

Online Lecture

on

Selection [Planning in HRM]

Course Code: MPH 5153 (Lecture – 6)

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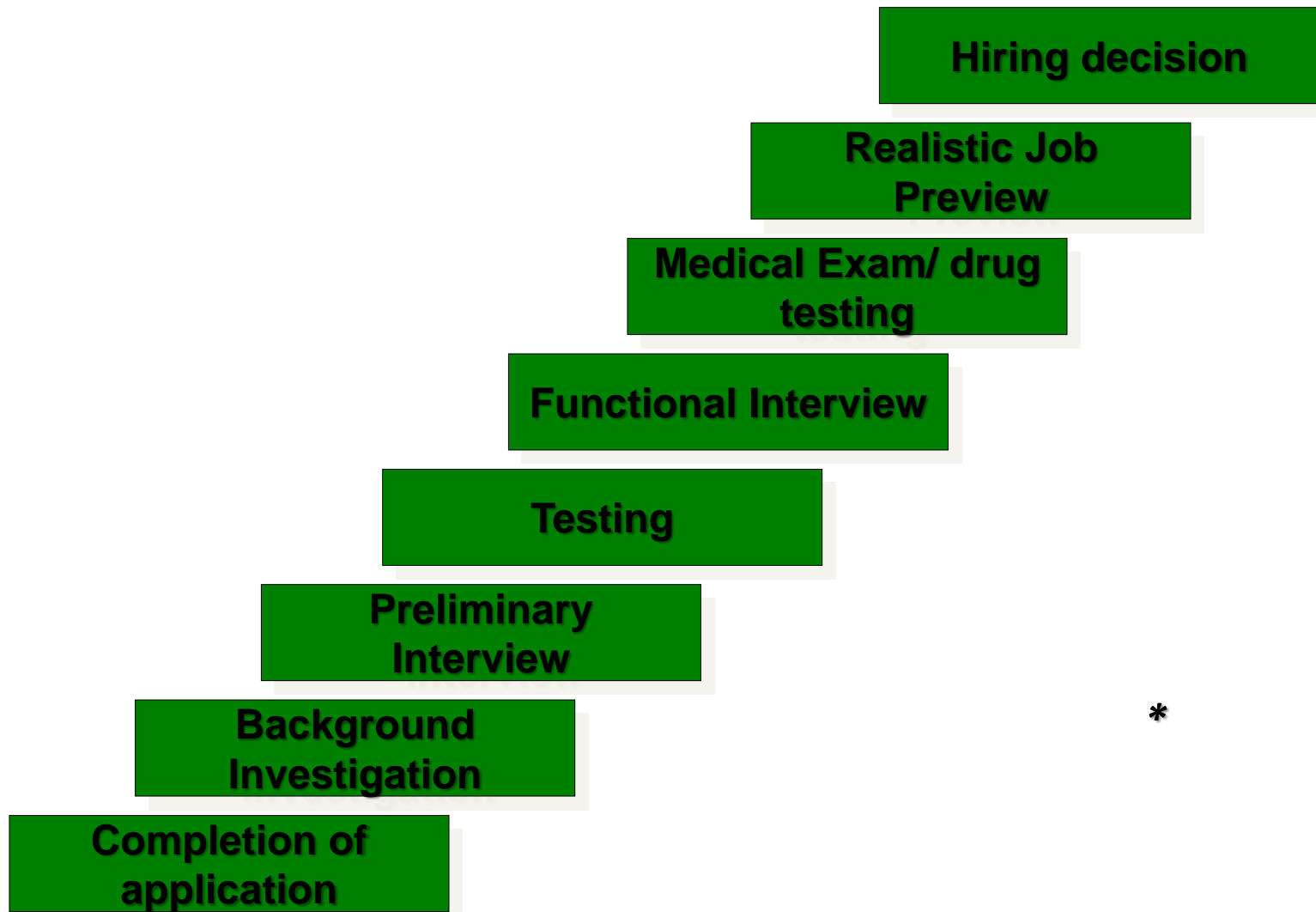
Selection

The process of choosing individuals who have relevant qualifications to fill existing or projected job openings.

