

Chapter 5 Employee testing and selection

- Why selection process is important
 - Performance
 - Management is process of collective performance
 - Cost
 - Cost involves
 - Search fees
 - Interview time
 - Reference check
 - Travel time and accommodation
 - Legal bindings
 - Court wants to make sure no one has been discriminated against
 - Older folks, women, and minorities, and handicapped
 - Negligent hiring
 - Courts will hold employers liable for hiring people who have bad records in this area
 - Employers are to hire employees with sound background who will add value to the firm
 - Balancing EEO and negligent hiring
 - Just because an applicant had criminal record does not mean he/she will not get the job
 - Things to be careful about
 - Reject applications who have falsified records or hid information
 - Basic testing concepts
 - Some test has direct relationship with the employee's behavior on the job

- Some tests do not have any direct relationship with the behavior
 - It is more of a projective personality test that tries to explain how a person behaves and perceives his environment.
- Test validity
 - The accuracy with which the test or the interview measures what it was supposed to measure.
- Validity of test
 - It means that the test is directly job related and the result is a valid predictor of the job performance
 - There are two ways to demonstrate a test's validity
 - Criterion validity
 - Validity based upon showing that the scores on the test (predictor) are related to the job performance (criterion)
 - Content validity
 - Refers to the tests that contain fair sample of the tasks and skills actually require for the job in question
- Reliability
 - Retest estimate
 - Equivalent form estimate

- Sources of unreliability
 - A test may become unreliable if there is a wide time gap between two equivalent tests
 - Chance response tendencies
 - Change in the testing conditions
 - Change in the applicant's behavior
- How to validate a test?
 - Validation process usually has five steps
 - Analyze the job
 - Choose your tests
 - Administer test
 - One way to do this is to administer the tests on the employees on the job already and compare them against the applicants in question
 - Relate test score and criteria
 - Usually a correlation analysis is done using statistical means
 - Cross validation and revalidation
- Guidelines for testing
 - Use tests as supplements
 - Don't solely depend on test numbers to decide
 - Validate the tests in YOUR organizations
 - Analyze all your current hiring and promotion standards

- Ask your self why you are using those measures
- Keep accurate records
- Provide fair test conditions
 - Be confidential with the test results
- Types of tests
 - Cognitive (mental) abilities
 - Motor and physical abilities
 - Personality and interests
 - Achievement
- Test of cognitive abilities
 - Intelligence test
 - Specific cognitive abilities
 - More known as aptitude test
- Test for motor and physical abilities
- Measuring personality and interests
 - Individual motivation and interpersonal skills are taken into consideration
 - The expert tries to draw analogies about the personality trait and the success on the job
 - Industrialists apply the Big Five Model
 - Extraversion
 - Emotional stability
 - Agreeableness
 - Consciousness

- Openness to experience
- Achievement tests
- Work samples
- Develop work-sampling procedure
- Management assessment centers
 - Situation where a management candidates are asked to make decisions in hypothetical situations and are scored on their performance
- Miniature job training
 - Candidate is trained to perform a sample of the job's task and his or her ability to perform these tasks are then measured
- Background investigation and reference checks
 - Involves checking the credit history & reference checks
 - Very important for financial jobs
 - Effectiveness of reference checks is questionable
 - Former employer may supply incorrect information that may cause the applicant to be declined
 - Sometimes former managers provide false positive information about his current employee just to get rid of them
- Physical examination
- Drug test
 - These tests should be conducted without any prior notice
- Compliance with the immigration laws