

Recruitment

Recruitment and Selection Process



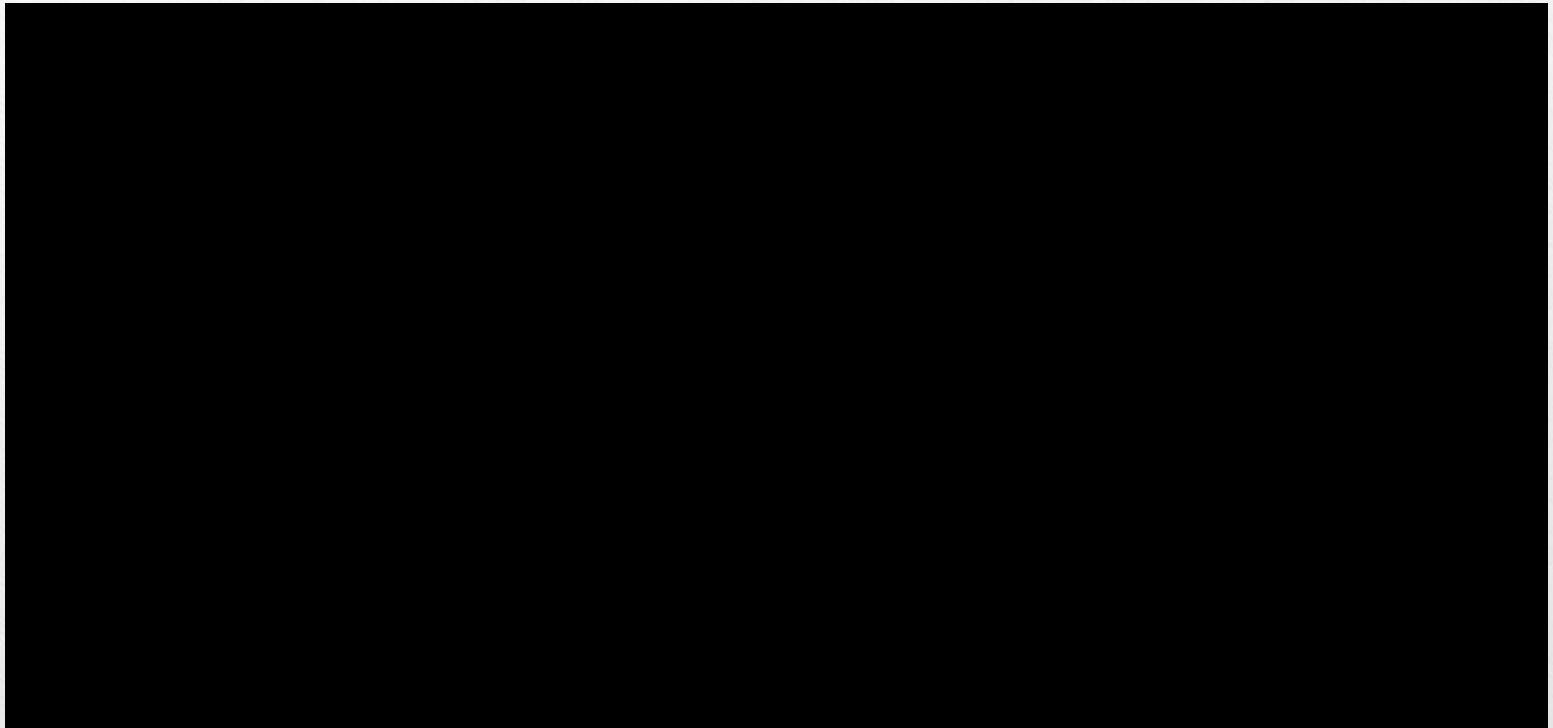
Competencies

- Boyatzis (1982) argues that competencies are characteristics that are causally related to effective and/or superior performance in a job. This means that there is evidence that indicates that possession of the characteristic precedes and leads to effective and/or superior performance in that job.
- **K**nowledge + **S**kills + **A**ttitudes = Competencies
(also known as KSAs)

The Costs of Getting it Wrong

- Recruitment and selection is expensive and further costs of getting it wrong may be incurred through:
 - Poor standards affecting productivity
 - Ineffective employees lowering morale
 - Implementing disciplinary procedures
 - Terminating contracts
 - Repeating the recruitment and selection procedure

How to master recruitment in the 21st century?



