

Staffing 21-Century Organizations

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Hiring good people is hard. Hiring great people is brutally hard. And yet nothing matters more in winning than in getting the right people on the field. All the clever strategies and advanced technologies in the world are nowhere near as effective without great people to put them to work.

(Jack Welch, *Winning*, 2005, p. 81).

21st-Century Organizations: Features

- Heavy dependence on technology to leverage the power of the Internet
- Tightly integrated networks of globally dispersed operations;
- Multiple forms of organization as well as multiple forms of alliances;
- Reliance on intellectual capital, innovation, speed to market, and global reach to achieve organizational objectives; and
- Sourcing and retaining talent at various organizational levels from global labor markets

Current Model: How's It Doing?

- Ghiselli (1963, 1973): Validities of .25 - .30 (uncorrected)
- Schmidt & Hunter (1998): .40s and .50s (corrected)
- Not observed or operational validities
- Sometimes 2X to 4X observed values (Schmitt, 2007)

Typical Tools

- ◆ Pre-screening: biodata, application forms
- ◆ Background check
- ◆ Tests (PC-based or paper/pencil)
 - ◆ GMA, personality
- ◆ Interviews

Selecting Entry-Level Managers

Selection Tools	Percent of Programs
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Site interview	99%
Resume/Exp/Education	71%
Drug Screen	59%
Campus Interview	40%
Tests	40%
Background Check	36%
Job Performance	32%
Other	31%
References	28%
Academics/GPA	25%
Work Simulation	13%
Job Trial/Probation	7%
Assessment Center	7%

Ceiling Effect of Current Model?



7 Limitations of the Current Model

- ◆ Levels of analysis
- ◆ Behavioral-consistency
- ◆ Thin slices of behavior
- ◆ Non-representative behavior

7 Limitations (Continued)

- ◆ Adverse impact
- ◆ Overestimation of payoffs
- ◆ Type of job

Basic Features of the Current and Proposed Staffing Models

Current Staffing Model

Job analysis —————> Identify and assess individual-level characteristics —————> Rank-order scores —————> Goal: Predict individual-level job performance

Proposed Staffing Model

Define in situ performance (Multi-dimensional, multi-level) —————> Identify and assess predictors of individual or team in situ performance that take into account context and time —————> Goal: Predict individual or team in situ performance