Selection Process

- Matching Job Specs Against Applicants
- Specs Based to Job Analysis
- Continuous Process from Growth, Retirement, Turnover, Promotion

Steps in the Selection Process



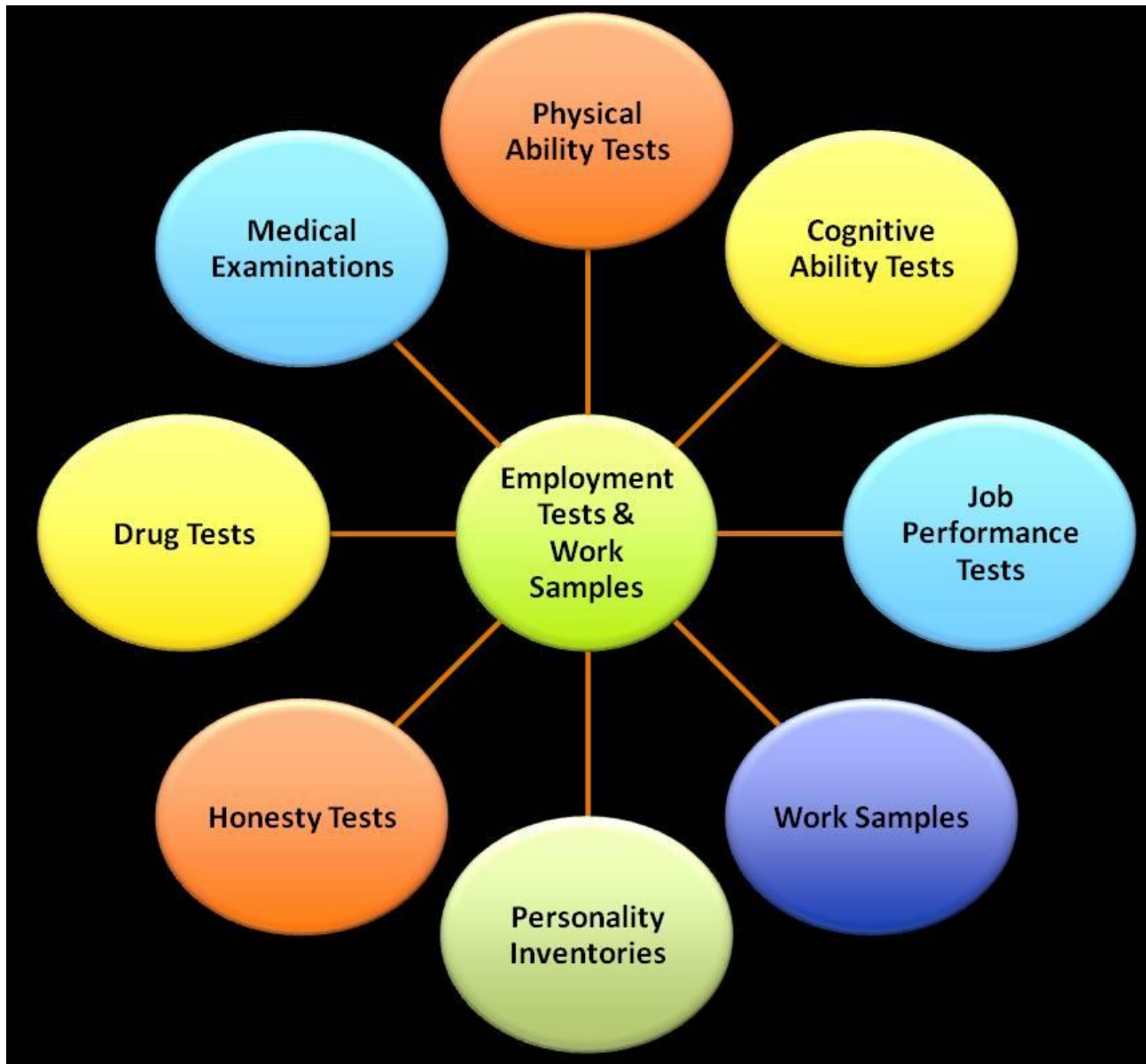
Selection Tools (Evaluation)

- Application Forms and/or Resumes
- Academic Credentials
- Interview
- Tests
- References

