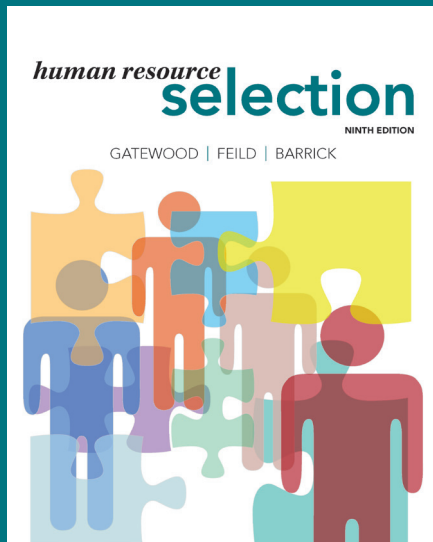


human resource
selection

NINTH EDITION

GATEWOOD | FEILD | BARRICK





Human Resource Selection 9e

Based on the latest research, court findings, and best practices from the field, Gatewood, Field, and Barrick's *Human Resource Selection 9e* equips readers with the knowledge and tools to develop and implement effective selection programs within today's organizations. It does this by fully explaining and providing detailed examples of three necessary components in the design and use of effective and legally defensible selection programs. The first of these is doing a job analysis to identify both the important activities of the job to be filled and the worker characteristics necessary to successfully complete these activities. The second is understanding the various laws and legal issues that apply to recruitment of applicants and the conduct of selection programs. The third is a unique feature of this book. Six chapters are devoted to how to build and use the main instruments that gather information from applicants about the type and amount of worker characteristics that each possesses. These six major instruments are: application materials, interviews, ability and job knowledge tests, personality inventories, job simulations & work samples, and tests for counterproductive work behaviors (integrity, drug, and genetic testing). Organizations use one or more of these but frequently the instrument used gathers information that is not directly related to job performance, does not have adequate evaluation guidelines, and can be contested by applicants as unfair or discriminatory. Each chapter discusses how to avoid these issues and how to form a useful and defensible instrument that provides valid information to use in making selection decisions.

The book presents “best practices,” not “easy practices.” It takes time, thought, and effort to build a useful selection program. There is ample evidence that organizations that develop “best selection practices” have high levels of employee performance. There are three assumptions of such practices. First, the information that is gathered from applicants must be directly related to performance of the job. Usually information such as degrees earned, previous job titles, future individual goals, years of experience are not strongly related to job performance and not even verifiable. Second, there must be a numerical scoring method to apply to the information gathered from applicants. These numbers quantify the amount of a worker characteristic that the applicant possesses. As in most fields of organizations, e.g., financial, marketing, production, numbers are the basis for decisions. The third assumption of selection is that there are decision rules that use the numbers of applicants to make decisions as to whom to offer employment. Evidence is clear that in selection, as in the other areas mentioned, decisions based on numbers are superior to those based upon human judgment. These three assumptions are fulfilled in growing numbers of successful firms.

Extremely reader friendly, the text is written to clearly present its ideas and provide specific examples and details of its recommendations. The fact that it is in its 9th edition, having been updated in each edition since its original printing in 1987, is evidence of its value to selection students and practitioners.

“I have now used several editions of *Human Resource Selection* in my classes. The text covers all of the core HR topics at a high level of rigor which align with the competencies I am trying to build in my I/O students. The references cited are a great starting point for additional research and depth. This is perhaps the one book which I encourage my students to keep on their bookshelves beyond graduation as a resource to which they can return.”

Elliot D. Lasson, Ph.D., SPHR, SHRM-SCP
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I/O Psychology Graduate Program Director
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about the authors

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brief contents

PART 1 *Foundation for a Selection Program*

- Chapter 1** An Introduction to Selection
- Chapter 2** Job Performance Concepts and Measures
- Chapter 3** Job Analysis in Human Resource Selection
- Chapter 4** Legal Issues of Selection
- Chapter 5** Recruitment of Applicants

PART 2 *Measurement in Selection*

- Chapter 6** Human Resource Measurement in Selection
- Chapter 7** Reliability of Selection Measures
- Chapter 8** Validity of Selection Procedures

PART 3 *Selection Measures*

- Chapter 9** Application Forms–Biodata Assessment, Training & Experience Evaluations, and Reference & Social Media Checks
- Chapter 10** The Selection Interview
- Chapter 11** Ability Tests for Selection
- Chapter 12** Personality Assessment for Selection
- Chapter 13** Simulation Tests
- Chapter 14** Testing for Counterproductive Work Behaviors

