

# Chapter 5

## Personnel Selection & Placement



# Learning Objectives

- 1. Establish the basic scientific properties of selection methods— reliability and validity.
- 2. Discuss how the particular characteristics of a job, organization, or applicant affect the utility of any test.
- 3. Grasp the common methods used in selecting human resources.
- 4. Describe the degree to which each of the common methods used in selecting hr meets the demands of reliability, validity and utility.

# ▪ Chapter Outline

- I. Basic Values of Selection
- II. Interviewing Candidates
- III. Behavioral Event Interview (BEI)
- IV. Employee Testing And Selection
- V. Work Samples and Simulations

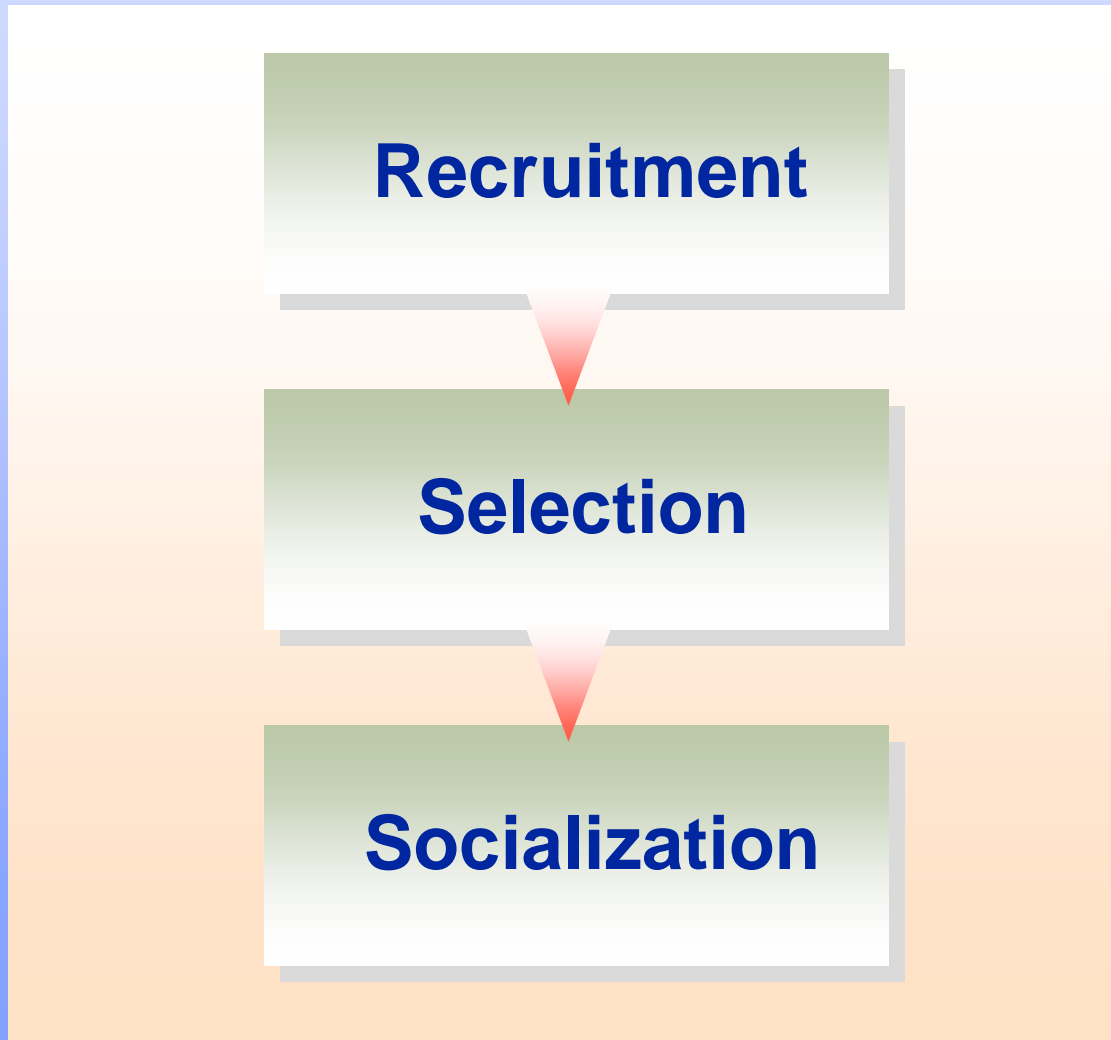
# **I. Basic Values of Selection**

**1.1 The hiring process**

**1.2 What to select for?**

# 1.1 The hiring process

# The Hiring Process



# Recruitment

Recruitment is the process of generating a pool of qualified candidates for a particular job.

