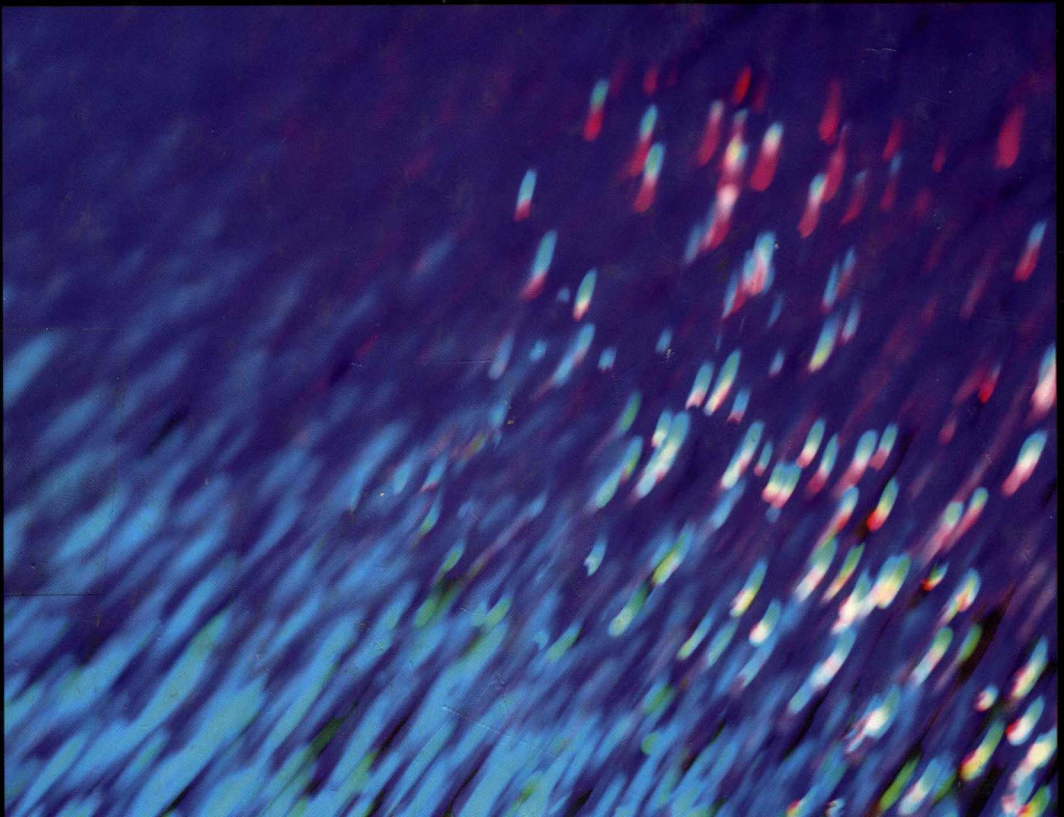




Gatewood • Feild • Barrick

HUMAN RESOURCE SELECTION

SIXTH EDITION



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DEDICATION

*To those whose love makes us the people we are—
Chris, Claire, Courtney, Eithne, Ivy, Jenn, Jennifer, Mason, Mikaela,
Nat, Owen, Sarah, and Taylor*



And to those academic events that made us the professionals we are—

*Getting my Read-Away-Vacation Club certificate before anyone else
in the 6th grade and thinking that I must be smart*

*Having an article rejected by a small “sure thing” journal and realizing
that I really liked administration*

*Being counseled in high school that I should consider plumbing
as my occupation*

*Feeling good about completing and using the first edition of
this book and being asked by a student, “Is there anything in
this book worth knowing?”*

*Taking “organizational psychology” rather than “microeconomics”
because it fit my schedule, with no idea what the course was about,
and having it be my future*

*Working with great colleagues at multiple universities. However,
some have another view: “I see you’re moving to another university,
can’t you hold a job?”*

PREFACE

All of us have been involved in the human resource selection program of an organization at one time or another. We have applied to schools and for internships; we have applied for part- and full-time jobs with organizations and we have been on the other side as organizational members making decisions about applicants. From either perspective, a common reaction to selection is uneasiness and uncertainty. How many times have we heard an applicant say something like, "I wonder what she was looking for?" How many times have we heard a decision maker mutter, "How can I tell the difference among all these applicants? I hope I made the right choice."

