

measure knowledge in specific areas. Another form of a predictor is an essay where the respondent provides a written answer. Essays are best used to assess written communication, problem-solving, and analytical skills.³

Oral Versus Written Versus Computer. Responses to predictor questions can be spoken, written, or entered into a computer or other electronic communication device. When conducting interviews, some organizations listen to oral responses (either in person or through videoconferencing), read written responses, or read computer printouts of typed-in responses to assess applicants. As with all predictors, the appropriate form depends on the nature of the job. If the job requires a high level of verbal skill, oral responses should be solicited. If the job requires a large amount of writing, written responses should be required. If the job requires constant interaction with the computer, applicants should use a computer to enter their responses.⁴

Development of the Selection Plan

To translate the results of a job analysis into the actual predictors to be used for selection, a selection plan must be developed. A selection plan describes which predictor(s) will be used to assess the KSAsO required to perform the job. The recommended format for a selection plan, and an example of such a plan for the job of secretary, is shown in Exhibit 8.2. A selection plan can be established in three steps. First, the KSAsOs are written in the left-hand column. This list comes directly from the job requirements matrix. Second, for each KSAO, a "yes" or "no" is written to show whether it needs to be assessed in the selection process. Sometimes the answer is no because the applicant will acquire the KSAO once on the job (e.g., knowledge of company policies and procedures). Third, possible methods of assessment are listed for the required KSAsOs, and the specific method to be used for each is indicated.

Selection Sequence

Usually, a series of decisions are made about job applicants before they are selected. These decisions are depicted in Exhibit 8.3. The first decision is whether initial applicants who have applied for the job become candidates or are rejected. A candidate is someone who possesses the minimum qualifications to be considered for further assessment but has not yet received an offer.

Initial assessment methods are used to choose candidates (these will be discussed later in this chapter). The second decision is to determine which candidates become finalists. A finalist is someone who meets all the minimum qualifications and whom the organization considers fully qualified for the job. Substantive assessment methods, discussed in Chapter 9, are used to select finalists. The third decision is to determine which finalist receives the job offer. Offer receivers are those finalists to whom the organization extends an offer of employment. Discretionary methods, also discussed in Chapter 9, are used to