# Selection

**Selection is the process of making a “hire” or “no hire” decision regarding each applicant for a job.**



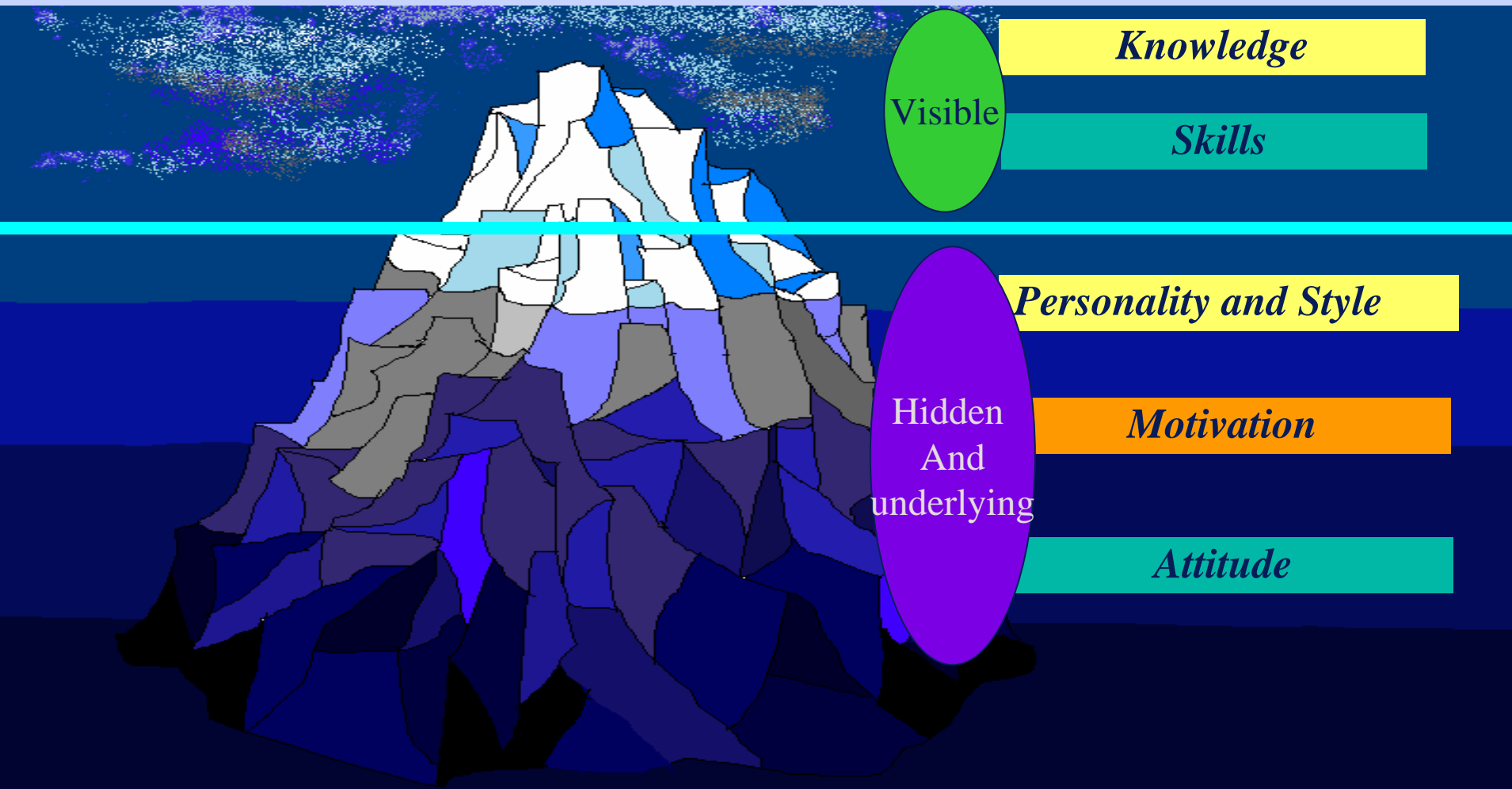
# Socialization

Socialization involves orienting new employees in the organization in which they will be working.

## 1.2 What to select for?

- Competency: *underlying characteristic*  
*Of an individual that is causally related to  
Superior performance in a job or situation.*

# The Iceberg Model: ‘才’ vs ‘人’






# **Management Skills Builder: Discussion 1**

# Discussion

- Suppose you could not find the ideal Candidate who is totally qualified both on surface, task-related skills (A) and on hidden competencies (B) , What would you mainly select for? A OR B? Why?
- Which one is more important, choosing the right person or developing the person?



👉 盖洛普的观点：  
选对人比培养人重要

# 👉 微软:求“人”，不求“才”

- 计算机业一年一更新，任何大学毕业生都很难是完全合适的“才”，因而微软并不重视所谓名校品牌或是高学历。只要是一个人，完全可以在进入微软后边学边做，并很快成为“才”。微软要的所谓“人”，必须聪明、好学、踏实、自信，具备良好的道德和较强的团队精神，如同“璞玉”，微软愿意承担雕琢的工作。

# Restricted Range Effect

In higher level technical ,marketing, Professional, and managerial jobs,almost everyone has an IQ of 120 or above and and advanced degree from a good university. What distinguishes superior performers in these jobs is motivation, interpersonal skills.

It follows that underlying competency studies are the most cost-effective way to staff these positions.



# **II. Interviewing Candidates**

**2.1 Introduction of Interview**

**2.2 Factors Undermining  
Successful Interview**

**2.3 Interview Administration**



## 2.1 Introduction of Interview

# How Interviews Are Structured

- ◆ Directive
  - Nondirective



# Content

Interview content  
Situational

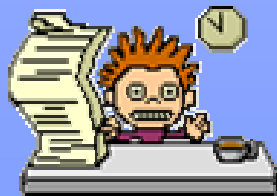


Behavioral

Job related



Stress





## Puzzle Questions

“Mike and Todd have \$21 between them. Mike has \$20 more than Todd. How much money has mike, and how much money has Todd?”

\$20.50



\$0.50

# Computerized Interviews

- Computers, not people
- Specific questions
- Multiple-choice format
- Rapid-fire sequence
- Requires concentration
- Helps reject unacceptable candidates
- Saves time

# Are Interviews Useful?

- Interviews are a good predictor of performance
- Interviews should be structured and situational
- Be careful what types of traits you try to assess





## 2.2 Factors Undermining Successful Interview



# What Can Undermine Success in an Interview?

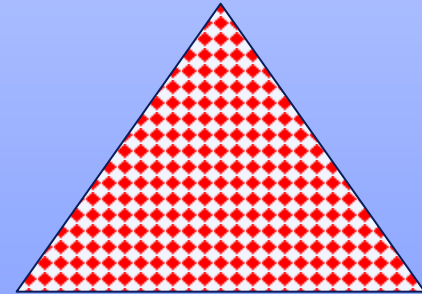
- First impressions
- Job misunderstanding
- Candidate order error
- Interviewer behavior
- Personal characteristics
- Nonverbal behavior management



# Frequently Used Shortcuts in Judging Others

## **selective perception**

People selectively interpret what they see on the basis of their interests, background, experience, and attitudes.



