

Human Resource Management

Prepared by Dr. Anas M. Bashayreh

HRM 611

Lecture 5





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Employee Testing and Selection

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Chapter
5**Introduction to Human Resource
Management**

The purpose of Chapter 5 is to explain how to use various tools to select the best candidates for the job. The main topics covered include the selection process, basic testing techniques, background and reference checks, ethical and legal questions in testing, types of tests, and work samples and simulations.

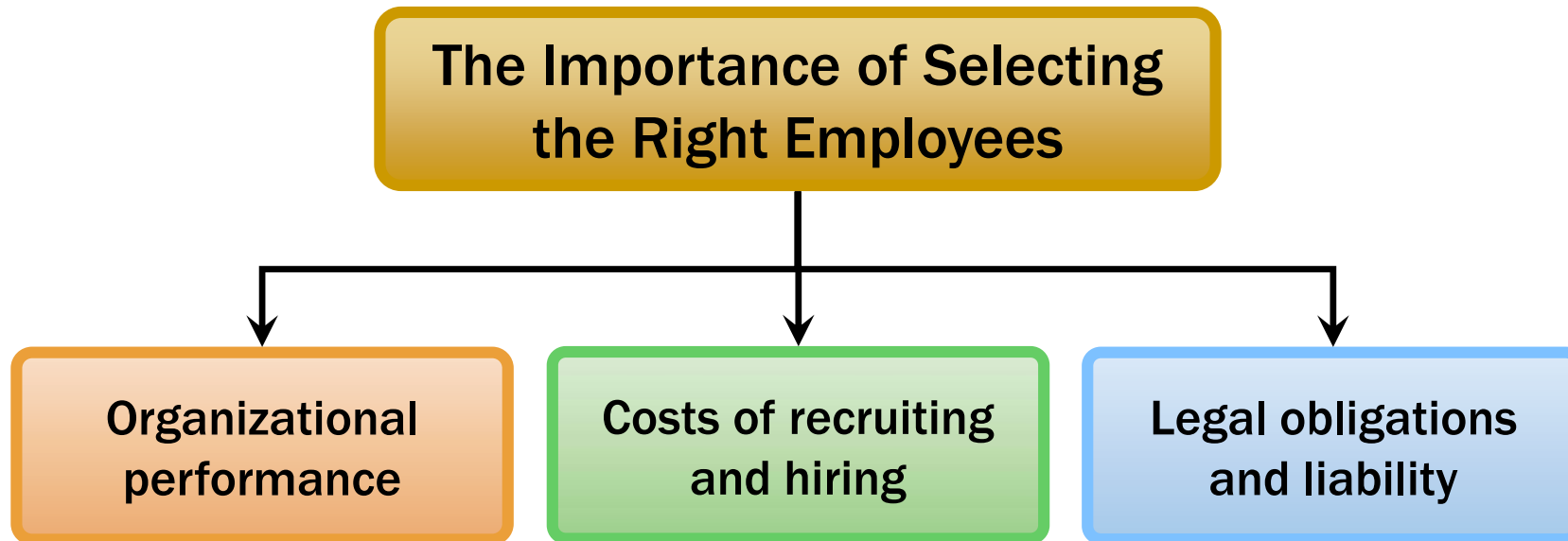


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LEARNING OUTCOMES

1. Explain what is meant by reliability and validity.
2. Explain how you would go about validating a test.
3. Cite and illustrate our testing guidelines.
4. List tests you could use for employee selection and how you would use them.
5. Explain the key points to remember in conducting background investigations.

Why Careful Selection is Important



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Why Careful Selection is Important

PERFORMANCE: First, your own performance always depends on your subordinates. Employees with the right skills will do a better job for you and the company. Employees without these skills won't perform effectively, and your own performance and the firms will suffer.

COST: Second, it is important because its costly to recruit and hire employees. Hiring and training even a clerk can cost \$5,000 or more in fees and supervisory time. The total cost of hiring a manager could easily be 10 times as high once you add search fees, interviewing time, reference checking, and travel and moving expenses.

LEGAL OBLIGATIONS: Third, its important because mismanaging hiring has legal consequences.

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Avoiding Negligent Hiring Claims

Negligent hiring means hiring employees with criminal records or other problems who then use access to customers homes (or similar opportunities) to commit crimes.

- Carefully examine information on employment applications.
- Get written authorization for reference checks, and check references.
- Save all records and information about the applicant.
- Reject applicants for false statements or conviction records for offenses related to the job.
- Balance the applicant's privacy rights with others' "need to know."
- Take immediate disciplinary action if problems arise.