The general procedures of selection are familiar to most of us. We all know that information from applicants is gathered through such devices as resumes, applications, interviews, and various kinds of tests. We also know that this information is then used to make comparisons among applicants in the hopes of identifying strong future performers. Even so, the question often arises, "If selection procedures are so commonly known, why does such uneasiness and uncertainty still occur?"

We think there are two important reasons: (a) there are some inherent features of selection—in evaluating applicants and predicting future performance—that cannot be totally controlled; and (b) even though selection procedures are well known, the more important parts of selection are not well understood. For example, determining what applicant characteristics should be screened, which devices should be used to collect information, and how this information should be used to identify the most desirable applicants are all complex considerations that are not generally taught in college courses or executive education programs. Understanding each of these aspects of selection is critical to building an effective selection program and being comfortable with its operation. We think of these aspects as the technical components of selection—technical in the sense that psychometric procedures, statistical analyses, conceptual frameworks of selection, findings of previous research studies, and various legal and organizational constraints all contribute to an understanding of the process.

It is the purpose of this book to present technical information in a manner that we hope will be useful for and interesting to those who are or will be involved in the development and implementation of a selection program for an organization. We have summarized important research in selection and have incorporated these results into recommendations for the development of a selection program. This book, therefore, is intended to be useful to those working in selection. The text is divided into the following sections, which systematically present the technical aspects of selection.

PART I: AN OVERVIEW OF HUMAN RESOURCE SELECTION. This section presents the nature of selection programs and their legal context. Chapter 1 describes the purpose of selection—the identification of high performing individuals—and outlines the major steps that must be taken to develop an effective selection program, concluding with the limitations that must be addressed in these programs. Chapter 2 presents the legal constraints that must be considered in selection by

discussing laws, federal guidelines, and court cases that are used to determine employment discrimination in selection.

PART II: FOUNDATIONS OF MEASUREMENT FOR HUMAN RESOURCE SELECTION.

These chapters treat the measurement concepts that are fundamental to selection. Chapter 3 introduces the topic of measurement and its application to selection. Chapter 4 is devoted to the importance of and methods for estimating reliability. Chapter 5 discusses validation strategies and focuses on the interpretation and meaning of validation information. Chapter 6 presents the methods and strategies for using information in selection decision making.

PART III: JOB ANALYSIS IN HUMAN RESOURCE SELECTION. This section describes the first steps in developing a selection program. Chapter 7 describes the most common job analysis methods implemented in selection and how they are used. Chapter 8 discusses the identification of essential worker knowledge, skills, abilities, and other employee specifications using job analysis methods. The emphasis is on how job analysis data are translated into selection measures.

PART IV: PREDICTORS OF JOB PERFORMANCE. This section is the longest in the book. The discussion of a major selection predictor in each chapter reviews research about the reliability and validity of the predictor and examines its appropriate construction and use. Chapter 9 discusses ways to more effectively use application forms, training and work experience evaluations, and reference information. Chapter 10 describes uses of weighted application blanks and biographical information. Chapter 11 reviews ways to improve the ubiquitous employment interview. Chapter 12 presents information about ability tests, especially cognitive ability tests, that have been used extensively. Chapter 13 addresses the assessment and use of personality data during the selection decision. Chapter 14 is about performance tests and assessment centers that mimic job activities. The final chapter of this section, Chapter 15, discusses methods that have been used to screen out applicants with potentially detrimental characteristics or behaviors.

PART V: CRITERIA MEASURES. This final section covers only one topic: measures of job success or criteria. Chapter 16 is an overview of the essential characteristics and methods of measuring work performance for use as criteria measures. Criteria measures are an essential component in developing and implementing a complete selection program because they help in identifying what predictors work in identifying successful employees.

NEW TO THIS EDITION

In the sixth edition of *Human Resource Selection*, we incorporate recent research on selection and examine the implications of that research with regard to the design and implementation of selection programs. Changes to this edition include updates on legal developments as they apply to selection, reviews of recent research on the development and application of predictors used in selection, and an exploration of how predictor information can be used in selection decision making.