# Frequently Used Shortcuts in Judging Others

## halo effect

Drawing a general impression about an individual on the basis of a single characteristic.

---

## contrast effects

Evaluation of a person's characteristics that are affected by comparisons with other people recently encountered who rank higher or lower on the same characteristics.



# Frequently Used Shortcuts in Judging Others

## projection

Attributing one's own characteristics to other people.

## stereotyping

Judging someone on the basis of one's perception of the group to which that person belongs.



# Effect of Personal Characteristics

- Attractiveness



- ◆ Gender



- ◆ Race



## 2.3 Interview Administration

# Interview Administration

- How it's administered

- ◆ Personal

- ◆ Unstructured sequential

- ◆ Structured sequential

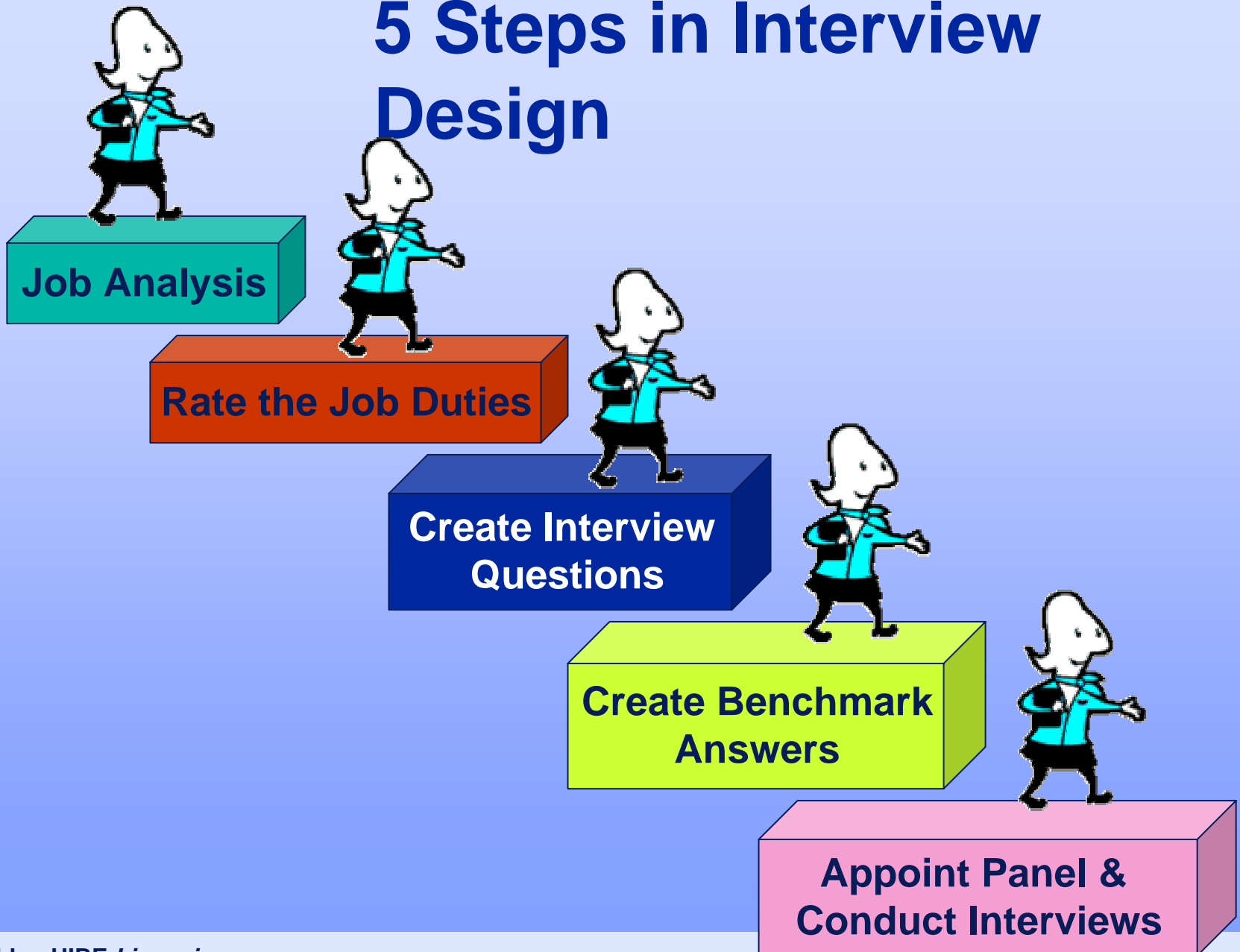
- ◆ Panel

- ◆ Mass

- ◆ Computerized



# 5 Steps in Interview Design



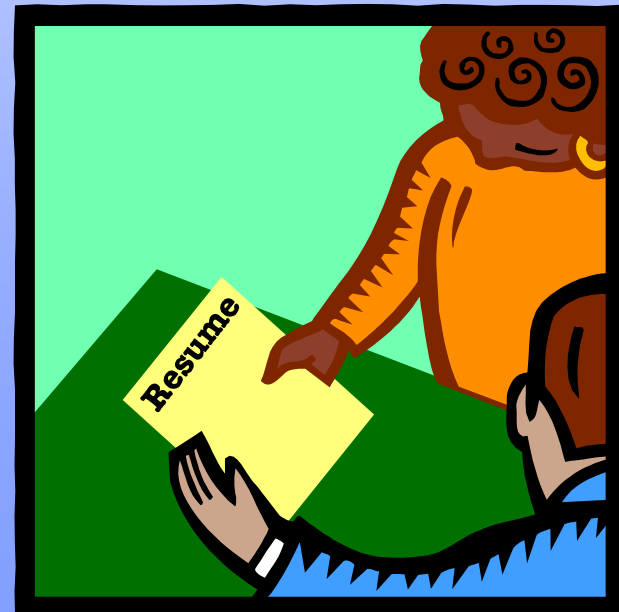


# Structured Interview

The structured interview is based directly on a thorough job analysis. It applies a series of job-related questions with *predetermined answers* consistently across all interviews for a particular job.

