

Decades of Research on Personnel Selection in Organizations: Key Evidence & Principles

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In the field of industrial and organizational psychology, the best approaches for selecting personnel have been studied for over 100 years. This research base is also broad and diverse because it entails different sectors (e.g., private, public, military, education, and health), jobs (e.g., clerical, service, manufacturing, managerial), countries, and samples. The selection of academic medical chairs is another example of such a specific selection context. Although each of these different settings has its own peculiar implications for the selection of personnel, in this presentation I focus on the communalities across these diverse settings. I start by elucidating the basic model underlying selection. This model stipulates that on the basis of a thorough analysis of the job domain (e.g., tasks, responsibilities, context of organization), specific person-based requirements and competencies are determined. Only in a third step, selection procedures are chosen for assessing candidates on each of these competencies. Next, I propose seven evidence-based principles that should ensure the quality of a selection process. I derive each of these principles from large-scale reviews and meta-analytic evidence. These principles include: (1) adopt standardization, (2) gather samples of past and future behavior, (3) use selection stages, (4) use multiple information sources, (5) rely on principle of aggregation, (6) use mechanical integration, and (7) ensure procedural fairness. Finally, I review the largest meta-analysis on the validity of the most common selection procedures for predicting job performance.

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Professor Dr. Filip Lievens is a world-renowned authority in the field of selection and assessment. He has published over 150 articles in the areas of high-stakes testing, assessment centers, structured interviews, situational judgment tests, and web-based assessment. He also gave over 200 presentations, workshops and invited keynote presentations in Europe, USA, Asia, Africa, and Australia.

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