

Hence, selection is a process rather than an event. It is guided by a logic that determines the steps that need to be taken. The logic applies to all predictors that might be used, even though they differ in terms of several characteristics. Actual implementation of the logic of prediction requires that predictors be chosen through development of a selection plan. Implementation also requires creation of a selection sequence, which is an orderly flow of people through the stages of applicant, candidate, finalist, and offer receiver.

Logic of Prediction

In Chapter 1, the selection component of staffing was defined as the process of assessing and evaluating people for purposes of determining the likely fit between the person and the job. This process is based on the logic of prediction, which holds that indicators of a person's degree of success in past situations should be predictive of how successful he or she will likely be in new situations. Application of this logic to selection is illustrated in Exhibit 8.1.

A person's knowledge, skills, abilities, and other characteristics (KSAOs) and motivation are the product of experiences of past job, current job, and nonjob situations. During selection, the organization identifies, assesses, and evaluates samples of these KSAOs (presumably) most relevant to the new situation or job, as well as motivation. The results constitute the person's overall qualifications for the new situation or job. These qualifications are then used to predict how successful the person is likely to be in that new situation or job regarding the human resource (HR) outcomes. The logic of prediction works in practice if the organization accurately identifies and measures qualifications relative to job requirements, and if those qualifications remain stable over time so that the person carries them over to the new job.

The logic of prediction shown in Exhibit 8.1 demonstrates how critical it is to carefully scrutinize the applicant's past situation when making selection decisions.

EXHIBIT 8.1 The Logic of Prediction