Reliability and Validity of Selection Methods

- Reliability
 - Consistency in measurements
- Validity
 - Measurements assess what it was designed to do
- Effective Job Analysis
 - Clearer criteria = high validity = accuracy in prediction

Reliability and Validity of Selection Methods

Brogden & Taylor (1950) argue:

- Data provided is useful to the selector.
- Selectors become aware of their idiosyncrasies based on the criteria
- It identifies what is lacking

Reliability

- **Test-retest reliability**

On repeated administration, the distribution of scores amongst a sample of a population should remain consistent.

- **Split-half reliability**

One half of sample given 1st half of test, other half of sample given 2nd half of test – distributions of scores should remain consistent.

Validity

- **Content validity**

Accuracy of instrument's items

- **External validity**

How well the measure performs on real samples

- **Concurrent validity**

The extent to which test results conform (or concur) with those from other valid measures

- **Predictive validity**

The extent to which the individual's test scores are predictive of their future performance in relation to the criterion

The Range Restriction of Predictive Validity

There are 4 outcomes incorporating predictors (test performance) and criterion (job performance):

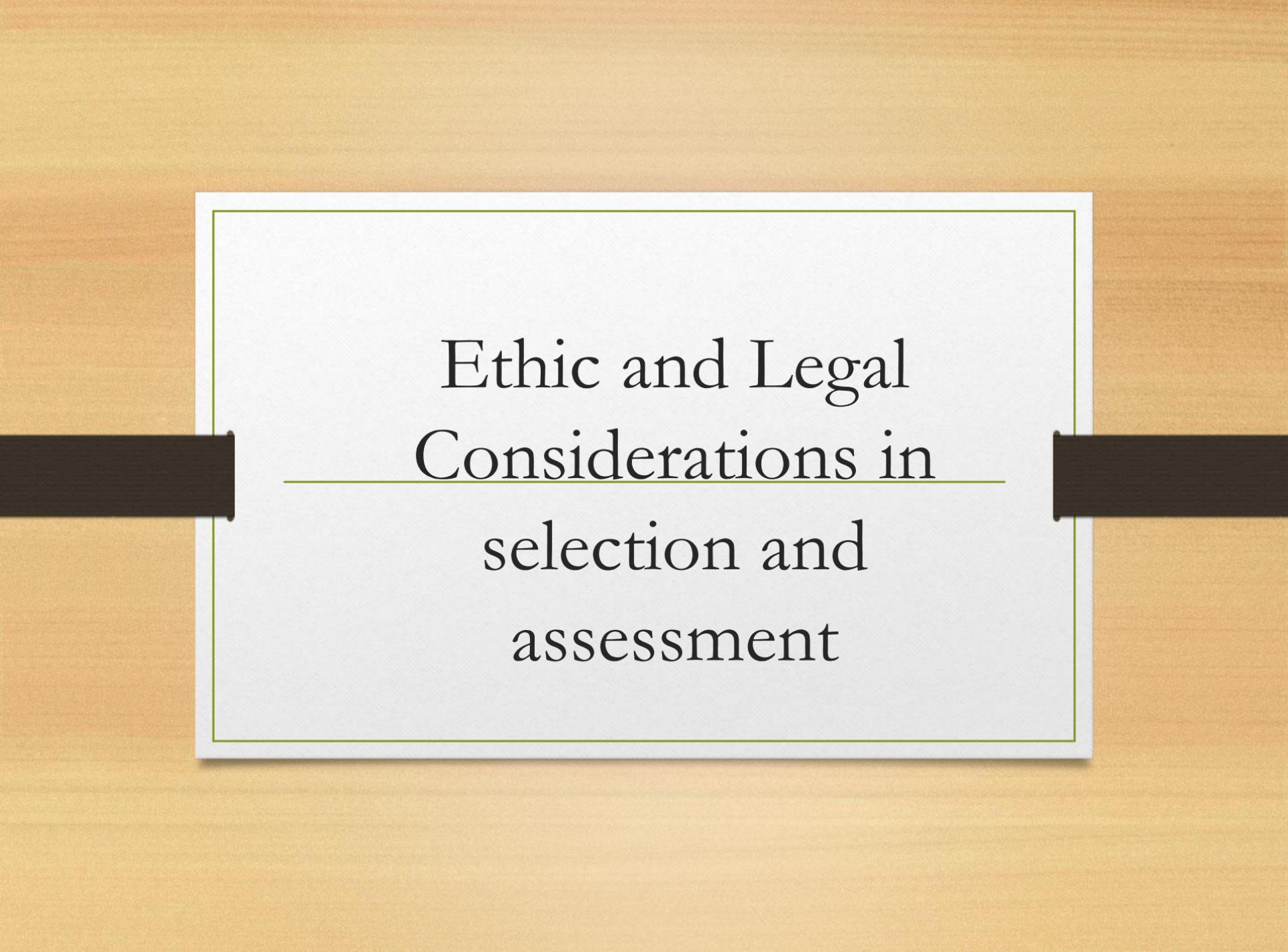
1. **True Positives** -pass on selection measure and perform well on job
2. **True Negatives** – fail on selection measure and would perform poorly on job
3. **False Positives** – pass on selection measure but perform poorly on job
4. **False Negatives** – fail on selection measure but would perform well on job

