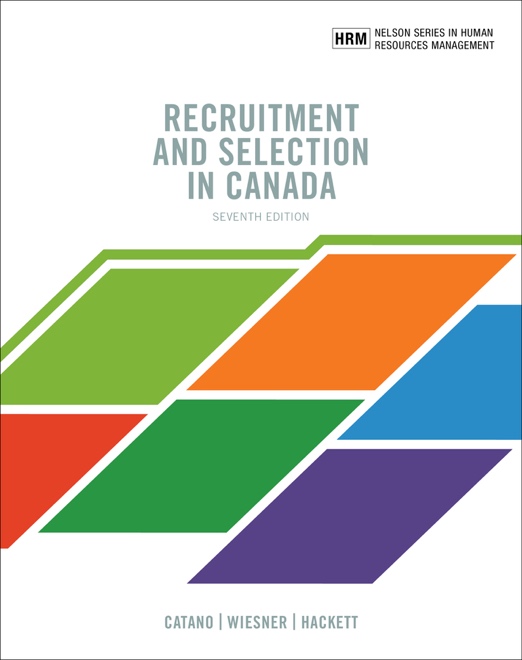
**CASE NOTES**

*to accompany*



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**Case Notes**to accompany

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**Chapter 1 An Introduction to Recruitment and Selection**

**Recruitment and Selection at Google**

**Questions:** The intent of this exercise is not to have you develop detailed answers but to begin thinking about the many factors that affect recruitment and selection. We appreciate that the case does not contain detailed information but in our opinion that information is not needed to meet our primary objective. We will review in detail many of the components of Google’s recruitment and selection procedures later in this text. For now, we would like you to discuss the following points.

**Case Questions and Suggested Answers**

1. **Is Google’s elaborate selection system justified? What are appropriate criteria for assessing its effectiveness?**

**ANS:**

It is clear from its recruitment and selection process that Google values the talent management process. The company is ranked by *Forbes* magazine as one of the best places in the world to work, and it offers excellent employee benefits and perks. To determine whether Google’s staffing system is justified, we must, from a human resources management perspective, evaluate the strategy’s outcomes. For example, once it has implemented its staffing strategy, Google could evaluate the effectiveness of its staffing strategy using Step 5 of the “Elements of a Recruitment and Selection Action Plan,” as seen in **Recruitment and Selection Notebook 1.1**.By determining what went right or wrong, reviewing the outcomes of the recruitment and selection processes, and reviewing the performance of the people it hired, Google could evaluate, shape, and change future iterations of its staffing action plan to best meet the talent management needs of the organization in the future.

1. **Google receives over 3 000 000 applications for 7000 positions. Is this an effective approach? What is the cost, particularly the human cost, associated with reviewing all of these applications? How do you reduce the number of applicants to a reasonable number that can be run through the selection system?**

**ANS:**

Google’s selection ratio, or the number of applications to number of positions (discussed more in Chapter 7), can be determined by dividing the number of positions (7000) by the number of applicants generated (3 000 000). The result for Google is .002, which is a very low selection ratio. Selection ratios close to zero could indicate that the recruitment process was successful in generating a large applicant pool. Although Google's recruitment strategy was successful, the cost to the organization (in both time and money) to review the applications will be relatively high in terms of selecting the most qualified candidates. Some ways to reduce these costs might be to use HRIS systems to electronically screen résumés, statistically weight the value of some of the tests (e.g., work samples and motor skills tests), coordinate HR activities with other organizational units to highlight the importance of some of the required skills, andthink in systems terms (see Figure 1.1, Example of a Human Resources System).

1. **Provide examples of how technology might be used to facilitate and improve the recruitment and selection used by Google.**

**ANS:**

There are a number of ways that modern technology can improve the recruitment and selection processes at Google. For example, software is available to digitally screen résumés by looking for keywords. Job posting and résumé-matching services can be designed and utilized online. As discussed more in Chapter 6, these and other tools can be used to improve the set of recruitment and selection best practices at Google. Organizations using “e-recruiting” techniques often report having access to larger applicant pools, lower recruiting costs, lower printing costs, and greater access and use of online “dashboard” reports for immediate tracking of results.

1. **What criteria should Google use in selecting “team players”?**

**ANS:**

The criteria for selecting team players could potentially include personality testing and work samples. Personality testing can identify individual differences that are either supportive of teamwork (e.g., agreeableness) or not supportive of it (e.g., low emotional stability). Work samples can identify can provide “live” samples of individual and group problem solving. Both are tests currently offered by Toyota, so using these to determine teamwork skills would not add additional costs to the overall recruitment and selection strategy.