Basic Testing Concepts

A test is one popular selection tool. A test is basically a sample of a person's behavior. Using a test (or any selection tool) assumes the tool is both reliable and valid. Few things illustrate evidence-based HR the deliberate use of the best-available evidence in making decisions about the human resource management practices you are focusing on as do checking for reliability and validity.

Basic Testing Concepts

- Reliability
- Describes the consistency of scores obtained by the same person when retested with the identical or alternate forms of the same test.
- Are test results stable over time?

You can measure reliability in several ways. One is to administer a test to a group of people one day, readminister the same test several days later to the same group, and then correlate the first set of scores with the second (test-retest reliability estimates.)

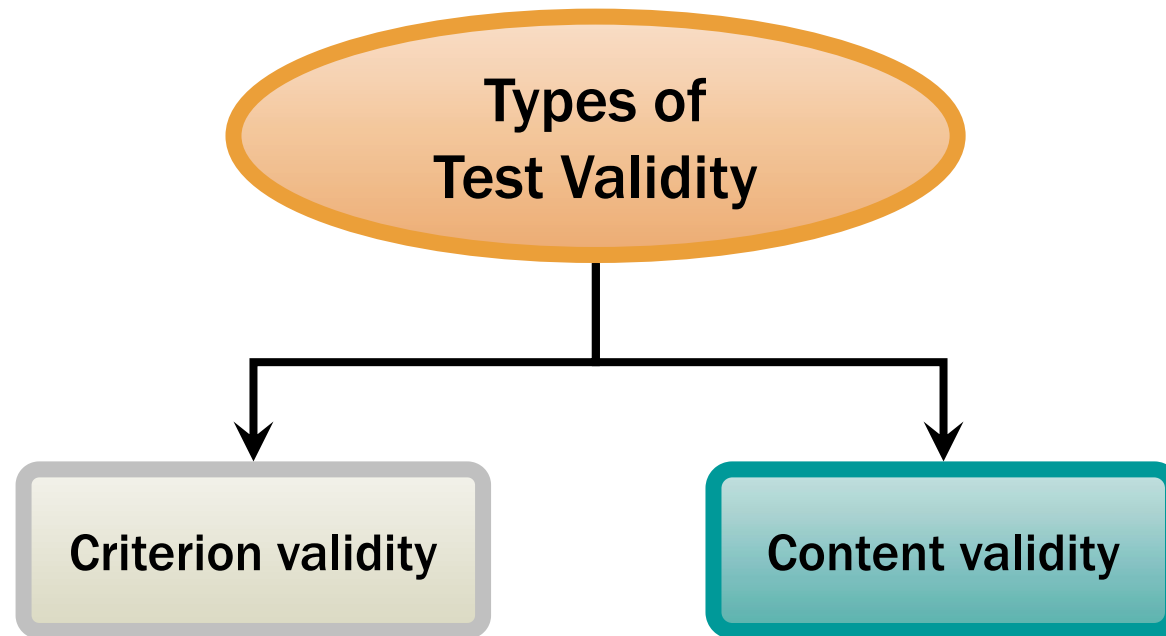
Basic Testing Concepts

- Validity
- Indicates whether a test is measuring what it is supposed to be measuring.
- Does the test actually measure what it is intended to measure?

FIGURE 6–1 A Slide from the Rorschach Test



Types of Validity



Evidence-Based HR: How to Validate a Test

Steps in Test Validation

- ① → *Analyze the Job:* predictors and criteria
- ② → *Choose the Tests:* test battery or single test
- ③ → *Administer the Test:* concurrent or predictive validation
- ④ → *Relate Your Test Scores and Criteria:* scores versus actual performance
- ⑤ → *Cross-Validate and Revalidate:* repeat Steps 3 and 4 with a different sample

TABLE 6–1 Testing Program Guidelines

1. Use tests as supplements.
2. Validate the tests.
3. Monitor your testing/selection program.
4. Keep accurate records.
5. Use a certified psychologist.
6. Manage test conditions.
7. Revalidate periodically.

Test Takers' Individual Rights and Test Security

- Under the APA's standard for educational and psychological tests, test takers have the following rights:
 - The right to the confidentiality of test results.
 - The right to informed consent regarding use of these results.
 - The right to expect that only people qualified to interpret the scores will have access to them, or that sufficient information will accompany the scores to ensure their appropriate interpretation.
 - The right to expect the test is fair to all. For example, no one taking it should have prior access to the questions or answers.

Legal Privacy Issues

- Defamation
 - Libeling or slandering of employees or former employees by an employer.
- Avoiding Employee Defamation Suits
 1. Train supervisors regarding the importance of employee confidentiality.
 2. Adopt a “need to know” policy.
 3. Disclose procedures impacting confidentiality of information to employees.