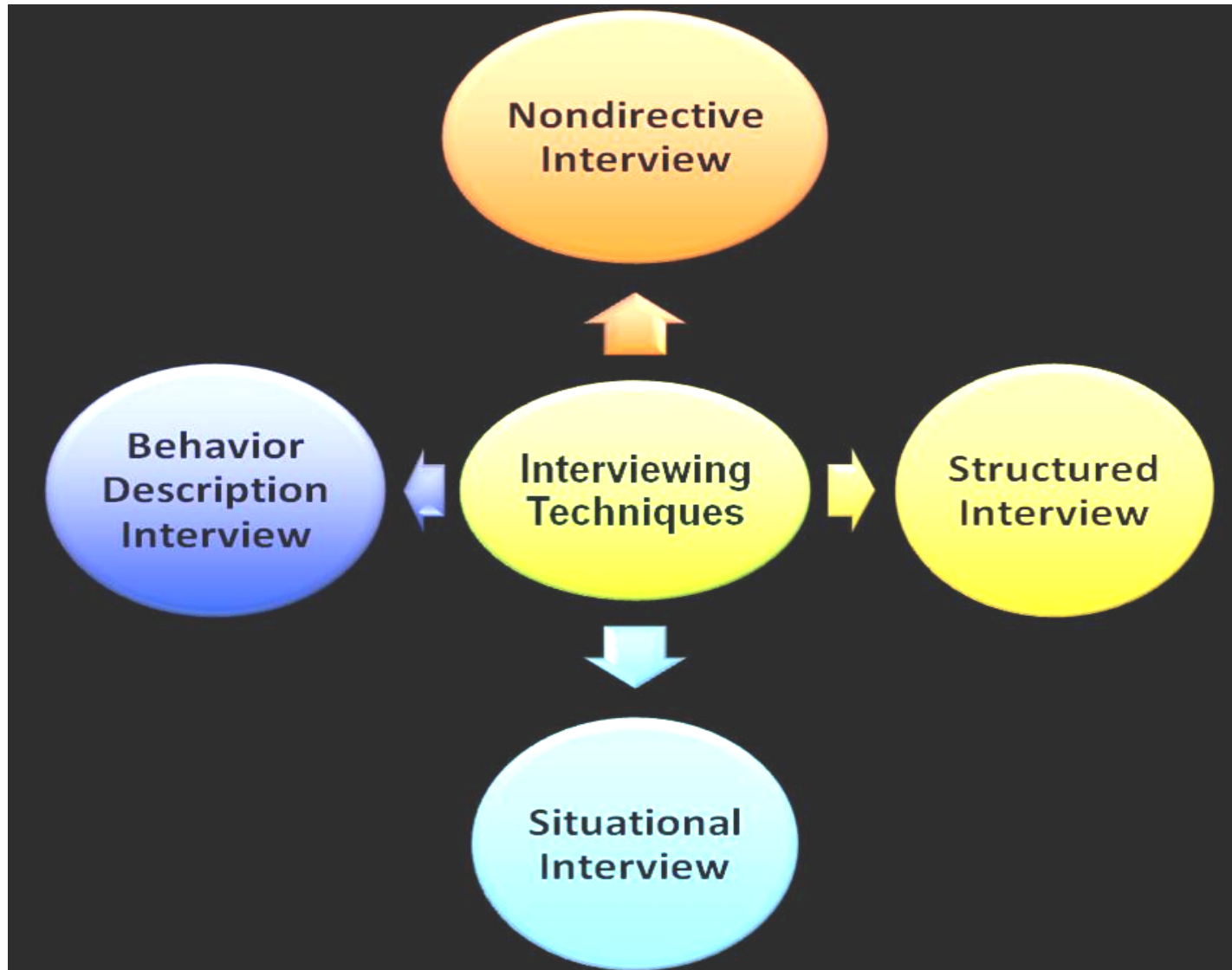
Selection and Job Analysis

- Job Analysis leads to Job Specification
- Job Specs Selection Criteria
- Establish K-S-A
- Match Candidates and Job Criteria

