

For example, in selecting someone for a police officer position, the success of the applicant in a previous security guard position might be considered a relevant predictor of the likelihood that the applicant will succeed in the police officer position. Alternatively, the fact that the person was previously successful in a homemaker role might be viewed as totally irrelevant. Surprisingly, considering the homemaker role to be irrelevant might well be an incorrect assessment. Research shows that there is a close correspondence between the role of homemaker and the police officer position. Specifically, thorough job analysis showed that jobs rely heavily on troubleshooting and emergency handling skills. Hence, the absence of a sound job analysis, many qualified applicants may inadvertently be overlooked even though they have some of the characteristics needed to perform the job. Nonjob experience in the home, in the community, and in other institutions may be as valuable as or more valuable than previous employment experiences.

Job titles such as homemaker are not nearly specific enough for making selection decisions. Similarly, the fact that someone has a certain number of years experience usually does not provide sufficient detail to make selection decisions. What counts, and what is revealed through job analysis, are the specific types of experiences required and the level of successfulness at each. Similarly, whether someone was paid for employment is not relevant. What counts is the quality of the experience as it relates to success in the new job. In short, the logic of prediction indicates that a point-to-point comparison needs to be made between requirements of the job to be filled and the qualifications applicants have acquired from a variety of past situations.

The logic of prediction is important to not only selection but also recruitment. One study showed that applicant reactions to selection procedures were determined in part by the job relatedness of the selection procedure. If applicants see the selection process as job related, which should occur if the logic of prediction is used, they are more likely to view the selection process as fair.<sup>1</sup> Applicants who view the selection procedure as fair are more likely to accept a job offer and/or encourage others to apply for a job in the organization.

Finally, the logic of prediction means separating recruitment from selection. For example, many organizations use employee referrals to identify prospective hires (recruitment), to select among those who have applied (selection), or both. Though there is nothing wrong with using referrals, how they are evaluated as a recruitment device will differ from how they are evaluated as a selection measure (often in the form of references).

## The Nature of Predictors

As will be seen shortly, many types of predictors, ranging from interviews to reference checks, are used in external selection. They can be differentiated from one another in terms of content and form.