ACKNOWLEDGMENTS

One of the nicest aspects of writing a book is that it presents a formal opportunity for the authors to thank individuals who have had positive influences on both them and this text.

Bob Gatewood would like to thank his father Maurice Gatewood, who has always been an excellent model for him in terms of responsibility and professionalism. Equally important is the fact that, even at 89, Maurice has helped me with every mechanical, electrical, and automotive problem that I have ever faced. Without this help, I would have spent my life trying to fix stuff that I messed up rather than writing this book. I also would like to thank my very smart and loving wife, Chris, for her advice on how to present some of the material in this book in an understandable way (rather than the way that I originally wrote it) and my daughter Mikaela and son Mason for sleeping late enough most mornings for me to do the revision before we watched cartoons together. By sleeping late and then watching cartoons, Mason and Mikaela exhibited the same behavior that my older two children, Jennifer and Nat, did for the first two editions of this book.

Hubert Feild would like to thank Hubert and Bernice Feild, his parents. Their love, encouragement, and sacrifices made so many dreams and opportunities not only possible but also a reality. Claire, my wife, and Taylor, my son, served as advisor, counselor, therapist, cheerleader, and numerous other supportive roles needed by a husband/father/author. Carole and J. R. Parrish have always been there for me; their support will always be remembered. Bob Teare, Bill Owens, Lyle Schoenfeldt, and Don Mosley served as important mentors and role models in my career. I am indebted to Achilles Armenakis, Art Bedeian, Bill Giles, Stan Harris, and Bill Holley for simply “being there,” particularly when they were most needed (and there have been many situations over the years when they were!). Unselfishly, Achilles chauffeured me for so many years to such venerable institutions as Jim Bob’s, Chuck’s, the Barbecue House, and Country’s for “lunch therapy;” those sessions have meant so much to me. Finally, I thank my doctoral students with whom I was most privileged to work; they continue to be an important stimulus and include Michael Cole, Robert Hirschfeld, Mark Jordan, Bret Becton, and Kathryn Westberg (Buckner).

Murray Barrick would like to thank the reader for making it to this point in the preface. I hope you continue to provide feedback so we can continually improve the book. Without a doubt, I owe a tremendous debt to Ray and Marietta Barrick and Jack and Bea Burt, for all their inspiration and unconditional support. I would also like to recognize Sarah, my wife, and Courtney and Jenn, my daughters, who are a great source of love and continual encouragement. My career would not have achieved lift-off if not for the intellectual contributions made repeatedly by five great mentors: Ralph Alexander, Gerry Barrett, Bob Lord, Frank Schmidt, and Mick Mount—you could call them the “Big Five.” Furthermore, I have been fortunate to work together with a number of outstanding Ph.D. students and colleagues. You know who you are. You have my thanks for continually pushing and pulling me along. Your efforts have further enriched my scholarship. I am forever indebted to you all.

Several people have been instrumental in reviewing the various editions of this book. We especially thank the following reviewers for their time and comments, which improved the various editions:

Steven E. Abraham—*Oswego State University of New York*

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The people at Thomson were, of course, a main force behind this edition. Special thanks goes to those who made the sixth edition a reality: Michelle Gaudreau (copy-editor), Maggie Casper (proofreader), Becky Hornyak (indexer), Kundan Pathak and Sandeep Mittal (composition team leads), Karyn Morrisson (permissions), and Lori Hazzard (project manager).

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ABOUT THE AUTHORS

Robert D. Gatewood received his Ph.D. in industrial psychology from Purdue University and is currently Director of the Executive MBA Program in the Neely College of Business at Texas Christian University (TCU) in Ft. Worth, Texas. Prior to joining Neely, Bob climbed the major academic ranks from assistant to full professor at the Terry College of Business at the University of Georgia. In spite of being a graduate from a top industrial psychology program and a successful professor, Bob pursued an administrative career at Terry and served as a department chair and associate dean in the College of Business. He was also the President of the Human Resources Division within the Academy of Management. In 2005, Bob continued to listen to the songs of administrative sirens and was seduced into staying on the dark side and continuing his administrative career at TCU.