Employment Tests



Interviews

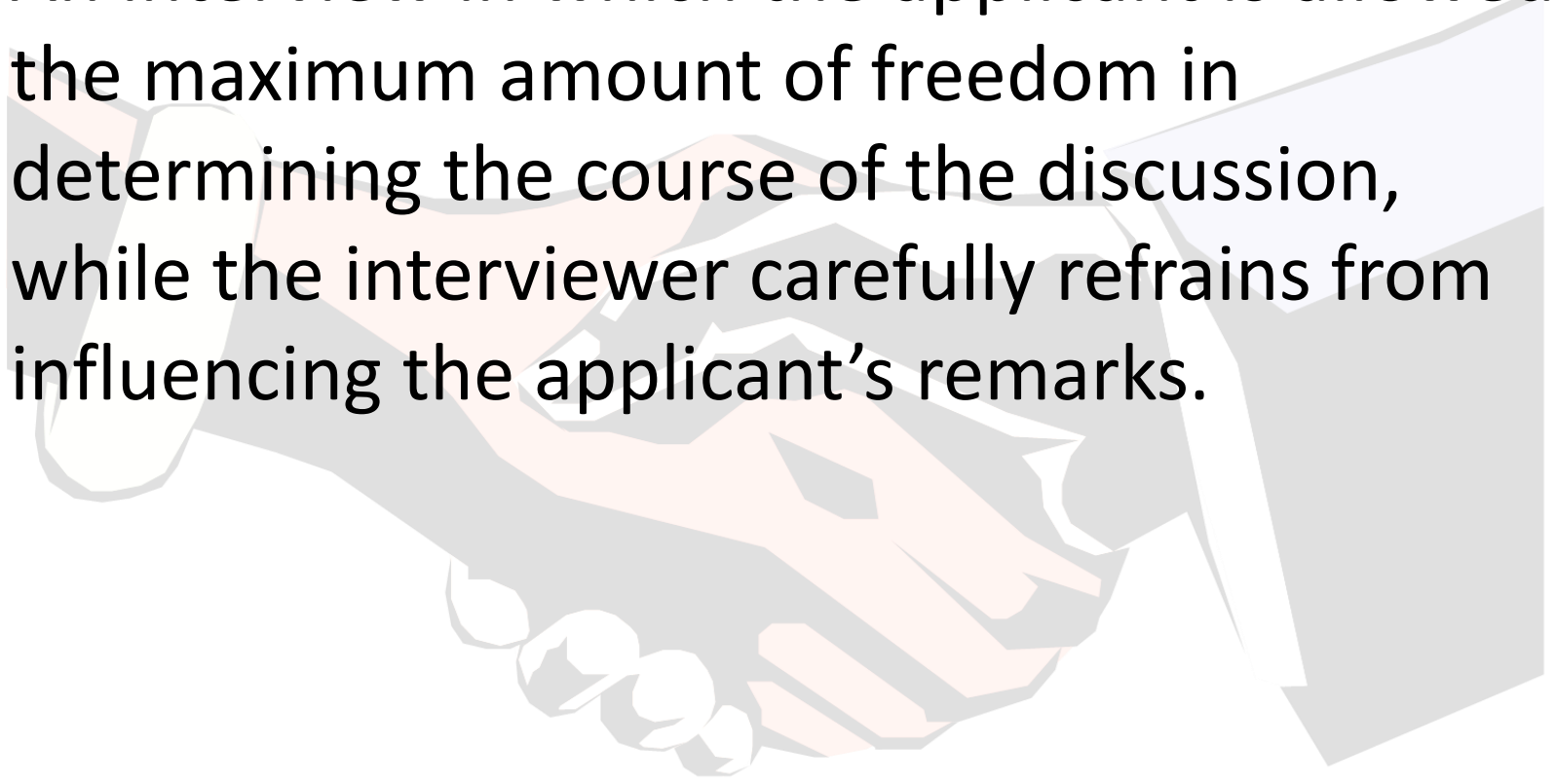


The Non-Directive Interview

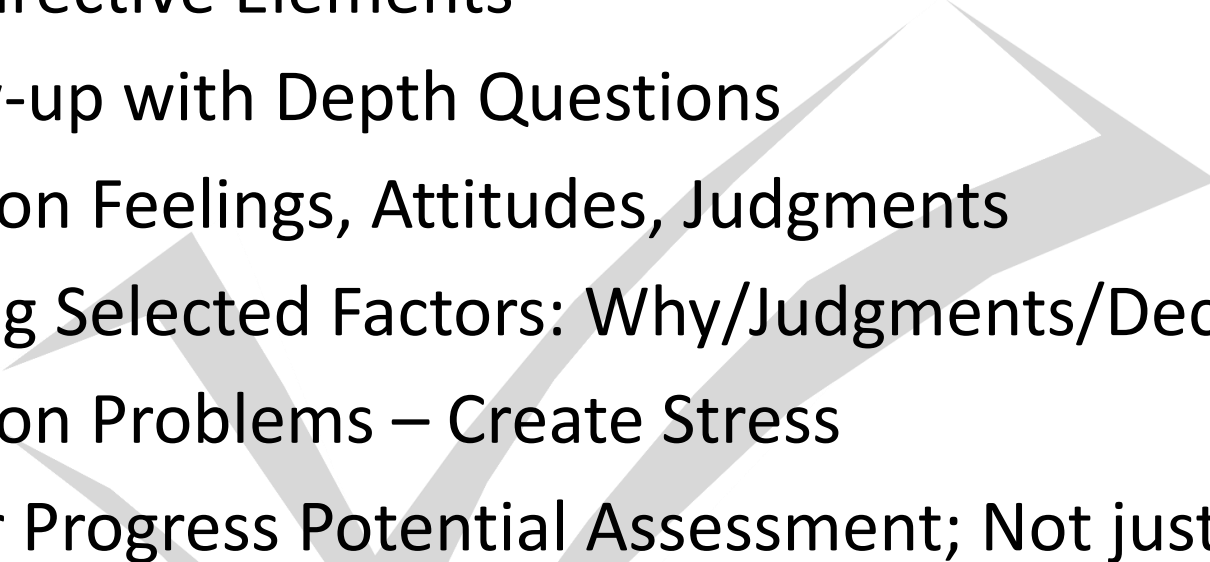
- Candidates Leads
- Information, Attitude, Feelings, Flow
- Tell you more than can ask
- Manager/Executive Level Job

Nondirective Interview

An interview in which the applicant is allowed the maximum amount of freedom in determining the course of the discussion, while the interviewer carefully refrains from influencing the applicant's remarks.



The In-Depth Interview

- Non-directive Elements
 - Follow-up with Depth Questions
 - Focus on Feelings, Attitudes, Judgments
 - Probing Selected Factors: Why/Judgments/Decisions
 - Focus on Problems – Create Stress
 - Career Progress Potential Assessment; Not just job.
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The Pattern Interview

- Detailed Questions in Targeted Dimensions
- Follow a Form: For Comparisons
- High Validity and Reliability
- Separate Facts from Inferences
- Requires Great Interviewer Training
- Creates a Consistent Flow of Info

Structured Interview

- An interview in which a set of standardized questions having an established set of answers is used.
- Same interview for all candidates.

The Highly Structured Interview

- Questions Based on Job Requirements
- Distinct Types of Questions
- Sample Good Responses
- Multiple Raters
- Consistency Applied
- Documentation
- “Fostered by EEO Requirements”

Advantages of Patterned and Structured Interviews

- Decision Making Facts
- Eliminates Discrimination
- Less Legal Liability
- Reliable and Valid
- Drives through Info Collection

Situational Interview

An interview in which an application given a hypothetical incident and asked how he or she would respond to it.

Actions

And

Behaviors

Behavioral Based Interview (BBI)

An interview in which an applicant is asked questions about what he or she actually did in a given situation.

“Past Predicts Future”

Panel Interview

An interview in which a board of interviewers questions and observes a single candidate.

Guidelines for Employment Interviews

1. Establish the objectives and scope of each interview.
2. Establish and maintain rapport.
3. Be an active listener.
4. Pay attention to body language.
5. Provide information as freely and honestly as possible.
6. Use questions effectively.
7. Separate facts from inferences.
8. Recognize biases and stereotypes.
9. Avoid the influence of “beautyism.”
10. Avoid the halo error.
11. Control the course of the interview.
12. Standardize the types of questions asked.
13. Keep careful notes.
14. End interview effectively.

Factors Influencing Interview Results