# How to Structure and Conduct Your Interview

- Base questions on actual job duties
- Use objective criteria to evaluate
- Train interviewers
- Use same questions

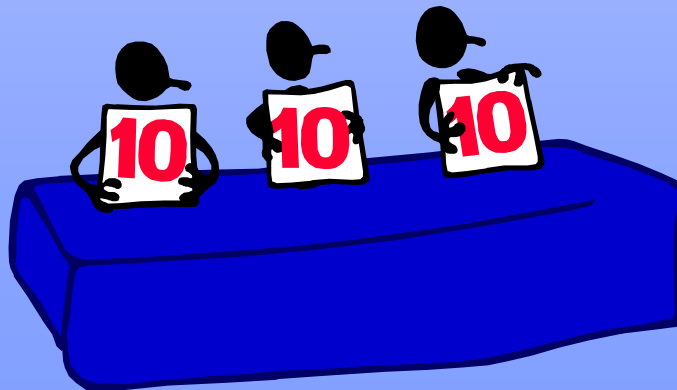


# Examples of Structured Interview Questions

Type	Example
<b>Situational</b>	<b>You're packing things into your car and getting ready for your family vacation when it hits you that you promised to meet a client this morning. You didn't pencil the meeting into your calendar and it slipped your mind until just now. What do you do?</b>
<b>Job Knowledge</b>	<b>What is the correct procedure for determining the appropriate oven temperature when running a new batch of steel?</b>
<b>Worker Requirements</b>	<b>Some periods are extremely busy in our business. What are your feelings about working overtime?</b>

# How to Structure and Conduct Your Interview

- Rating scales to rate answers
- Use panel interviews
- Use a structured interview form
- Control the interview





## Prepare for the Interview

- Do interview in a quiet room with no interruptions
- Review resume and make notes
- Know the duties of the job
- Focus questions on skills that are a must
- Don't make snap judgments

# Establish Rapport & Ask Questions



- Put the interviewee at ease
- Begin interview with an ice breaker
- Be aware of the applicant's status
- Follow your list of questions
- Ask for examples



## Close and Review

- Leave time to answer questions
- End on a positive note
- Review notes and fill in structured form
- Timely review reduces snap judgments

# III. Behavioral Event Interview (BEI)

**3.1 Traditional Interview Strategies  
& their problems**

**3.2 Characteristics of BEI**

**3.3 Problems in conducting BEI**

**3.4 Case Analysis: Interview questions  
*of Procter & Gamble***



# 3.1 Traditional Interview Strategies & their problems





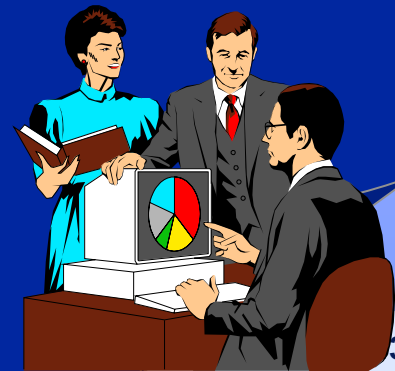
**Could the interview questions  
Really help you choose the right  
person?**

**Could the interview questions  
successfully predict the applicants  
Future work performance?**

# On the Spot Discussion 1

Which types of questions or techniques are often used in the interview?

From the perspective of predicting Applicants' future performance, what do you think of these types of questions ?



# Traditional interview Strategies And their problems

1 The *Therapist.*

“tell me about yourself”

2 The *Theorist.* values or beliefs

“Why did you.....”

3 The *fortune teller*

“What would you do if.....”

## Questions

**Which one could better predict applicants  
Future performance? His past behavior patterns  
or his opinions, likes or dislikes, etc?**

# Behavioral Event Interview

Assumption: Real event could better predict

Applicants' future performance than the "filtered"

Answers.

Applicants are required to describe his behavior In the event in details,as if he were showing a Video program so that interviewers could vividly 'See' moving pictures in their minds.



## 3.2 Characteristics of BEI

- Ask for behaviors or detailed events ,don't ask for people's feelings ,judgment,etc.
- Don't ask “why”,ask “how” and “what”
- Often use superlative form of adjectives such as “worst””best”or ”most”

# Pointers on getting a complete story

- 1. “what was the situation?” “what events led up to it?”
- 2. “who was involved?”
- 3. “What did you think ,feel or want to do in the situation?”
- 4. “What did you actually do or say?”
- 5. “What was the outcome?What happened?”



# “STAR”

- S: situation
- T: target
- A: action
- R: result

## ★练习1： 判断下列句子是否为行为描述式问题

- 1 到这里来之前，你做了什么事情？
- 2 这幅画好看吗？
- 3你昨天忙些什么？
- 4 你感觉工作顺心吗？
- 5 小张为什么揍了你一顿？
- 6 你怎么拍这张照片的？
- 7 你认为你的管理风格是什么样的？
- 8 你怎样管理那些业绩很差的员工？
- 9 你为什么这么晚才来？

是： 1、 3、 6、 8

否： 2、 4、 5、 7、 9

11 总经理吩咐你做些什么？

12 你的上司是如何激怒你的？

13 你喜欢吃什么菜？

14 过去一年你在工作之余是怎么消遣的？

15 你认为管理者应当如何对待那些不循规蹈矩的员工？

是： 11、 12、 14

否： 13、 15

能力	理论性问题	诱导性问题	行为描述式问题
协作能力	你将如何对待难缠的部下	你善于化解矛盾吗？	告诉我，作为一名领导，你曾经如何对付一些难缠的部下？
销售能力	你认为你能卖出商品的原因是什么？	我们的销售目标很高，你能应付这种挑战吗？	谈谈过去一年中，你成交的最大的一笔生意。你是如何做成的。
解决问题能力	你将如何处理生产中出现的问题？	你能排除机器设备的故障吗？	请你说说你最近遇到的一个有关仪器、设备等方面的问题。你是如何解决的。