How Do Employers Use Tests at Work?

- Major Types of Tests
 - Basic skills tests
 - Job skills tests
 - Psychological tests
- Why Use Testing?
 - Increased work demands = more testing
 - Screen out bad or dishonest employees
 - Reduce turnover by personality profiling

FIGURE 6–4 Sample Test

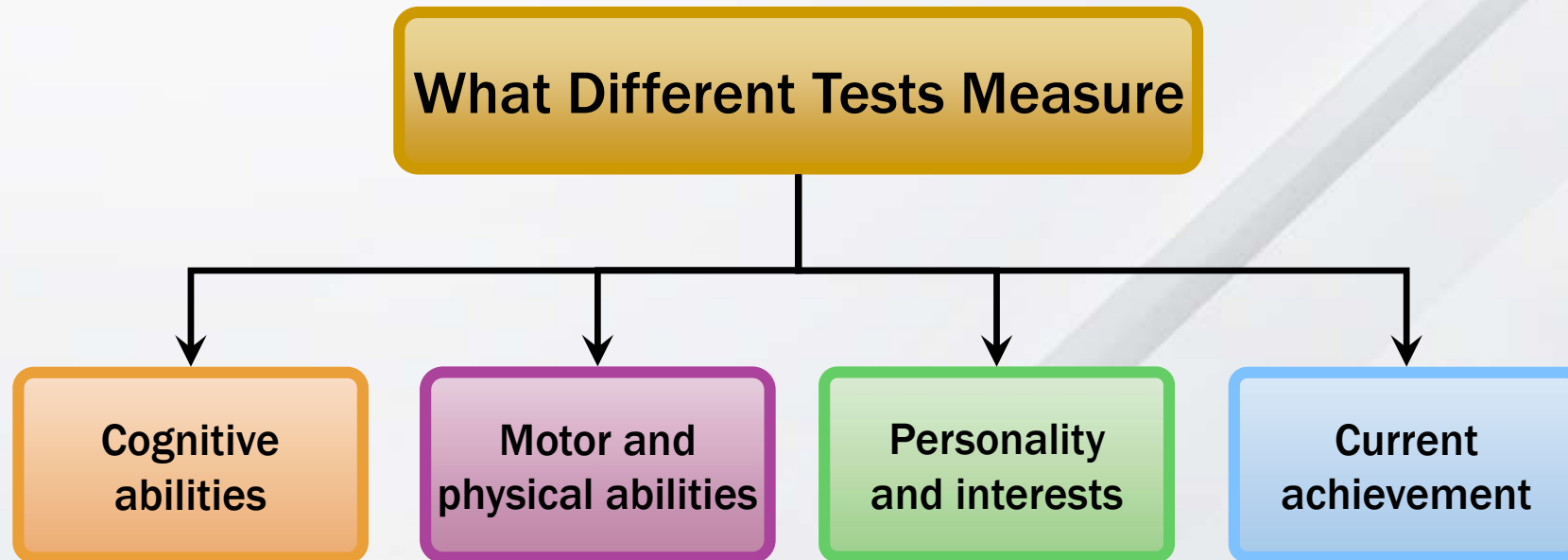
CHECK YES OR NO	YES	NO
1. You like a lot of excitement in your life.		
2. An employee who takes it easy at work is cheating on the employer.		
3. You are a cautious person.		
4. In the past three years you have found yourself in a shouting match at school or work.		
5. You like to drive fast just for fun.		

Analysis: According to John Kamp, an industrial psychologist, applicants who answered no, yes, yes, no, no to questions 1, 2, 3, 4, and 5 are statistically likely to be absent less often, to have fewer on-the-job injuries, and, if the job involves driving, to have fewer on-the-job driving accidents. Actual scores on the test are based on answers to 130 questions.

Computerized and Online Testing

- Online tests
 - Telephone prescreening
 - Offline computer tests
 - Virtual “inbox” tests
 - Online problem-solving tests
- Types of Tests
 - Specialized work sample tests
 - Numerical ability tests
 - Reading comprehension tests
 - Clerical comparing and checking tests

Types of Tests



Types of Tests

- Tests of Cognitive Abilities

Cognitive tests include tests of general reasoning ability (intelligence) and tests of specific mental abilities like memory and inductive reasoning.

- Tests of Motor and Physical Abilities

You might also want to measure motor abilities, such as finger dexterity, manual dexterity, and (if hiring pilots) reaction time.

