### Choosing Among Finalists for the Job of Human Resources (HR) Director

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Scenario:

Newton, Isaac, and Inman (NII) is a firm specializing in business law. After weighing their options the leaders decided to use the following selection methods to assess candidates for the HR director position:

* Resume
* Cognitive ability test
* Job knowledge
* Structured interview
* Questions
  + What is your definition of success?
  + What kind of sports do you like?

Out of 23 initial applications, they came up with a list of 3 finalists. The table below displays the results from the assessment of the three finalists.

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|  | Education | Degree | HRM Experience | Supervisory Experience | Cognitive Ability Test | Knowledge Test | Structured Interview (100 pts) | Question (f) | Question (g) |
| Lola Vega Finalist 1 | Cornell University 3.9 GPA | B.S., HR Mgt. | 5 years, with 4 years as a recruiter | None | 90% | 94% | 85 | Ability to influence others | Golf Shuffleboard |
| Sam Fein Finalist 2 | SUNY Binghamton 2.8 GPA | B.B.A., Finance | 20 years with numerous HR assignments, and awarded Certified HR professional | 15 years | 78% | 98% | 68 | To do things you want to do | Spectator sports |
| Shawanda Jackson Finalist 3 | Auburn University 3.2 GPA | B.B.A., Finance and English | 8 years, with 3 years as an HR Generalist and 4 years as Compensation Analyst | 5 years | 84% | 91% | 75 | Promotions &earnings | Basketball Tennis |

Directions:

For each finalist, decide whether you would hire the applicant and why.