能力	理论性 问题	诱导性 问题	行为描述式 问题
安全意识	你感到工作中安全问题的 重要性如何？	听起来你是 个小心谨慎的 的人，对吗？	请谈谈你所发现的 你认为是不安全 情况。具体情景 怎样？你怎么做的？
应变能力	你如何看待 工作中，你 不得不改变 自己的工作 安排以适应 各种变化的 情况？	一个月内你先后 干了四种不同 的工作，你会 烦吧？	请谈谈你工作中 不得不适应变化 的经历。当时 的情况怎样？ 你是如何处理 和应对的？结果 怎样？

## ✿练习2： 改写句子

- 1 你容易与同事相处吗？
- 2 你对挑战性的工作有什么看法？
- 3 你有足够的能力单独处理比较困难的工作吗？
- 4 你承受工作压力的能力如何？
- 5 你喜欢与什么人合作？



**What are some of problems or  
Difficulties interviewers may meet  
in conducting BEI?**

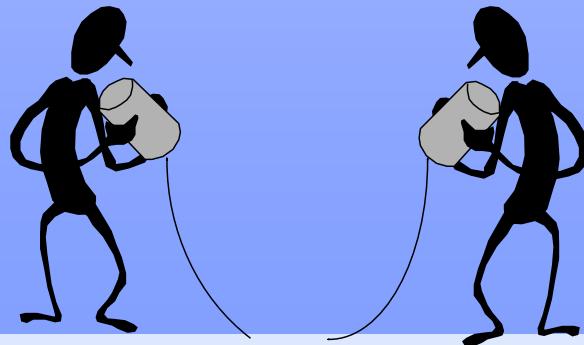
## 3.3 Problems in conducting BEI

- 1. The interviewee Can't think of a specific event.
  - Put him/her at ease.
  - Remain silent for about 15 seconds.
  - Paraphrase the question.
  - Immediately reinforce him/her for useful responses.



## 2. *Vagueness*

- Immediately ask for a an example.
- Probe for specifics.
- Ask interviewees to recreate the situations in “dramatic dialogue” form .



- 3. The interviewee is concerned about confidentiality.
- 4. The interviewee “runs away”.



## 3.4 Case Analysis: Interview questions of *Procter & Gamble* (宝洁公司的面试问题分析)



# *Procter & Gamble*

- 1. Describe an instance where you set your sights on a high/demanding goal and saw it through completion.**
- 2. Summarize a situation where you took the initiative to get others going on an important task or issue, and played a leading role to achieve the results you wanted.**
- 3. Describe a situation where you had to seek out relevant information, define key issues, and decide on which steps to take to get the desired results.**

- 4. Describe an instance where you made effective use of facts to secure the agreement of others.**
- 5. Give an example of how you worked effectively with people to accomplish an important result.**
- 6. Describe a creative/innovative idea that you produced which led to a significant contribution to the success of an activity or project.**
- 7. Provide an example of how you assessed a situation and achieved good results by focusing on the most important priorities.**
- 8. Provide an example of how you acquired technical skills and converted them to practical application.**



# **Management Skills Builder: Discussion 2**

## Discussion 2

- You are a sales manager and you are trying to select several salesperson from UIBE students. You think candidates' interpersonal skills or their personality are very important for their success.
- Using BEI technique , please design some interview questions to test the candidates' interpersonal skills or their personality .

# **IV. Employee Testing And Selection**





Are you prone  
to  
accidents at  
work?  
This test helps  
you  
rate your  
chances

# Using Tests at Work

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 Testing

Visit



Their tests reduce costs and raise quality

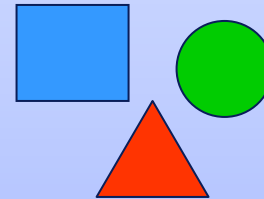


# Types of Tests



- Cognitive

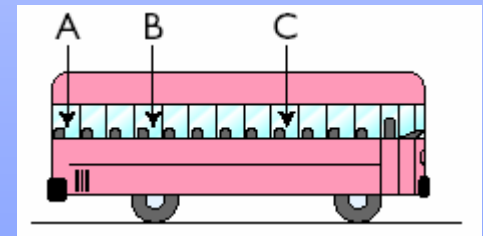
- ◆ Intelligence quotient
- ◆ Specific cognitive abilities or aptitude



Which shape has the greatest area?

- ◆ Motor and physical ability

- Dexterity



Smoothest ride?  
A, B, or C?

# Types of Tests

- Personality and interests
  - ◆ Interest inventories
  - ◆ Achievement



What is 'tolerance'?



# How to Choose the Tests?

Choose tests that measure attributes needed for success and combine into a **test battery** that measures an array of possible predictors such as aggressiveness, extroversion and numerical ability



# Choose the Tests



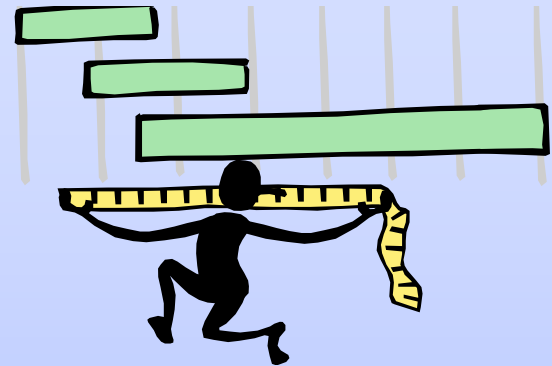
Available tests include:

- ◆ Psychological
- ◆ Intellectual
- ◆ Technical
- ◆ Aptitude
- ◆ Interest inventories
- ◆ Reliability inventories
- ◆ Clerical skills test
- ◆ Telemarketing ability tests
- ◆ Service ability tests
- ◆ Management aptitude test
- ◆ Team skills test
- ◆ Sales ability test

Visit Applied Assessments



# Testing Concepts



- **Test validity** checks whether or not a test measures what it is supposed to measure
- ◆ **Test reliability** = a test's consistency or accuracy
- ◆ **Validity** and **reliability** aid in effective applicant selection