Types of Tests

- **Measuring Personality and Interests**

A person's cognitive and physical abilities alone seldom explain his or her job performance. Other factors, like motivation and interpersonal skills, are very important. As one consultant put it, most people are hired based on qualifications, but most are fired for nonperformance. And nonperformance is usually the result of personal characteristics, such as attitude, motivation, and especially, temperament.

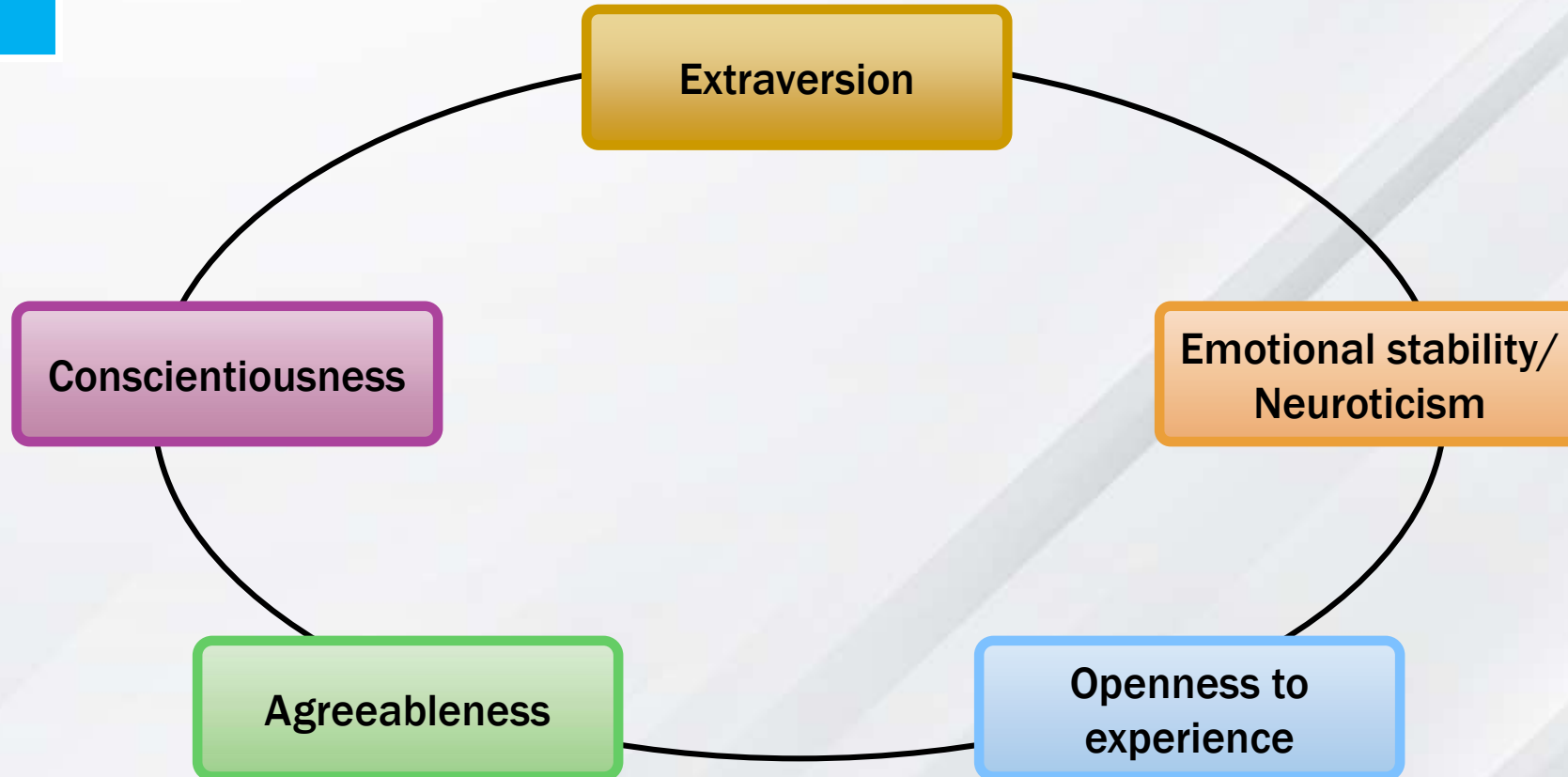
- **Achievement Tests**

Achievement tests measure what someone has learned. Most of the tests you take in school are achievement tests. They measure your job knowledge in areas like economics, marketing, or human resources. Achievement tests are also popular at work.

