

AGENDA: November 15th

ADM 3333 Staffing Organizations

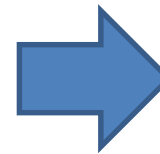
- 7:00pm – 7:10pm: Administration Details / Questions
- 7:10pm – 8:10pm: Staffing Organization NEGOTIATING and TESTING
- 8:10pm – 8:30pm: Break
- 8:30pm – 9:15pm: Testing Strategies and Individual Reflection Exercise
- 9:15pm – 9:50pm : Midterm #2 / Discussion / Questions

ADM 3333 Staffing Organizations

Sessions 1 – 8

Summary of Key Points to Date:

- Overview of Staffing Organizations
- The challenges to building teams and retaining good people
- Best practices in recruitment and selection
- Challenges (and solutions) to selection
- Social / Economic Factors affecting recruiting
- CHRP Edge and Legal issues / balance with developing staff / teams
- Interviewing – Part I



**STAFFING
ORGANIZATIONS**

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**BUILDING WINNING
TEAMS**

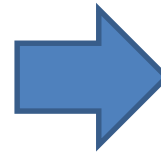


ADM 3333 Staffing Organizations

Sessions 1 – 8

Summary of Key Points to Date:

- Job Analysis and effective, relevant interviews
- Job Performance and criteria for staffing
- Selection and Recruitment
- Resume Creation
- Resume Reviews



STAFFING ORGANIZATIONS STRATEGY

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1. **GETTING NEW TALENT**
2. **FIXING the LEAKY BUCKET**
3. **CREATING ADVOCATES**



Recruitment & Selection

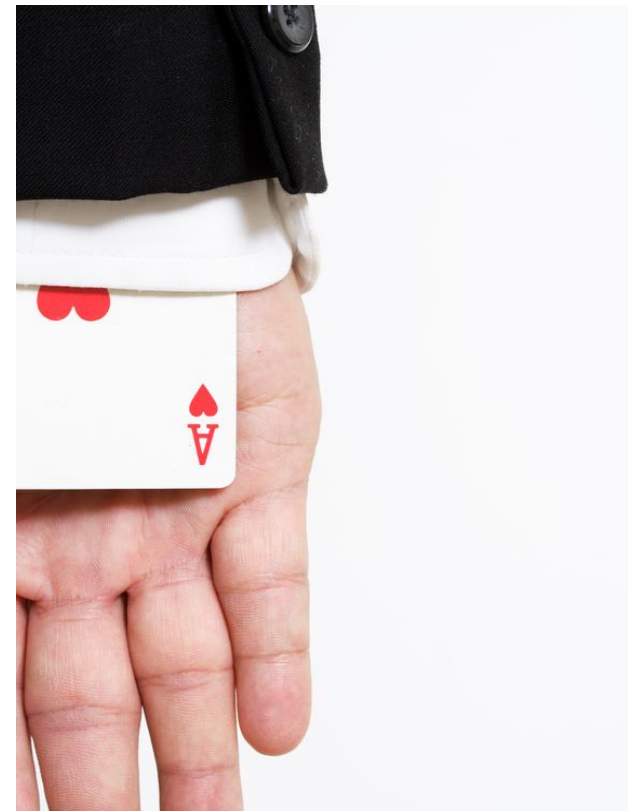
NEGOTIATING

Salaries / Other



NEGOTIATIONS

If you are in a post-interview meeting with a selected applicant, what are the **BEST, most effective WAYS** to communicate:

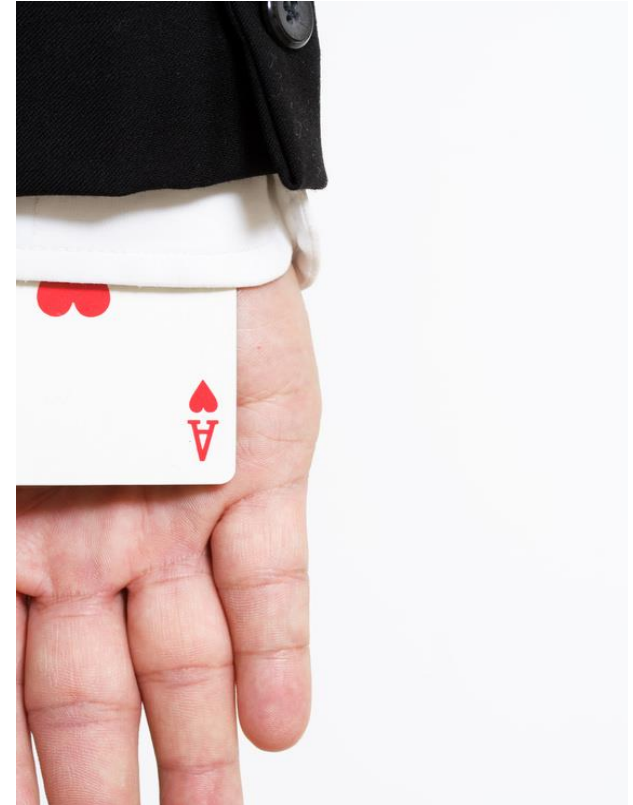


NEGOTIATIONS

If you are in a post-interview meeting with a selected applicant, what are the **BEST, most effective WAYS** to communicate:

- Environment:
 - Arrive on time, but to arrive early?
 - Location of meeting?
- Personal:
 - Body language
 - Facial gestures
 - Handshake (or not) to handshake
 - Listen vs hear?
 - Sit vs Stand
 - Asking Questions?