1. **Does “peer-based hiring” lead to better employees?**

**ANS:**

It likely depends on the organization and its recruitment and selection practices, as well as the knowledge, skills, abilities, and other attributes (KSAOs) of the peers making the hiring decisions. In the case, it is noted that Google operates much like a university in the knowledge industry when it comes to staffing its positions. In universities, hiring decisions are made by committees of faculty members, and this is considered more a bottom-up staffing process than a top-down one mandated by senior managers. The advantage of this process is that it uses subject matter experts (SMEs), in this case peers who are very familiar with the job, to make staffing decisions. These SMEs should be familiar with the job in question so that the right person can be hired. However, the hiring process in universities is considered by some to have faults, such as being highly susceptible to organizational politics. Further, if the SMEs do not possess the requisite KSAOs for the specific position being filled, then they may hire sub-optimal candidates.

**References Cited**

Rynes, S. L., Colbert, A. E., & Brown, K. G. (2002). HR professionals' beliefs about effective human resource practices: Correspondence between research and practice. *Human Resource Management*, 41(2), 149-174.

**Chapter 2 Foundations of Recruitment and Selection I: Reliability and Validity**

**Emotional Intelligence or Cognitive Ability?**

**Case Questions and Suggested Answers:**

1. **What do you think? Should the hiring managers prefer EI over cognitive ability in predicting job performance? Why?**

**ANS:**

No, hiring managers should not value EI over cognitive ability when it comes to predicting job performance. The results of validity generalization studies show that IQ is a better predictor of performance across most jobs compared with EI. Current measures of EI may be too broad to fully capture the content domain of the construct, which is still not very clear, even after decades of study. Scales can be improved via scale-validation strategies at both the construct and the measurement level (see **Figure 2.5**).

1. **If you planned to use EI as part of your selection system, discuss the steps that you would take to ensure that you were able to make reliable and accurate inferences about job performance in your work situation. That is, what would you have to do to show that your measure was reliable and valid?**

**ANS:**

There are a number of steps to take to ensure the reliability and validity of our chosen measure of EI. As an HR manager, you should start by checking the existing reliability and validity data of your measure in the existing literature (these indices are sometimes easily obtained by conducting a literature review on the topic/construct at hand). In the absence of such data, or if the data are unclear, you should ensure that factors impacting the potential reliability, including chance, lack of standardization, and temporary characteristics, are minimized at test time. In terms of ensuring validity, you may take strategies outlined in **Figure 2.5** and, for small organizations, **Recruitment and Selection Notebook 2.2**. To avoid range restriction, you should look at your validity coefficients to ensure that scores from subgroups are similar to those from the overall sample. To avoid measurement error, you should ensure that the test is reliable over at least two points of data collection. To avoid sampling error, you should ensure that the tests are taken by the appropriate samples (e.g., applicants and job incumbents) in as large a population as possible (estimates from small samples will likely be quite variable, so corrections may need to be applied). You should also take steps to ensure that your test is perceived to be fair and unbiased by your employees, as described in **Recruitment and Selection Notebook 2.3**, because adverse reactions to tests can negatively impact, or attenuate, validity scores.

1. **EI tests are prone to applicant faking. What can you do to limit faking on an EI test? Would these procedures lower the reliability and validity of the tests?**

**ANS:**

Current research suggests several ways to try to reduce faking in applicant testing. For example, there are statistical methods that can be used to try to detect and correct “faked” items; however, these corrections have been shown to possibly lower the validity of the tests. Participants can also be instructed to answer as honestly as possible because their data will have important selection and performance implications for the organization. It is worth noting that some researchers question whether faking on these tests is that much of a problem at all. They say that faked answers can be interpreted as participants “correctly” responding to social desirability cues by proving to recruiters that they know what the organization expects for demonstrating good performance.

1. **What are the legal considerations of using EI tests with poor reliability and validity? What are the business costs?**

**ANS:**

From a legal perspective, the perception of unfairness may lead unsuccessful applicants to pursue discrimination charges against the prospective employer in various legal arenas, including courts and human rights tribunals. Recruitment and selection tests should also not have adverse impact on minority groups. The business costs of using tests with poor reliability and validity are possibly hiring the people with the wrong KSAOs for the organization. This reduces the usefulness of the tests and potentially leads to decreases in organizational productivity levels. Further, applicant reactions to selection procedures may affect applicants’ decision to join an organization and the degree to which they trust the organization and its behaviour once they become an employee.