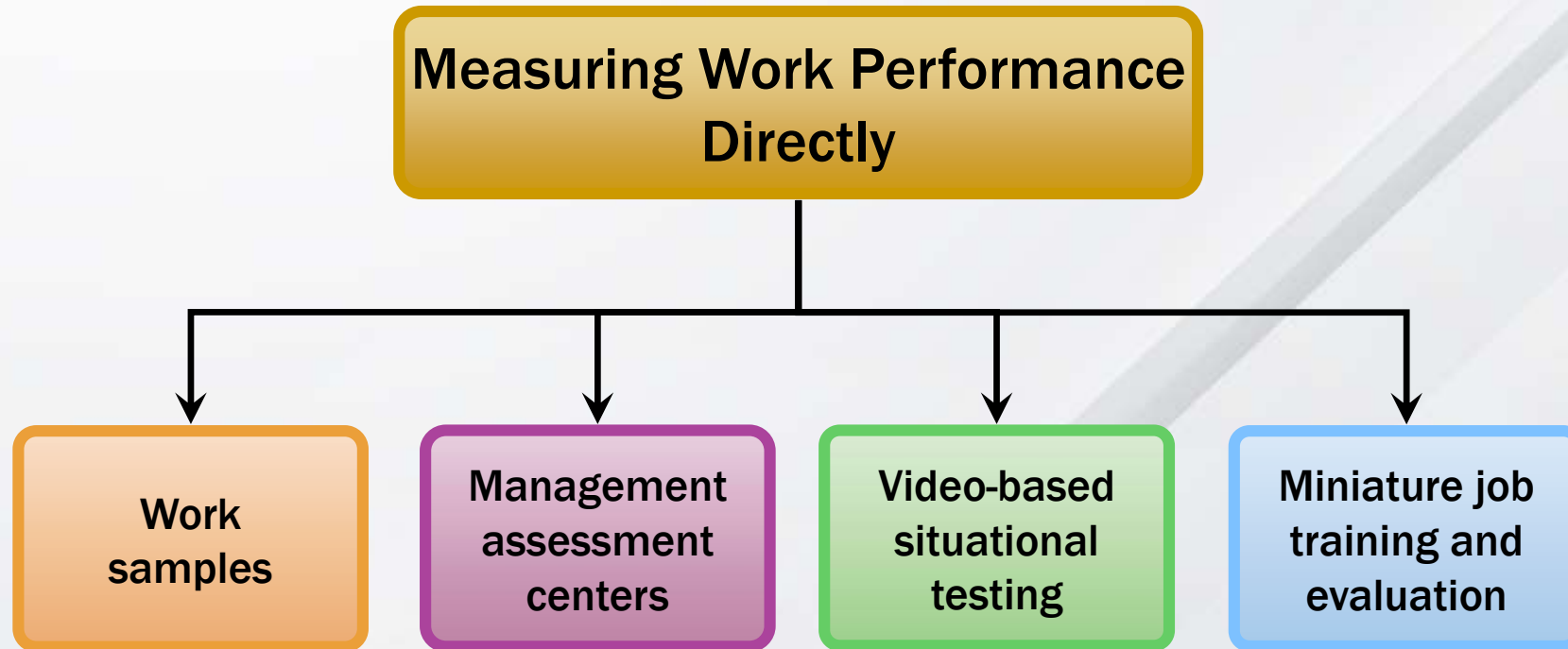
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The “Big Five”



Work Samples and Simulations



Work Samples and Simulations

- Using Work Sampling for Employee Selection

The work sampling technique tries to predict job performance by requiring job candidates to perform one or more samples of the job's tasks.

Work sampling has several advantages. It measures actual job tasks, so it's harder to fake answers. The work sample's content the actual tasks the person must perform is not as likely to be unfair to minorities.

Work Samples and Simulations

- Management Assessment Centers

A management assessment center is a 2- to 3-day simulation in which 10 to 12 candidates perform realistic management tasks (like making presentations) under the observation of experts who appraise each candidate's leadership potential.

- Video-Based Situational Testing

Situational tests require examinees to respond to situations representative of the job. Work sampling and some assessment center tasks (such as in baskets) fall in this category.

Work Samples and Simulations

- The Miniature Job Training and Evaluation Approach

Miniature job training and evaluation means training candidates to perform several of the job's tasks, and then evaluating the candidate's performance prior to hire. The approach assumes that a person who demonstrates that he or she can learn and perform the sample of tasks will be able to learn and perform the job itself.