Bob used to find delight in reading at bedtime to Mikaela and Mason, his two youngest children, from his many articles published in journals such as the *Journal of Applied Psychology*, *Academy of Management Journal*, *Academy of Management Review*, and *Personnel Psychology*. But, Mikaela and Mason have grown older now and have yearned for new material, hence the sixth edition of *Human Resource Selection*.

As a consultant, Bob has worked with a number of companies; for example, PPG Industries, Westinghouse, BellSouth, and Ford. Some of these are still in business; others are iffy. Bob continues to enjoy his snow globe collection, professional juggling routine, driving the family SUV, and following Mikaela and Mason to soccer practices and games, brownie meetings and cookie sales, and endless birthday parties of their schoolmates. In doing this, he feels that his life is a rerun of his days with his two older children, Jennifer and Nat. In his free time, Bob tries to find committee meetings to attend, even if he has to force his way onto the committee. As Bob has said many times, "I never saw a committee I didn't like."

Hubert S. Feild earned his Ph.D. in industrial psychology from the University of Georgia. He has been a faculty member in the Department of Management at Auburn University for his whole adult life (at least measured chronologically rather than in psychological maturity, which is doubted by many). Known as "Junior" to both of his friends, Hubert has done many things at Auburn (some of which we can mention). For example, he is now the Torchmark Professor of Management. Junior earned this distinction because he has published many articles in such journals as *Academy of Management Journal*, *Journal of Applied Psychology*, and *Personnel Psychology*. He has also done many projects for companies such as SONY, PPG Industries, GE, and AmSouth Bank. He has been successful in these because he finds excellent coworkers and gets out of their way.

Some people consider Junior to be individualistic (can you say, "eccentric"). This is because of behavior like the following: He played baseball at Mississippi State; went to work for Exxon; saw the movie, *The Graduate*; and quit Exxon after six months. He's been at Auburn for over 33 years—whenever, that is, he isn't wherever his son Taylor happens to be when working on plant ecophysiology projects. Their latest adventure was in New Caledonia. Junior spent his time in the

South Pacific putting up antennas and speaking on ham radio to N6XMW, a federal judge and childhood friend in California, as well as to others around the world. He and his wife Claire threw out all material possessions that smacked of formality: china, silver, tablecloths, suits, ties, and shoes (other than tennis). The one rational thing that Junior has done has been to stay off of every committee, professional panel, and journal review board that he could. This is why he has been able to do a bunch of fun stuff. This makes Gatewood, the senior author of the book, wonder where his own life went wrong.

Murray R. Barrick is the new guy on the team, and as such, gets the last bio. He obtained his Ph.D. in industrial and organizational psychology from the University of Akron and is the Robertson Chair at the Mays Business School at Texas A&M. He has been a faculty member at Michigan State University and the University of Iowa. Some contend all this job switching means he cannot hold a job. If Barrick has any expertise, it is in regards to assessing the impact individual differences in personality and behavior have on job performance. His research has been published in the usual places. He was recognized as the fifth most-published author in *Journal of Applied Psychology* and *Personnel Psychology* in the 1990s (based on category rank). He was the volume co-editor for "Personality and Work: Reconsidering the Role of Personality in Organizations." He also is presently serving as the Associate Editor of *Personnel Psychology*. Barrick has also won a few awards, which shocked his wife, Sarah (e.g., the "Outstanding Published Paper Award" and the "Owens' Scholarly Achievement Award"). He also has served on the editorial boards of the *Journal of Applied Psychology*, *Personnel Psychology*, and *Journal of Management*. Finally, he has served as a keynote speaker in Pretoria, South Africa, and in Melbourne, Australia; and has also presented Master Tutorial Workshops in Australia and New Zealand, as well as at the Society for Industrial Organizational Psychology Conference. One of his mottos is "have bag, will travel." And apparently, any means will do, as he has been known to ride a bike across Iowa on an annual ride called "RAGBRAI." And contrary to what you may have heard, he does not do this just to spend quiet time with his two daughters, Courtney and Jenn. Instead, he uses this time to think about the next edition of this book.

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