PART 4 *Using Selection Data*

- Chapter 15** Strategies for Selection Decision Making

Glossary

Author Index

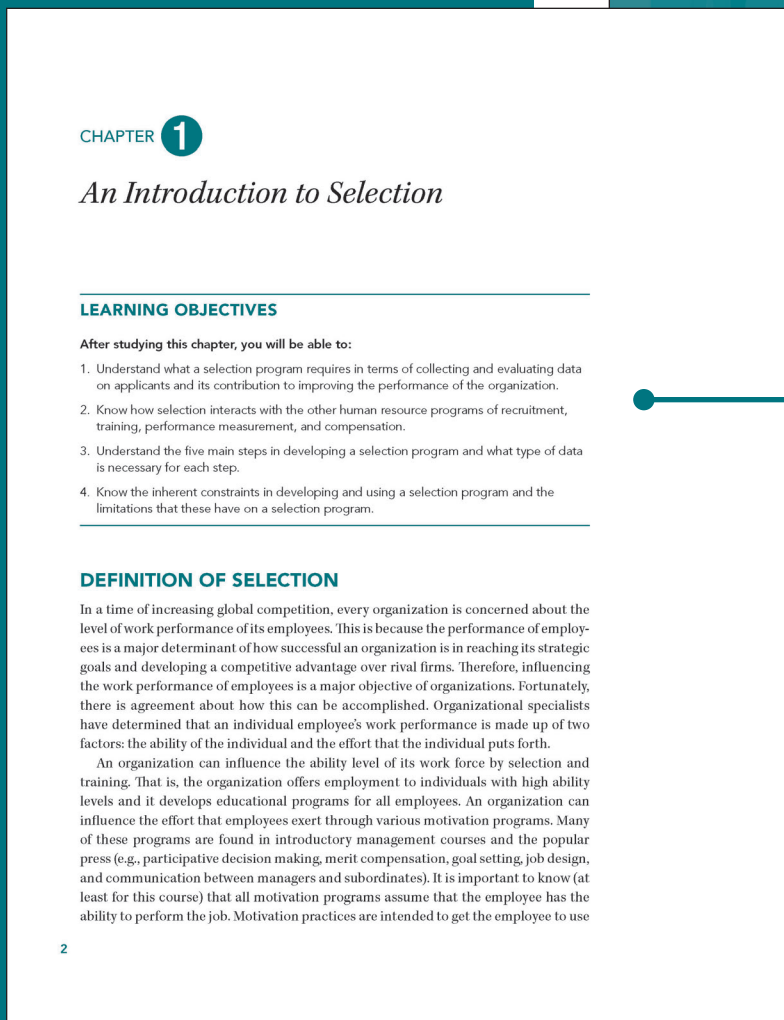
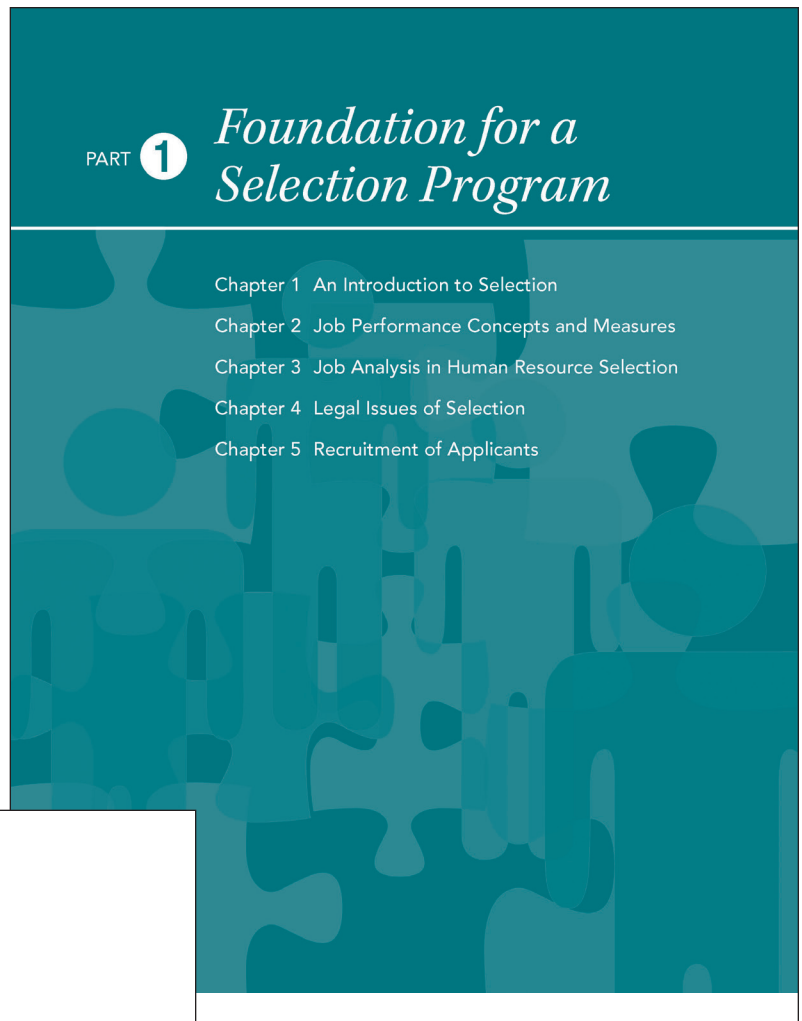
Subject Index

