# C O N T E N T S

# PART ONE An Overview of Human Resource Selection 1 CHAPTER 1 An Introduction to Selection 3

Definition of Selection 3
Collecting and Evaluating Information 3
First Job or Promotion 4
Constraints and Future Interests 5
Selection as Part of P/HRM 6
Selection and Recruitment 8
Steps in the Development of a Selection Program 15
Issues in the Development of Selection Programs 19
Limited Information on Applicants 20
Measurement of Jobs, Individuals, and Work Performance 20
Other Factors Affecting Work Performance 22
Plan of This Book 23

# CHAPTER 2 Legal Issues in Selection 25

Federal Regulation 26
Regulatory Model 26
EEO Laws and Executive Orders 28
Employment Discrimination 33
Discrimination Defined 34
Evidence Required 35
The Use of Statistics 38

xii Contents

Guidelines on Employee Selection Procedures (1978) ction Programs 45 art Cases 48 ry 58 Discrimination 58 of Discrimination 58 of the Organization 59 EHAPTER 2 Uniform Guidelines on Employee Selection Procedures (1978) 63	42
Foundations of Measurement for Human Resource Selection 115	
<b>Human Resource Measurement in Selection</b>	117
s of Measurement: An Overview 117 Measurement in Human Resource Selection 11 ure of Measurement 118 Measurement 122 ion of Selection Measures 129 s Used in Human Resource Selection 131 for Evaluating Selection Measures 135 Constructing Selection Measures 135 g Existing Selection Measures 137 cting New Selection Measures 142 Scores on Selection Measures 150 orms 150 ercentiles and Standard Scores 152	17
Reliability of Selection Measures 157	
nt by Reliability 157 ition of Reliability 159 of Measurement 159 Estimating Reliability 165 est Reliability Estimates 166 or Equivalent Forms Reliability Estimates 170 Consistency Reliability Estimates 172 er Reliability Estimates 178 Reliability Coefficients 181 oes a Reliability Coefficient Mean? 181 gh Should a Reliability Coefficient Be? 185 Influencing the Reliability of a Measure 186 d Error of Measurement 190 ong Reliability Coefficients 192 ity: A Concluding Comment 193	
OUTED OH HE ENGINE OF COMPANY OF COMPANY	rt Cases 48 y 58 Discrimination 58 of Discrimination 59 HAPTER 2 Uniform Guidelines on Employee Selection Procedures (1978) 63  Foundations of Measurement for Huma Resource Selection 115 Guman Resource Measurement in Selection of Measurement: An Overview 117 Measurement in Human Resource Selection 118 Measurement 118 Measurement 129 on of Selection Measures 129 Used in Human Resource Selection 131 for Evaluating Selection Measures 135 Existing Selection Measures 135 Existing Selection Measures 137 ting New Selection Measures 142 Scores on Selection Measures 150 orms 150 orcentiles and Standard Scores 152 Reliability of Selection Measures 157 In by Reliability 157 tion of Reliability 159 f Measurement 159 Estimating Reliability 165 est Reliability Estimates 166 or Equivalent Forms Reliability Estimates 170 Consistency Reliability Estimates 178 Reliability Coefficients 181 oes a Reliability Coefficient Mean? 181 gh Should a Reliability Coefficient Be? 185 Influencing the Reliability of a Measure 186 de Error of Measurement 190 ong Reliability Coefficients 192

Contents xiii

### CHAPTER 5 Validity of Selection Measures 197

An Overview of Validity 197

Validity: A Definition 197

The Relation between Reliability and Validity 198

Types of Validity Strategies 199

Criterion-Related Validity Strategies 199

Concurrent Validity 200

Predictive Validity 204

Concurrent versus Predictive Validity Strategies 206

Requirements for a Criterion-Related Validation Study 206

Content Validity Strategy 207

Some Examples of Content Validation 211

Inappropriateness of Content Validation 213

Content versus Criterion-Related Validity:

Some Requirements 215

Construct Validity Strategy 217

Empirical Considerations in Criterion-Related Validity Strategies 218

Correlation 218

Prediction 223

Factors Affecting the Size of Validity Coefficients 231

Utility Analysis 235

Broader Perspectives of Validity 239

Synthetic Validity 239

Validity Generalization 242

### PART THREE Job Analysis in Human Resource Selection 249

# CHAPTER 6 Preparing for Job Analysis: An Overview 251

Role of Job Analysis in Human Resource Selection 251

A Definition and Model 251

Growth in Job Analysis 254

Legal Issues in Job Analysis 255

Summary 258

Implementation of a Job Analysis 258

Organizing for a Job Analysis 259

Choosing the Job to Be Studied 263

Reviewing the Relevant Literature 266

Selecting Job Agents 272

# CHAPTER 7 Applying Job Analysis Techniques 283

Collecting Job Information 283

A Categorization of Job Analysis Methods 285

A Survey of Job Analysis Methods 286

xiv

The Job Analysis Interview 286 Description 286 Considerations on Applicability 287 An Example 289 Guidelines for Use 293 Limitations of the Job Analysis Interview 993 The Job Analysis Questionnaire Description 295 The Task Analysis Inventory The Position Analysis Questionnaire (PAQ) Supplementary Methods for Collecting Job Information Collection of Job Information: A Comparison of Methods 309 Potential Usefulness of Methods Use of Multiple Job Analysis Methods APPENDIX TO CHAPTER 7 Some Additional Job Analysis Techniques 319