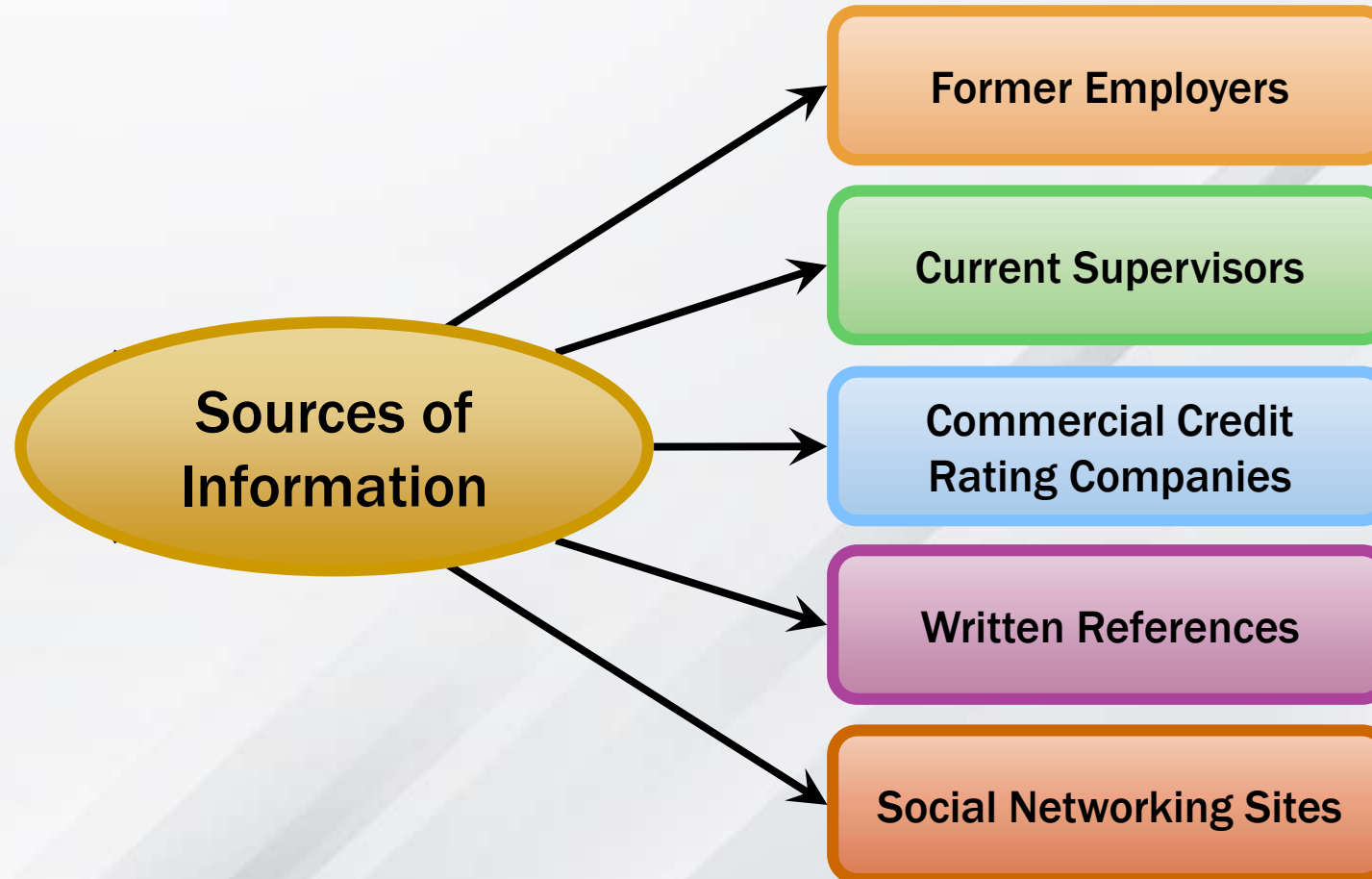
Background Investigations and Other Selection Methods

- Investigations and Checks
 - Reference checks
 - Background employment checks
 - Criminal records
 - Driving records
 - Credit checks
- Why?
 - To verify factual information provided by applicants
 - To uncover damaging information