“Gatewood, Feild, and Barrick’s *Human Resource Selection* is the gold standard, go-to text for all things personnel selection. Its coverage, from job analysis, to measurement and validation, to legal and diversity issues, to the specific tools used to assess and select employees, is current, comprehensive, and actionable. This up-to-date resource is a must for students, researchers, and practitioners within HR, management, and organizational psychology.”

Deborah E. Rupp, Ph.D.
Professor and William C. Byham Chair in
Industrial-Organizational Psychology
Purdue University, West Lafayette, IN

sample pages

part opener — this book is divided into four parts; each part opener displays the chapters/content contained therein



chapter opener — each chapter starts with a list of learning objectives

world, however, is not perfectly controllable. For example, there are great fluctuations in the market of applicants that usually are the result of general economic or education conditions over which the organization has little control. Also, numerous federal and state laws and administrative rulings restrict both the information that can be gathered from applicants and the way this information can be evaluated. Equal Employment Opportunity laws and guidelines regarding discrimination in selection are good examples.

There is also a growing realization that the usefulness of the selection decision should be viewed in terms of its effects over time. The future interests of both parties must be considered in the selection process or the result will be less than optimal. Rapid and costly turnover, lower performance levels, and friction between an employee and the organization are among the results of a mismatch of interests.²

Is There Evidence That Selection Is Important?

Of course, the answer to this question is "YES." Otherwise, why ask this question so early in the book? We will summarize four research studies to convince you. In all of these studies, selection was linked with **training**. This follows from our previous comments that organizations can influence the ability of its employees by both selection and training. So these studies looked at the question of whether or not selection and training do impact ability and then translate into better performance for the organization. In the first of these studies, T. Russell Crook and his colleagues framed the research in terms of human capital or, in our terms, the amounts of WRCs that were possessed by the members of organizations.³ The authors statistically combined the results of 66 different studies and determined that human capital (knowledge and skills, tenure, total years of experience, and education and training programs completed) was positively related to customer satisfaction, work innovation, and the financial performance of the firm. A second study looked at the effects of staffing and training on firm productivity and profit growth before, during, and after the Great Recession.⁴ The study involved 369 firms during the time period from 1999 to 2011. The results indicated that selective staffing (selection) and internal training directly influence a company's profit because they influence labor productivity. The authors' concluded that high labor productivity helped buffer the negative effects of the recession and also aided recovery from the recession. Moreover, selection and training were more important at different times. Training was more important for prerecession profitability, and selection was more important for postrecession recovery. The results clearly indicated that firms that more effectively selected and trained employees outperformed competitors throughout pre- and postrecession periods even after controlling for how profitable the firms were before the recession occurred. A third study looked at the performance of 861 different units of the same fast-food restaurant chain.⁵ Contrary to what many think, there can be large differences among units of the same chain in terms of both selection and training. For this research, selection was scored on the basis of what percentage of new, entry-level workers had scored at or above a score that was recommended by the chain for employment on the combination of five

training

The process of educating employees in the knowledge and job actions necessary to perform their assignments at a high level.

key terms — highlighted within the text and definition of the term in the margin

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KEY TERMS

selection 3	compensation 8	constraints (on a selection program) 13
work-related characteristics (WRCs) 3	recruitment 8	evidence-based management 18
applicant 4	job analysis 10	big data 19
training 6	job performance measurement 10	demographic group 21
human resource (HR) systems 7	selection measures 11	
	validation 12	

key terms — also listed at the end of each chapter with page numbers included for easy reference

“This is one of my ‘go-to’ references for personnel selection because it is accurate, thorough, and easy to read.”

Phillip L. Roth,, Ph.D.
Trevillian Distinguished
Professor of Management
Clemson University–College of
Business, Clemson, SC

features of this edition

- Descriptions of both recent research and practice of selection.
- Provision of detailed examples and discussions of the characteristics and content of valid selection measures for that chapter's topic.
- Discussions of relevant court cases and Equal Employment Opportunity Commission settlements concerning discrimination in selection practices.
- Presentation of each chapter's learning objectives.
- Highlights of key terms and definitions of these terms.

support materials

- *Instructor's Manual*
 - outlines learning objectives for each chapter
 - references to slides in PPT files
- *Test Bank* files:
 - true/false questions
 - multiple choice questions
 - essay questions
- *PowerPoint* files: each set covers the main points outlined at the beginning of the chapter, and includes reproductions of many of the figures and tables found in the text

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