

Chapter 4 Outline

Does Selection Really Work?
Reliability
Validity
A Reminder

Selection Steps
Multiple Hurdles Strategy
Compensatory Strategy
Necessary vs. Sufficient Qualifications

Selection Techniques
Application Blanks
Pre-Employment Tests

Reference Checks and Recommendations
What Type of Information to Release
Credit Reference Checks
Third-Party Reference Checks
Negligent Hiring
Methods of Collecting Reference Information
The Right to Privacy

Employment Interviews
Problems with Interviews
Preparing for Interviews
Types of Interviews
Approaches to Interviewing
Making the Right Impression

Competencies

1. Describe the importance of the selection process, and compare the features of the multiple hurdles and compensatory selection strategies. (pp. 123–129)
2. Describe how managers use application forms and pre-employment tests as selection tools. (pp. 129–136)
3. Identify the types of information that reference checks provide and explain the legal issues surrounding reference checks. (pp. 136–143)
4. Identify the types of selection errors and biases managers must overcome when interviewing job applicants. (pp. 144–147)
5. Identify the four basic rules in preparing for interviews and be able to assess the strengths and weaknesses of different types of interview approaches. (pp. 147–156)