Accuracy in Prediction

- Maximise number of true positives
- Maximise number of true negatives
- Minimise number of false positives
- Minimise number of false negatives

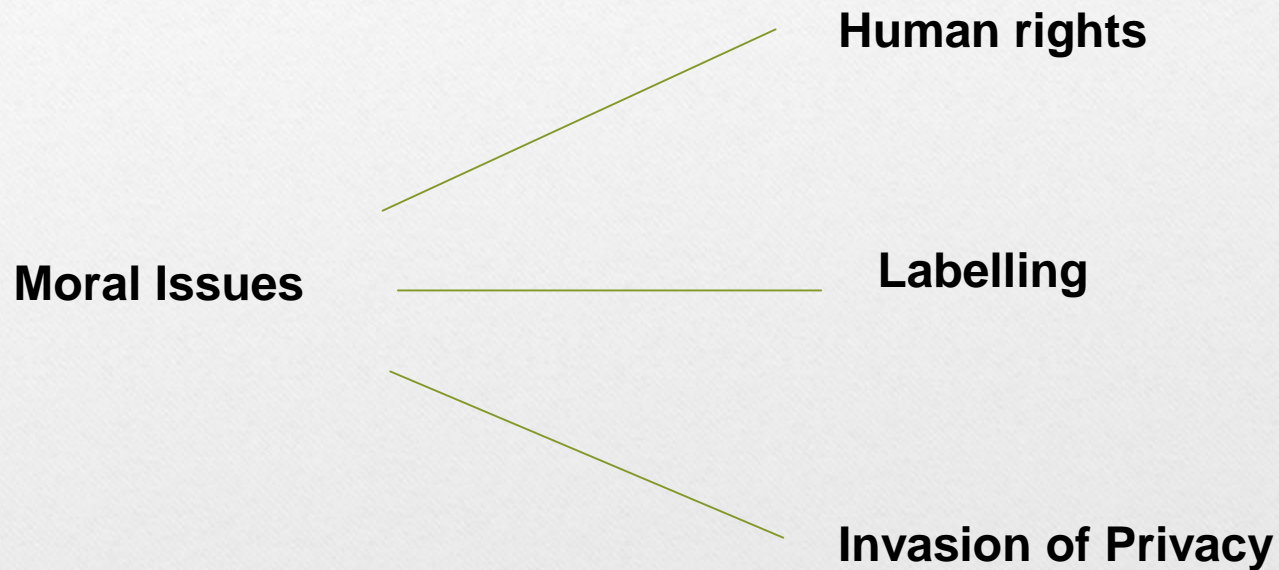
The Aims and Requirements of Effective Selection

- Aims:
 - To accurately predict accurately future work behaviour (true positives and true negatives)
 - Minimise costs to organisation
- Requirements:
 - Ensure the reliability and validity of selection instruments
 - Act ethically in selecting a workforce
 - Act legally in selecting a workforce



Ethic and Legal
Considerations in
selection and
assessment

Ethics



Kaplan & Saccuzzo (2005)

Human Rights

- The right NOT to be tested – you cannot be forced to be tested.
- ‘Testing can be mandated by law or government’ where ‘informed consent’ is implied.
- The right to know test scores and interpretations and the decisions that are made.
- Test security but not at expense so that teste does not have access.
- The right to know who will have access to the data.

Kaplan & Saccuzzo (2002)

Labelling

- Identifying a disorder
- People can use tests to justify a label

Invasion of Privacy

- People do not always know what is being revealed.
- Tests can be oversold – the public may not realize their limitations.
- If the information is used incorrectly then this can be detrimental.
- Tests do not reveal more about a person than they are willing to share.
- Personal information should be kept confidentially by the psychologist administering such tests.

Unethical use of tests

What are the common **"unethical practices"** that may affect the validity of test results?

Unethical Practice

- Distorting the data to fit some criterion.
- Sharing confidential information.
- Use data for other purposes than the one to which the test user has agreed to.
- Unequal testing conditions.

Responsibilities of Test Administrators

Kaplan & Saccuzzo (2005) state that *‘the best test can be misused and hurt the subject’* therefore:

- The tester – must be ‘competent’.
- They must choose the correct test type for the situation and the individuals.
- Test providers must provide a manual and adequate training .