# Types of Tests

- *Wonderlic* personal characteristics inventory measures general mental ability
- *Predictive Index* measures work-related personality traits, drives, and behaviors
- *Projective techniques* like MAPS, HTP, and Forer Structured Sentence Completion



# Even More About Tests!

- Effectiveness
- The “Big Five”
  - ◆ Interest Inventories
  - ◆ Achievement Tests



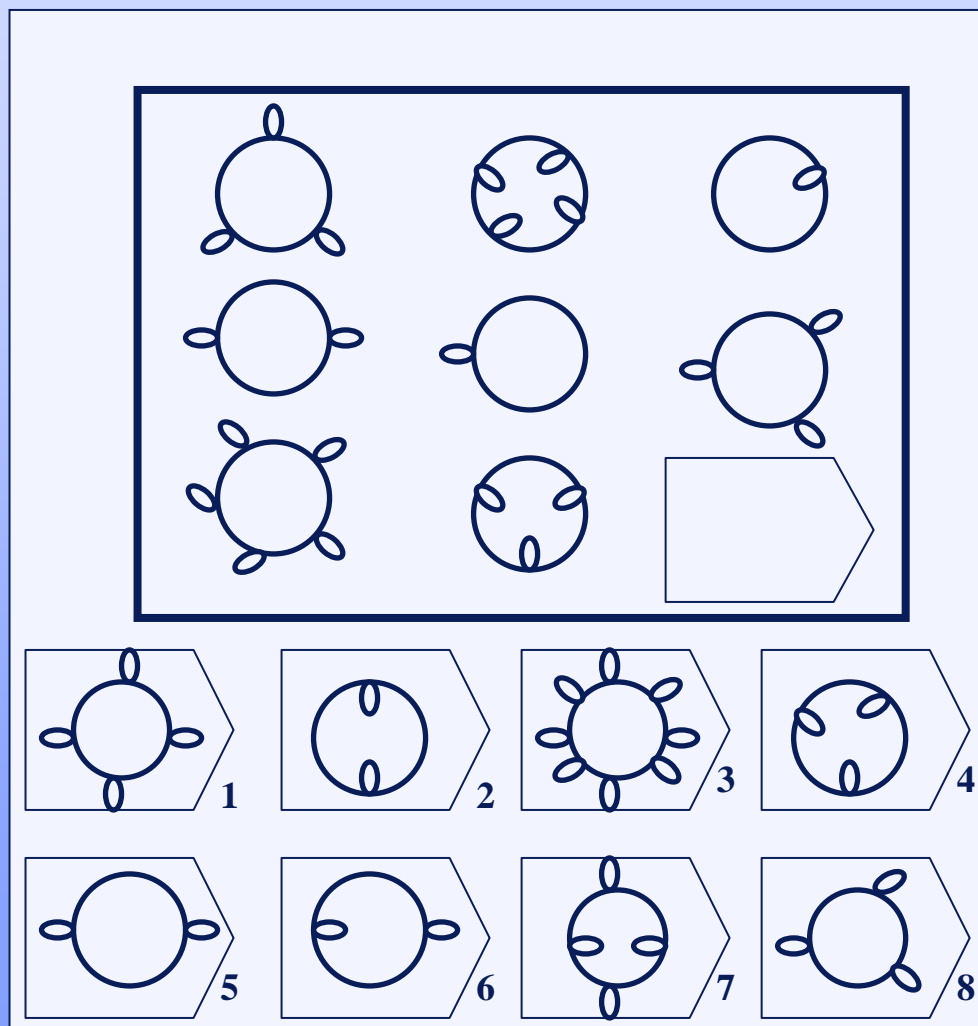
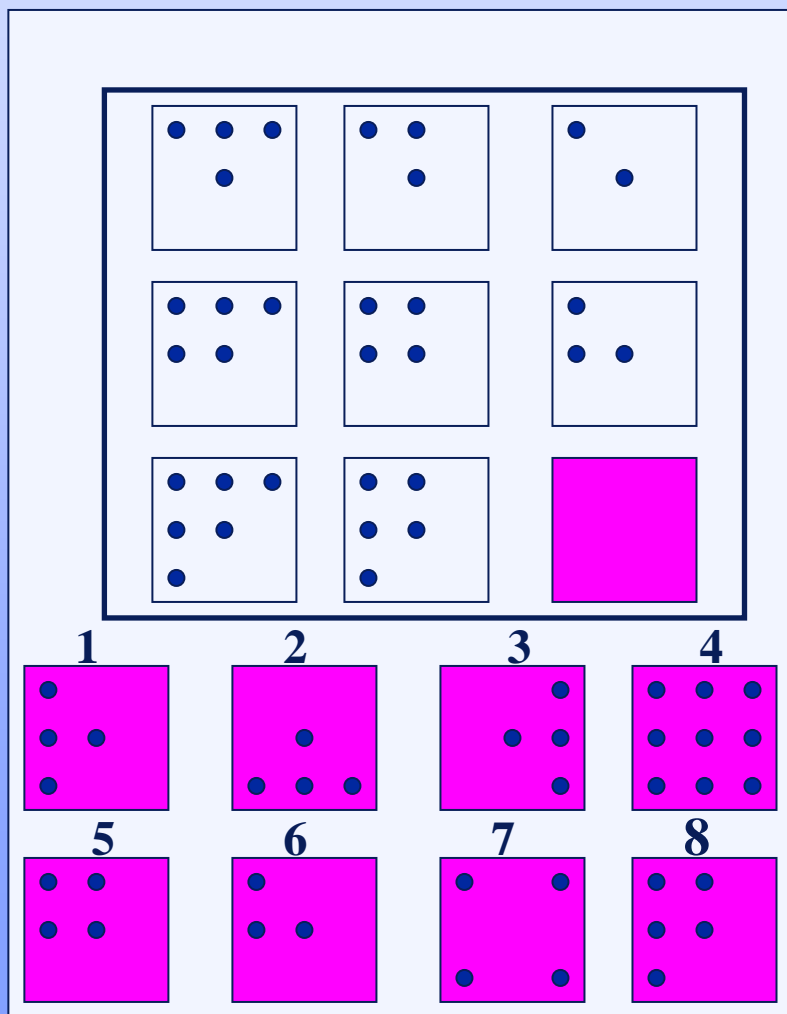


