comprehensive interview A selection device used to obtain in-depth information about a candidate.

comprehensive selection Applying all steps in the selection process before rendering a decision about a job candidate.

concurrent validity Validating tests by using current employees as the study group.

conditional job offer A tentative job offer that becomes permanent after certain conditions are met.

construct validity The degree to which a particular trait relates to successful job performance, as in IQ tests.

criterion-related validity The degree to which a particular selection device accurately predicts the important elements of work behavior, as in the relationship between a test score and job performance.

cut score A scoring point below which applicants are rejected.

impression management Influencing performance evaluations by portraying an image desired by the appraiser.

initial screening The first step in the selection process whereby job inquiries are sorted.

interviewer bias Image created by reviewing materials such as the résumé, application, or test scores prior to the actual interview.

medical/physical examination An examination to determine an applicant's physical fitness for essential job performance.

performance simulation tests Work sampling and assessment centers evaluate abilities in actual job activities.

predictive validity Validating tests by using prospective applicants as the study group.

qualified privilege The ability for organizations to speak candidly to one another about employees or potential hires.

realistic job preview (RJP) A selection device that allows job candidates to learn negative as well as positive information about the job and organization.

reliability A selection device's consistency of measurement.

validity The proven relationship of a selection device to relevant criterion.

weighted application form A special type of application form that uses relevant applicant information to determine the likelihood of job success.

work sampling A selection device requiring the job applicant to perform a small sampling of actual job activities.