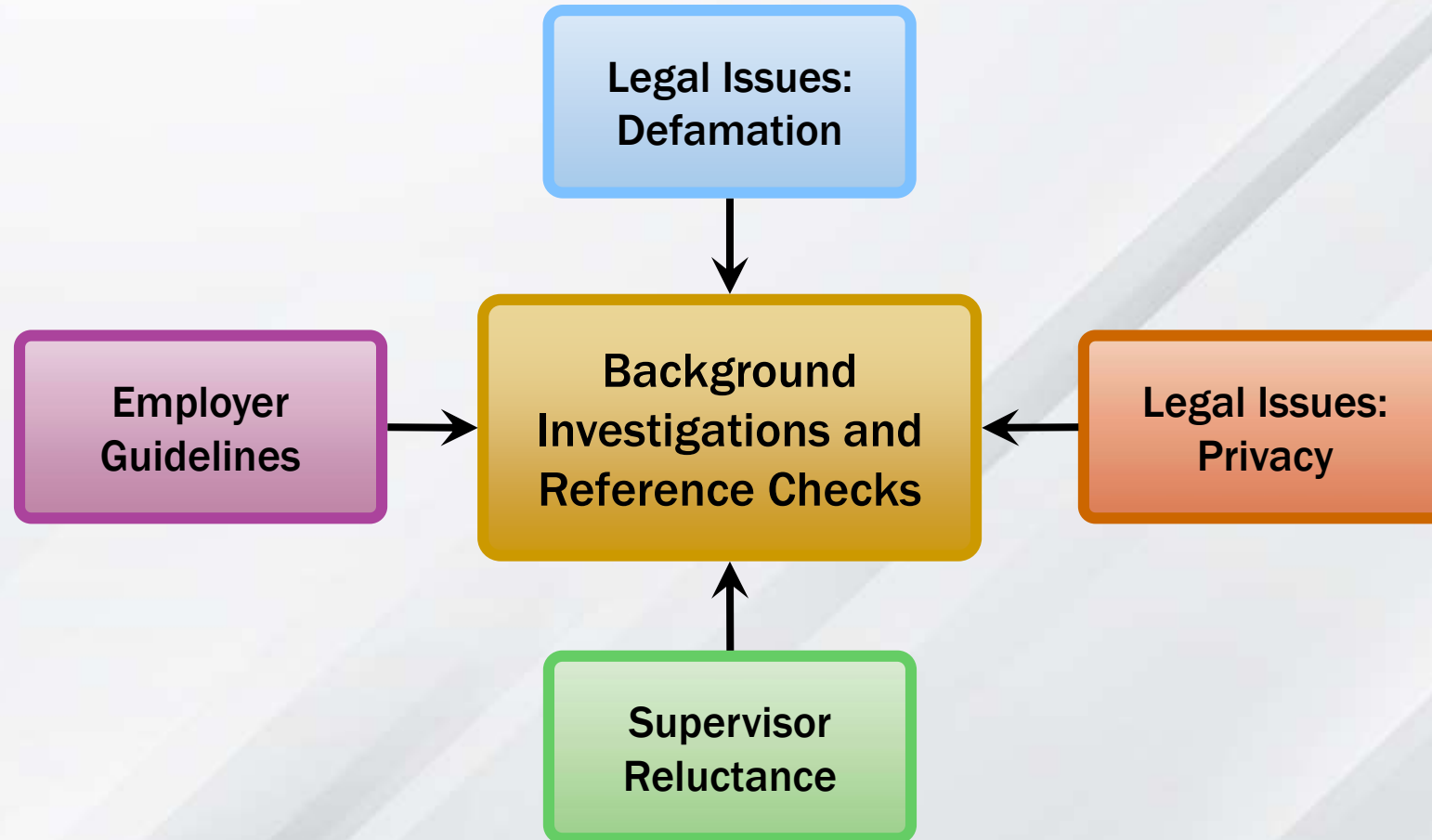
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Background Investigations and Reference Checks



Limitations on Background Investigations and Reference Checks



Making Background Checks More Useful

1. Include on the application form a statement for applicants to sign explicitly authorizing a background check.
2. Use telephone references if possible.
3. Be persistent in obtaining information.
4. Compare the submitted résumé to the application.
5. Ask open-ended questions to elicit more information from references.
6. Use references provided by the candidate as a source for other references.

Honesty Testing Programs: What Employers Can Do

- Antitheft Screening Procedure:
 - Ask blunt questions.
 - Listen, rather than talk.
 - Do a credit check.
 - Check all employment and personal references.
 - Use paper-and-pencil honesty tests and psychological tests.
 - Test for drugs.
 - Establish a search-and-seizure policy and conduct searches.