## Smart or Personable



- Both personality and intelligence drive careers
- When defining career success in terms of *intrinsic* and *extrinsic success*, conscientiousness predicted both
- Neuroticism negatively predicted extrinsic success
- Intelligence positively predicted extrinsic career success

# 认知能力测验举例：瑞文推理测验



# 能力倾向测验主要维度

## 言语理解

考察被测评者是否善于运用语言文字进行交流和思考，能否迅速而准确地理解文字材料内涵的能力。

## 判断推理

考察被测评者是否善于发现和理解事物间的关系，能否利用有关信息对所面临的问题进行分析和判断。

## 数量关系

考察被测评者是否善于理解、把握事物间的量化关系，以及解决数量关系问题的技能技巧。

## 资料分析

考察被测评者对各种形式的图表资料的综理解与分析能力。

## 思维策略

考察被测评者是否善于从多种角度考虑问题解决策略，从已有信息中发现重要的问题解决线索，灵活而有创造性地解决问题。

# 能力倾向测验题目举例：判断推理

## 例题1:

钢铁被用来建造桥梁、摩天大楼、地铁、轮船、铁路和汽车等，被用来制造几乎所有的机械，还被用来制造包括农民的长柄大镰刀和妇女的缝衣针在内的成千上万的小物品。

这段话主要支持了这样一种论点，即钢铁

- A. 是一种丰富的金属。      B. 具有许多不同的用途。  
C. 是所有金属中最坚固的。      D. 是唯一用于建造摩天大楼和桥梁的物质。

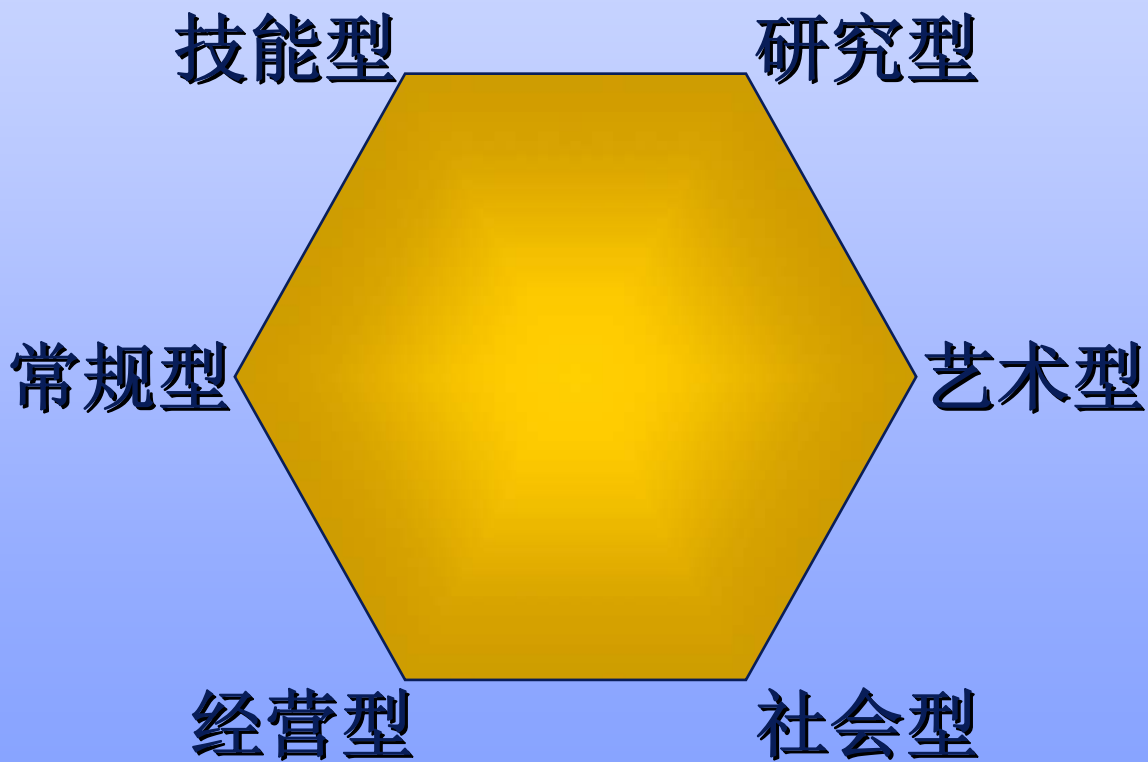
## 例题2:

将下列事件按发生的先后顺序排序：

(1)收集书籍(2)购买材料(3)打造书架 (4)雇用木工(5)排列书籍

- A. 4-3-1-2-5    B. 1-4-2-3-5    C. 4-3-2-1-5    D. 3-2-1-5-4

# 职业兴趣测验：六边形模型



# 职业兴趣测验：职业兴趣类型之一

## 艺术取向

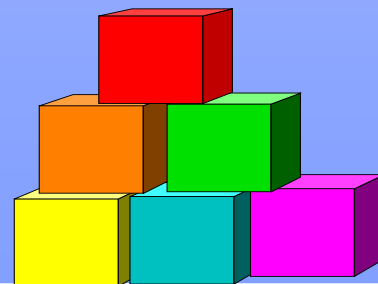
喜欢艺术性工作，如音乐，舞蹈，歌唱等。这种取向类型的人往往具有某些艺术技能，喜欢创造性的工作，富于想象力。这类人通常喜欢同观念而不是事务打交道的工作。他们较开放、好想象、独立、有创造性。