Employment Legislation

- Protects the rights of employers and employees.
- Provides details about the rights and responsibilities of employers and employees.
- Allows individuals fair and equal access to opportunities in the workplace.
- All organisations have to abide by employment law regardless of size.

NCPE

National Commission for the Promotion of Equality



- Set up in 2004
- Aim to eliminate unlawful discrimination and promote equality and human rights.
- Conducts investigations into organisations it suspects have unlawful policies amongst other matters.
- Can request information regarding policies and procedures from organisation
- Organisation cannot refuse to provide
- Can provide aid to individuals such as legal assistance

Direct Discrimination

VS.

Indirect Discrimination

Direct Discrimination

- Where a person is treated unfairly or worse than someone else because of who they are.
- Not all unfair treatment is unlawful under the Equality Act. It becomes unlawful when the person is treated differently because of a protected characteristic.
- Intention is not considered. It doesn't matter if the person was unaware or didn't mean to discriminate. Any discrimination against a protected characteristic is unlawful.
- Usually the most visible kind of discrimination.

Example of Direct Discrimination

- A top saleswoman informs her company that she wishes to spend the rest of her life as a man and will be undergoing gender re-assignment. Against the person's wishes, the organisation moves them to a new role which isn't client facing.
- This is direct discrimination against the protected characteristic of gender expression.
- The individual received less favourable treatment because they wished to change their gender.

Indirect Discrimination

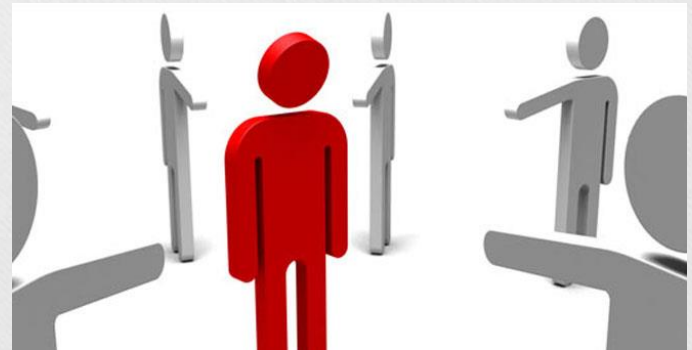
- A more hidden form of discrimination.
- A policy, practice or rule applied to everyone in the same way but has a worse affect on some people more than others.
- The policy, practice or rule can be either formal or informal.
- It can be a one-off, continual or something planned for the future.

Example of Indirect Discrimination

- There is an internal vacancy that specifies that all candidates expressing interest in the job available must be able to climb up and down the stairs independently without the use of an elevator. However, one of the team members is wheelchair bound. This job specification places the team member at a disadvantage.
- The clause could still be challenged even if the team member who is wheel chair bound is not interested in the nature of the internal vacancy on offer.

Discrimination by Association

- It is also illegal to discriminate against a person who has a family member or close friend that has a protected characteristic.
- For instance, an employer discriminating against an employee because their son is gay.



Dual Discrimination

- It involves the discrimination of a person due to two or more of the protected characteristics.
- Dual discrimination is important to consider as organisation's may use it as a way of avoiding claims of discrimination.
- An example may help...

Example

- An employer has applied a rule which states that women over 50 may not apply for a job.
- The rule itself would not stop all women from applying nor would it stop all people over the age of 50 from applying. Therefore, it is not direct discrimination against these characteristics individually.
- It is the combination of multiple protected characteristics that results in the discrimination here.

Positive Discrimination

- Discrimination allowed in favour of someone with a protected characteristic.
- May be taken if an under-representation of individuals with protected characteristics.
- Job adverts encouraging people with particular characteristics.

Occupational Requirements

Discrimination in favour of a particular characteristics must clearly have a legitimate aim.

For example:

A Muslim care home may be able to evidence that its nursing aids need to be of Muslim beliefs in order to cater for its client's religious/spiritual needs.

Avoiding Discrimination

- Change company policies in line with the Equality Act.
- Review recruitment and selection procedures including application forms.
- Review secrecy clauses within contracts and procedures (such as: pay secrecy)
- Review occupational requirements for specific roles.
- Train staff in the Equality Act.



Learning Outcomes

- Dealing with modern day recruitment.
- The importance of having reliable and valid recruitment and assessment methods.
- Discrimination – types of discrimination at recruitment stage and how to deal with it

*Thank
you*



See you next week

for

Lecture 6

Designing Jobs

&

Work Environments