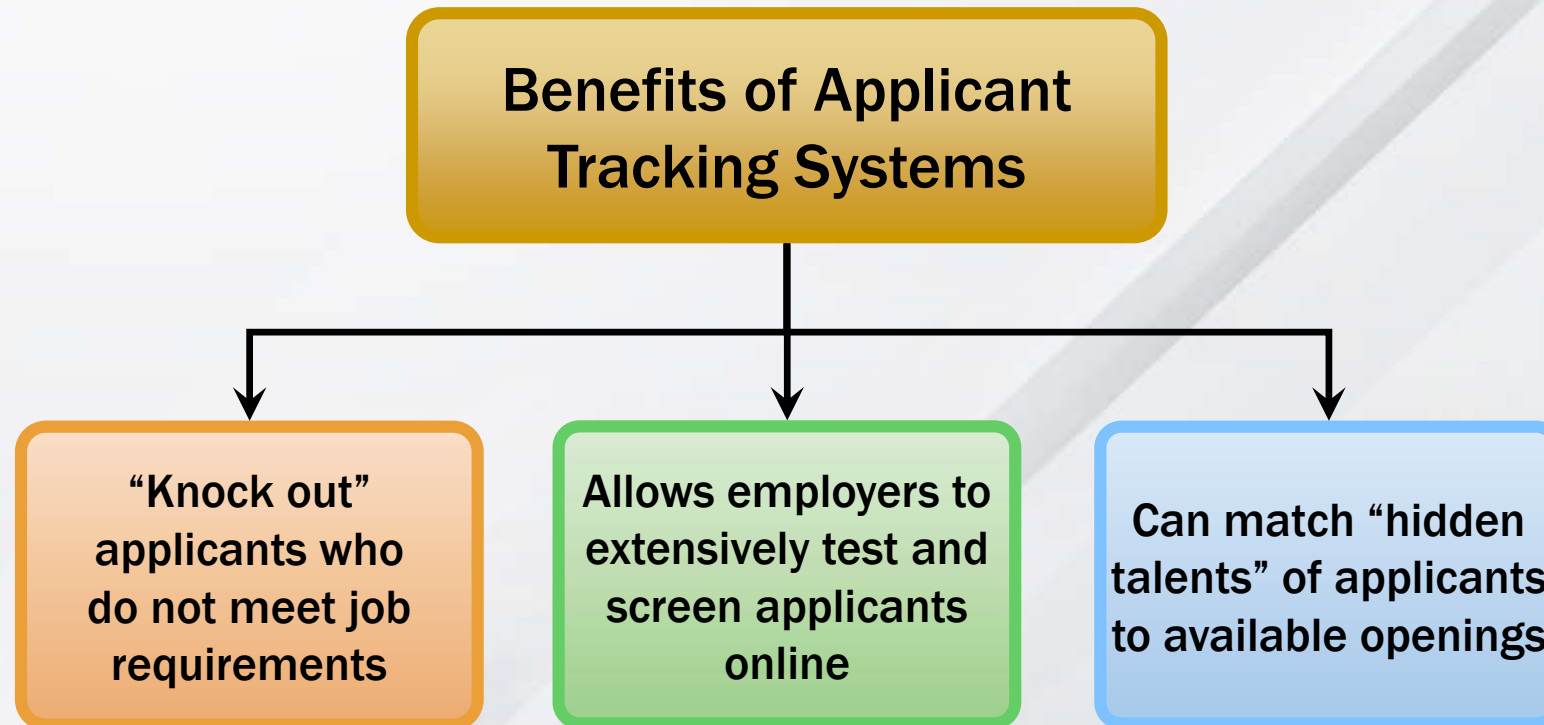
Physical Examinations

- Reasons for preemployment medical examinations:
 - To verify that the applicant meets the physical requirements of the position.
 - To discover any medical limitations to be taken into account in placing the applicant.
 - To establish a record and baseline of the applicant's health for future insurance or compensation claims.
 - To reduce absenteeism and accidents.
 - To detect communicable diseases that may be unknown to the applicant.

Substance Abuse Screening

- Types of Screening
 - Before formal hiring
 - After a work accident
 - Presence of obvious behavioral symptoms
 - Random or periodic basis
 - Transfer or promotion to new position

Improving Productivity Through HRIS: Using Automated Applicant Tracking and Screening Systems (ATS)



CHAPTER SUMMARY

1. Careful employee selection is important for several reasons. Your own performance always depends on your subordinates; it is costly to recruit and hire employees; and mismanaging the hiring process has various legal implications including equal employment, negligent hiring, and defamation.
2. Whether you are administering tests or making decisions based on test results, managers need to understand several basic testing concepts. Reliability refers to a test's consistency, while validity tells you whether the test is measuring what you think it's supposed to be measuring.
3. Whether administered via paper and pencil, by computer, or online, we discussed several main types of tests. Tests of cognitive abilities measure things like reasoning ability and include intelligence tests and tests of specific cognitive abilities such as mechanical comprehension. There are also tests of motor and physical abilities, and measures of personality and interests.

1. What is the difference between reliability and validity? In what respects are they similar?
2. Explain how you would go about validating a test. How can this information be useful to a manager?



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DISCUSSION QUESTIONS



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Thank You