# 职业兴趣测验：职业兴趣类型之二

## 常规取向

喜欢传统性的工作，如记帐，秘书，办事员，以及测算等工作。这种人有很好的数字和计算能力，喜欢室内工作，乐于整理、安排事务。他们往往喜欢同文字、数字打交道的工作，比较顺从、务实、细心、节俭、做事利索、很有条理、有耐性。





# 职业兴趣测验：职业兴趣类型之三

## 经营取向

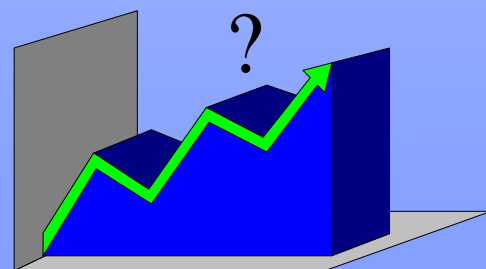
喜欢诸如推销、服务、管理类型的工作。这类人通常具有领导才能和口才，对金钱和权力感兴趣，喜欢影响、控制别人。这种人喜欢同人和观念而不是事务打交道的工作。他们爱户外交际、冒险、精力充沛，乐观，和蔼、细心、抱负心强。



# 职业兴趣测验：职业兴趣类型之四

## 研究取向

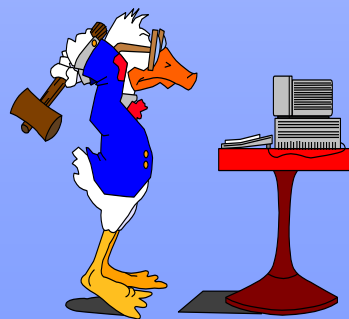
喜欢各种研究性工作，如实验室研究人员，医师，产品检查员等。这类人通常具有较高的数学和科学研究能力，喜欢独立工作，喜欢解决问题；喜欢同观念而不是同人或事务打交道。他们逻辑性强，好奇，聪明，仔细，独立，安详，俭朴。



# 职业兴趣测验：职业兴趣类型之五

## 技能取向

喜欢现实性的实在的工作，如机械维修，木匠活，烹饪，电气技术等，也称“体能取向”、“机械取向”。这类人通常具有机械技能和体力，喜欢户外工作，乐于使用各种工具和机器设备。这种人喜欢同事务而不是人打交道的工作。他们真诚、谦逊、敏感、务实、朴素、节俭、腼腆。



# 职业兴趣测验：职业兴趣类型之六

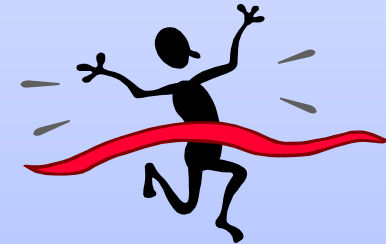
## 社交取向

喜欢社会交往性工作，如教师，咨询顾问，护士等。这类人通常喜欢周围有别人存在，对别人的事很有兴趣，乐于帮助别人解决难题。这种人喜欢与人而不是与事务打交道的工作。他们助人为乐，有责任心，热情，善于合作，富于理想，友好，善良，慷慨，耐心。



# Motivation Test: McClelland's Needs

**Need for Achievement:** The desire to perform challenging tasks well and to meet one's own high standards.



**Need for Affiliation:** The desire to establish and maintain good relations with others.



**Need for Power:** The desire to exert emotional and behavioral control or influence over others.



成就动机、亲和动机和权力动机。

权力动机的表现：

- 影响和控制他人的欲望
  - 直接的支配行为
- 对他人产生强烈激情
  - 热衷于说服他人
  - 主动给予帮助

## 亲和需要表现为：

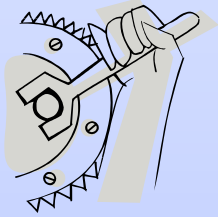
- 建立亲密人际关系的欲望；
- 寻求建立和保持亲密的友谊关系
- 关注人际隔阂
- 视团组活动为社交性质

## 成就需要表现为：

- 具有强烈的追求卓越、力争成功的内驱力。
- 努力超越他人
- 建立自己的优秀标准
- 追求独特的具有创新的成就
- 制订长期的事业计划

# V. Work Samples and Simulations





# Work Sampling for Employee Selection

- **Work samples** measure actual on-the-job tasks
- **Work sampling technique** measure how one performs some of the job's basic tasks

Definition

# Management Assessment Centers

A **management assessment center** is a two to three-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



# Typical MAC Exercises

- The In-basket
  - Leaderless group discussion
  - Management games
- 
- ◆ Individual presentations
  - ◆ Objective tests
  - ◆ The interview

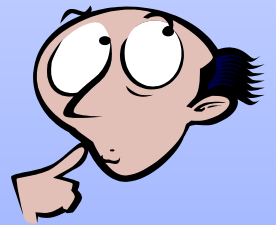


# Video Based Situational Tests

Presents candidate with several scenarios:



Well, I'm glad you're here.



Oh? Why is that?

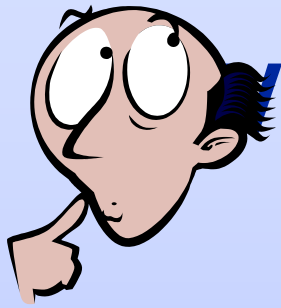
Look at this place, that's why! I take a day off and come back to find this mess.



But I didn't work late last night.



Maybe not but this has happened before.



# Video Based Situational Tests

**If you were this associate what would you do?**

- a. Let the other associates responsible for the mess know that you had to take the heat.
- b. Straighten up the department, and try to reason with the manager later.
- c. Suggest to the manager that he talk to the other associates who made the mess.
- d. Take it up with the manager's boss.
- e. Quit!



## End of Chapter Activity



- **In groups, prepare an interview (including a sequence of at least 20 questions) you'll use to interview candidates for the job teaching a course in Human Resources Management. Each group should present theirs in class.**

The students should use this opportunity to design their own interview questions using the suggestions given in the chapter.