

Getting to Good: Evaluating Personnel Selection Systems

WES MARTZ

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Getting To Good

- Personnel selection systems
- Evaluating a selection system
- PSS Maturity Model
- Link to organizational performance

Types of Research in Selection Psychology

Popular Science

- Research into current issues of practical import in selection but which lacks scientific rigor
- “Popularist” findings and in the longer term beliefs emerge, with dubious evidential bases
- Example: In-house validation of proprietary measures of ungrounded but psychometric constructs

Pragmatic Science

- Research into current issues of practical import grounded upon methodologically rigorous designs
- Appropriate blend of theory and empiricism present in individual studies
- Implications for practice and generalizability of findings considered in depth
- Example: Meta-analyses of selection method operational validity, adverse impact studies, etc.

Puerile Science

- Research into ill-conceived issues or methods in selection which also lacks sufficient methodological rigor
- Naïve theoretical formulations and unprofessional research designs and/or reporting
- Example: Unsound “validations” of alternative selection methods (e.g., graphology)

Pedantic Science

- Research which is fastidious in its design and analytical sophistication but fails to address a topic of current import in selection practice
- Pedantic, overly reductionist studies into an outmoded or obscure issue
- Example: Further replication-extension studies into a long-established finding, studies affirming the criterion-related validity of an outmoded selection technique

Personnel Selection System

“A configuration of instruments, people, and procedures created with the purpose of selecting candidates for certain positions, in such a way that they can fulfill pre-defined expectations.”

R. A. Roe, 2006

What is a “good” selection system?

- Practical tool for users
- Based on sound theory and research
- Allows for flexibility in the environment
- Treats candidates equitably
- Achieves its purpose cost-effectively
- Facilitates organizational effectiveness

Importance of a Good Selection System

- Enhances employee and managerial productivity
- Facilitates workgroup functioning
- Creates a more stable work environment
- Positively impacts financial performance
- Leads to long-term survival of the organization




Personnel Selection System Maturity Model

“Getting to Good”

The Basics

- 4 levels of maturity
- 6 dimensions, 16 subdimensions
- Practical tool for practitioners (and evaluators)
- Incorporates existing standards (e. g., The Personnel Evaluation Standards)
- Allows for flexibility in the environment
- Considers process, outcomes, comparisons, and costs
- Clearly identifies areas for improvement

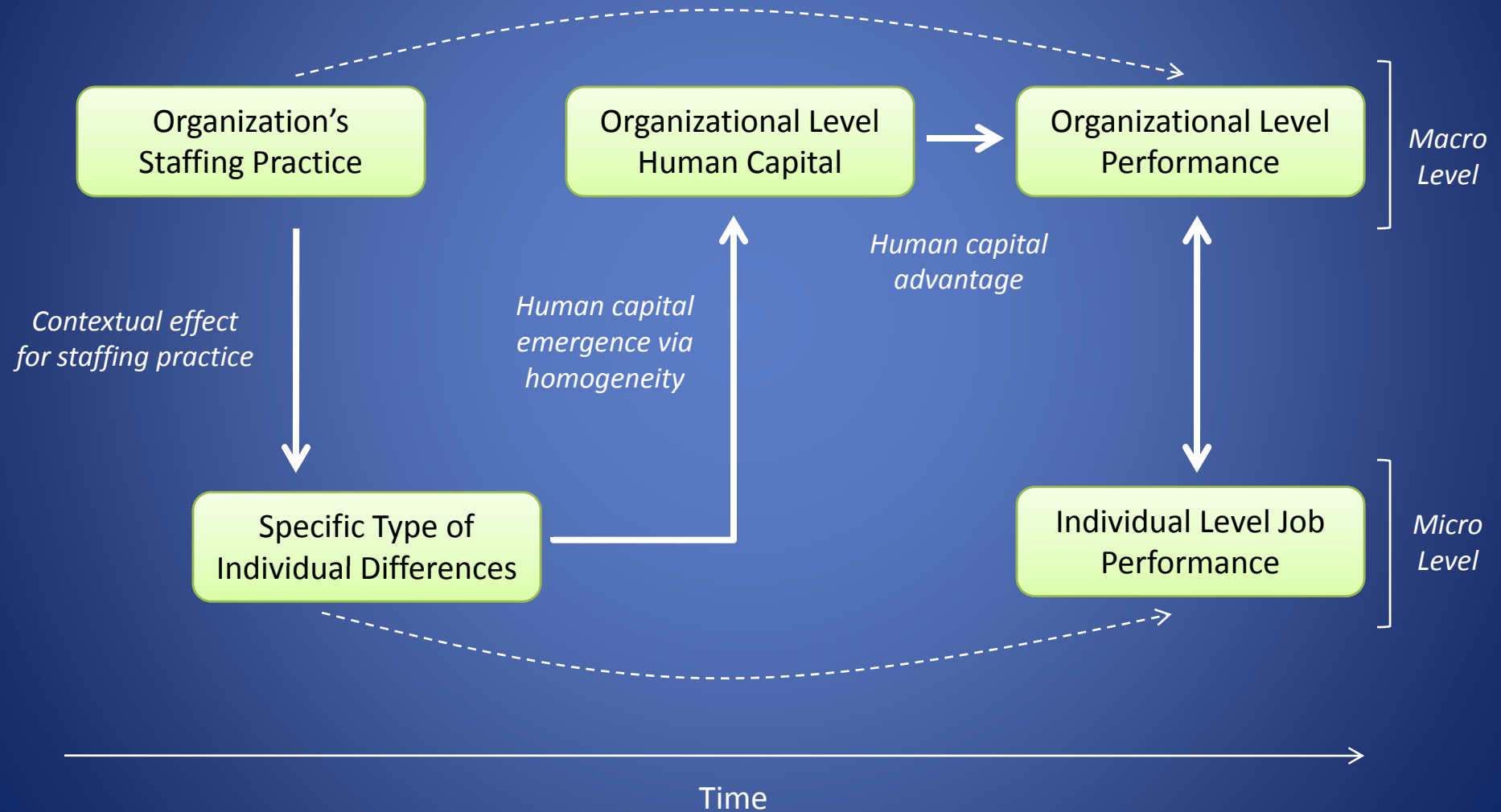
Using the PSS Maturity Model

- Each criterion statement is classified as
 - Largely true (more than 80% correct) 
 - Somewhat true (20-80% correct) 
 - Largely untrue (less than 20% correct) 
- Green, yellow, or red color-code
 - Green suggests performance is adequate
 - Yellow indicates significant amount of work to do
 - Red represents a serious challenge toward mastery

Practicality of the PSS Maturity Model

- Simple color-code system
- User-friendly language
- Visibly shows areas that are satisfactory and those that need attention
- Facilitates prioritization of selection components for improvement

Linking Selection to Organizational Performance Using Basic Components of Multi-Level Staffing Models



Personnel Selection Resources

- *Handbook of Personnel Selection* (2006), Evers, Anderson, & Voskuijl
- *The Employment Interview Handbook* (2005), Eder & Harris
- *Work in the 21st Century* (2004), Landy & Conte
- *Industrial and organizational psychology: Linking theory and practice* (2000), Cooper & Locke
- *Personnel Selection: A Theoretical Approach* (1998), Schmitt & Chan
- *The Personnel Evaluation Standards* (1988), Joint Committee on Standards for Educational Evaluation