# CHAPTER 8 Incorporating Job Analysis Results in Selection Measures 343

Identification of Employee Specifications 343

Determination of Employee Specifications: The Task Analysis

Approach 345

Determination of Employee Specifications: The PAQ Approach 358

PAQ Items as Employee Specifications 358

PAQ Job Attributes as Employee Specifications 360

Incorporation of Employee Specifications in Selection Instruments 363

Development of a Selection Plan: The Task Analysis Approach 363

Other Approaches to the Identification of Employee Specifications 371

Conclusions 372

# PART FOUR Predictors of Job Performance 377 CHAPTER 9 Application Forms and Reference Checks 379

Application Forms 379

Nature and Role of Application Forms in Selection 379

Legal Implications of Application Forms 380

Selecting Application Form Content 381

Developing and Revising Application Forms 391

Accuracy of Application Form Data 393

Using Application Forms in Human Resource Selection 394

Reference Checks 402

The Role of Reference Checks in Selection 402

Contents xν

> Types of Reference Information Collected 403 Methods of Collecting Reference Data Usefulness of Reference Data Legal Issues Affecting the Use of Reference Checks 411 Recommended Steps for the Use of Reference Checks 415

#### CHAPTER 10 Weighted Application Blanks and Biographical Data

Weighted Application Blanks 421

The Need for Systematic Scoring of Application Forms 421 The Nature of Weighted Application Blanks 421 The Development of Weighted Application Blanks Using WABs in Human Resource Selection 430

Biographical Data 434

What Are Biographical Data? 434 The Development of Biodata Questionnaires 439 Scoring Biodata Questionnaires 443 Measurement and Other Characteristics of Biodata 447 Why Is Biodata a Good Predictor? 451 Criticisms of Biodata 452

#### CHAPTER 11 The Selection Interview 461

Uses of the Interview in Selection 462 Selling the Applicant on the Organization 462 Measuring Applicant KSAs 464 Selection Evaluation by an Organization Member -466Conclusions about the Use of the Interview Discrimination and the Interview 469

Court Cases 469

Some Common Practices 474

A Model of Interviewer Decision Making 475

Pre-Interview Factors 476

Ongoing Interview Factors 478

Attempts to Improve the Interview

Training of Interviewers 479

Developing Appropriate Interview Questions 488

Recommendations for Interview Use: An Example

Restrict the Scope of the Interview 489

Limit the Use of Pre-Interview Data 491

Adopt a Semi-Structured Format 492

Use Job-Related Questions 493

Use Multiple Questions for Each KSA

Apply a Formal Scoring Format 497

Use an Interview Panel

Train the Interviewer 500

xvi Contents

# CHAPTER 12 Ability Tests 505

History of Ability Tests in Selection 505

Definition of Ability Test 506

Mental Ability Tests 507

Development of Mental Ability Tests 508

What Is Measured 509

The Wonderlic Personnel Test 510

The Wechsler Adult Intelligence Scale 511

General Comments about Mental Ability Tests 513

Mechanical Ability Tests 513

The Bennett Mechanical Comprehension Test 514

The MacQuarrie Test for Mechanical Ability 515

Clerical Ability 517

The Minnesota Clerical Test 517

Sensory Abilities 518

Vision 519

Hearing 519

The Validity of Ability Tests 519

The Validity of Occupational Aptitude Tests 520

Validity Generalization Studies 523

Ability Tests and Discrimination 530

Differential Validity 530

Score Differences between Minority and Nonminority

Groups 531

Conclusions 535

On Using Ability Tests in Selection 535

Review Reliability Data 536

Review Validity Data 537

# CHAPTER 13 Personality Assessment 543

Definition and Use of Personality in Selection 544

Arguments for Use in Selection 544

Evidence against Use in Selection 545

Personality Traits 546

Interaction of Personality Traits and Situations 548

Personality Measurement Methods 551

Inventories in Personality Measurement 551

The Interview in Personality Measurement 560

Behavioral Assessment in Personality Measurement 565

Factors in the Appropriate Use of Personality Data 567

Define Personality Traits in Terms of Job Behaivors 56

The Appropriateness of the Selection Instrument 569

The Nature of Job Performance 570

Contents

### CHAPTER 14 Performance Tests and Assessment Centers 575

Performance Tests 575

Differences from Other Selection Devices 575

Limitations 577

Consistency of Behavior 578

Examples of Performance Tests 579

The Development of Performance Tests 582

An Example of the Development of a Performance Test 590

The Effectiveness of Performance Tests 593

Assessment Centers 595

The History of Assessment Centers 595

Assessment Centers in Industry 596

Assessment Center Exercises 597

The Effectivness of Assessment Centers 608

# CHAPTER 15 Honesty Testing, Graphology, and Drug Testing 615

Honesty Testing 615

Polygraph Testing 615

Paper-and-Pencil Honesty Tests 619

Graphology 624

Three Schools of Graphology 625

Analysis of Handwriting Features 627

Validity of Graphology in Selection 628

Drug Testing 635

Drug Tests 636

Legal Issues in Employment Drug Testing 639

Guidelines for Drug Testing Programs 641

# PART FIVE Criteria Measures 645

# CHAPTER 16 Measurement of Job Performance 647

Types of Job Performance Measures 648

Production Data 649

Personnel Data 651

Training Proficiency 654

Judgmental Data 657

Appropriate Characteristics of Selection Criteria Measures 665

Individualization 666

Controllability 666

Relevance 667

Measurability 667

Reliability 668

Differentiation 668

xviii Contents

Practicality 669
Lack of Contamination 669
Specificity for Selection 670
Concluding Comments 671
Single versus Multiple Criteria 671
When to Use Each 671
Forming the Single Measure 672
Work Measurement and EEO Issues 673
The Uniform Guidelines 674
Court Decisions 674