 - Examples:



NEGOTIATIONS

So, what to do when employees are seeking an increase in salary?

- Budget Handling with Salary Negotiations
 1. Know the maximum ceiling amount
 2. Compare within the industry
 3. Offer non-monetary incentives
 4. Have a 2nd applicant available (same qualifications)



Recruitment & Selection TESTING



Recruitment and Selection Notebook

TESTING

- **WHY do organizations implement tests?**

Recruitment and Selection Notebook

TESTING

- **WHY do organizations implement tests?**
 1. Puts all applicants on an equal playing field
 2. Validate the best persons for the job are being selected
 3. Reduces large numbers of pools of people
 4. Strengthens the merit of the job

Recruitment and Selection Notebook

TESTING

- **WHY do organizations implement tests?**
 1. Puts all applicants on an equal playing field
 2. Validate the best persons for the job are being selected
 3. Reduces large numbers of pools of people
 4. Strengthens the merit of the job
 - 5. Unites employees / people together**
 - 6. Long-standing and honour**

Class Activity

1. What types of organizations implement tests?
2. Do you agree or disagree?

Recruitment and Selection Notebook

8.2

- **Points to Consider in Selecting a Test**
 1. Do a job analysis to determine the KSAOs that have been related to job success
 2. Consult an information resource on testing to identify tests that are relevant to your job needs
 3. Obtain information on several tests related to what you want to measure

Recruitment and Selection Notebook

8.2

4. Read the technical documentation to become familiar with how and when the test was developed and used
5. Read independent evaluations of the tests you are considering adopting
6. Examine a specimen set from each of the remaining tests

Recruitment and Selection Notebook

8.2

7. Determine the skill level needed to purchase the test, administer the test, and interpret test scores correctly
8. Select and use only those tests that are psychometrically sound, that meet the needs of your intended test-takers, and that you have the necessary skills to administer, score, and interpret correctly

Recruitment and Selection Notebook

8.3

- **Examples of Psychological Assessments Used to Select Employees**
 - Personality Inventories
 - Honesty/Integrity Inventories
 - Tests of Emotional Intelligence
 - Vocational Interest Inventories
 - Cognitive Ability Tests
 - Aptitude Tests
 - Psychomotor Tests
 - Physical Ability and Sensory/Perceptual Ability Tests

Aptitude & Cognitive Ability Tests

- **Aptitude:** a specific, narrow ability or skill that may be used to predict job performance
- **Cognitive ability tests:** assess intelligence, general mental ability, or intellectual ability
 - Abilities include verbal and numerical ability, reasoning, memory, problem solving, and processing information
 - Paper-and-pencil tests available

Physical Fitness and Medical Examinations

- **Physical fitness tests:** ensure that an applicant meets minimum standards of health to cope with the physical demands of the job
 - Tests should be administered only after the applicant has been given an offer of employment
 - Offer of employment made conditional on the applicant's passing the test or exam

Physical and Sensory/Perceptual Ability Tests

- **Physical abilities:** traits or characteristics that involve the use or application of muscle force over varying periods of time, either alone or in conjunction with an ability to maintain balance or gross body coordination

Psychomotor Ability Tests

- **Psychomotor abilities:** traits or characteristics that involve the control of muscle movements
 - Examples include
 - finger dexterity
 - multi-limb coordination
 - reaction time
 - arm-hand steadiness
 - manual dexterity

Drug and Alcohol Testing

- Random or mandatory drug testing by Canadian companies is not common
- It is discriminatory, unless it ties directly to the job
- Substance abuse on the part of employees is considered a disability that must be accommodated

Practical Intelligence/Job Knowledge

- **Practical intelligence:** the ability to apply ideas in “real world” contexts
- **Tacit knowledge:** derived from experience when learning is not the primary objective
- **Job knowledge:** knowledgeable of issues and/or procedures deemed essential for successful job performance

Emotional Intelligence (EQ)

- **Emotional intelligence:** the ability to accurately perceive and appraise emotion in oneself and others; to appropriately regulate and express emotion

Physical and Sensory/Perceptual Ability Tests

- **Sensory/perceptual abilities:** traits or characteristics that involve different aspects of vision and audition, as well as the other senses

Work Samples and Simulation Tests

- Tend to be used to assess skills and competencies
- Require the job candidate to produce behaviours related to job performance under controlled conditions that approximate those found in the job

Situational Exercises

- **Situational exercises:** assess aptitude or proficiency in performing important job tasks by using tasks that are abstract and less realistic than those performed on the actual job
 - Designed to assess problem-solving ability, leadership potential, and communication skills

Situational Judgment Test

- **Situational judgment test:** a type of situational exercise designed to measure an applicant's judgment in workplace or professional situations; paper-and-pencil tests that ask job candidates how they would respond in different workplace situations

Assessment Centres

- **Assessment centre:** a standardized procedure that involves the use of multiple measurement techniques
 - Multiple assessors to evaluate candidates for selection, classification, and promotion

Recruitment and Selection Notebook

8.5

- **The Big Five Personality Dimensions**
 - Conscientiousness
 - Emotional stability
 - Openness to experience
 - Agreeableness
 - Extraversion

Class Activity

1. What types of employment tests have you completed?
2. What did you think about the process?

Personality Inventories

- **Personality:** a set of characteristics or properties that influence, or help to explain, an individual's behaviour
- **Personality traits:** stable, measurable characteristics that help explain ways in which people vary

Personality Tests

- **Self-report inventory:** short, written statements related to various personality traits