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**Managing Human Resources, 17th Edition**

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## Initial Screening

Do you want to begin the selection process by interviewing all of the applicants interested in working for the business you are starting? Probably not. That would be very time consuming, and because time is money, it would be very expensive. Instead what you would first want to do is initially screen out people who aren't qualified for the job. Next, let's look at the tools you can use to do this.

### Initial Screening Methods

- | Cover Letters and Résumés
- | Internet Checks and Phone Screening
- | Video résumés

### Application Forms

Application forms provide a fairly quick and systematic means of obtaining a variety of information about the applicant, such as whether the applicant meets the minimum requirements for experience, education, and so on. For example, McDonald's uses a form that is quite brief but asks for information that is highly relevant to job performance. Most large companies accept applications online, and some conduct pre-application screening tests online. One of the key advantages of accepting applications online is that companies can recruit candidates and fill their job openings much faster. The discount stock broker Charles Schwab claims that by using the Internet, it can now fill a job opening in just one week.

### What to Include—and Not to Include—on a Job Application Form

- *Application date.* This helps managers know when the form was completed and gives them an idea of the time limit (e.g., one year) that the form should be on file.
- *Educational background.* Include blanks for high school, college, and post-college attendance—but not the dates attended, since that can be connected with age.
- *Experience.* Virtually any questions that focus on work experience related to the job are permissible.
- *Arrests and criminal convictions.* Don't ask questions about arrests. Questions about convictions and guilty pleadings can be problematic if they

are not related to the job. Some states prohibit conviction questions, and the EEOC has indicated that they can have a disparate impact on African American and Hispanic workers.

- *National origin.* Don't ask questions about an applicant's national origin. However, it is acceptable to ask whether the person is legally prevented from working in the United States.
- *References.* Most applications include blanks for the names, addresses, and phone numbers of references provided by applicants.
- *Disabilities.* Don't ask applicants questions designed to elicit information about the existence, nature, or severity of a disability. Inquiries about the ability of the person to perform job functions, however, are acceptable. Under the most recent guidelines issued by the EEOC, employers can ask whether an applicant needs reasonable accommodation—if the disability is obvious or if the applicant has voluntarily disclosed the disability.

## Disclaimers

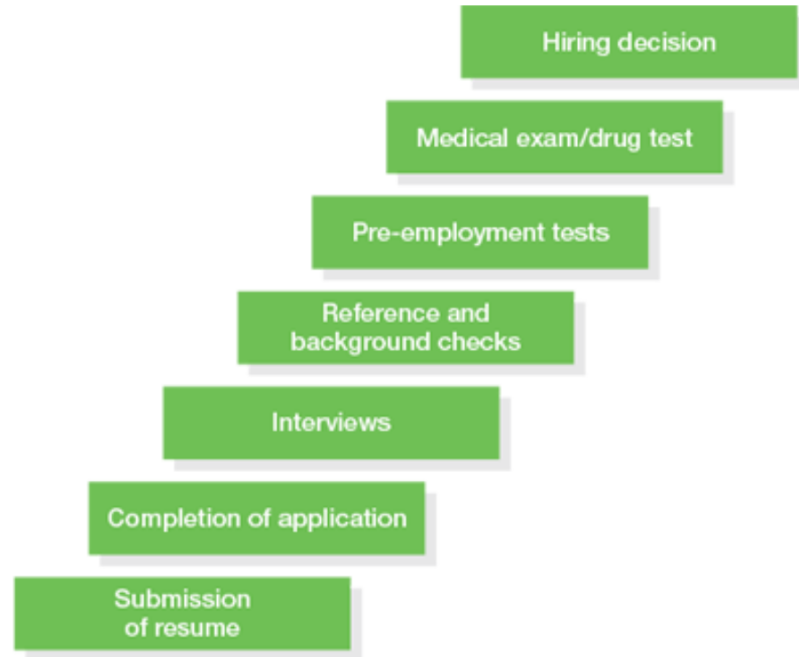
- *EEOC and at-will statements.* State on the application form that the firm does not discriminate and is an EEOC employer. If your state allows it, the form should state that all employees are hired *at will*. This gives both the employer and employee the right to end the employment relationship at any time without reason.
- *Reference checks.* Include language that gives the hiring firm the right to contact the applicants' previous employers listed on the form and their résumés.
- *Employment testing.* List any tests the applicant may have to take and ask the applicant to sign the application consenting to their use.
- *Information falsification.* Notify applicants that any falsification of the information they provide could result in their disqualification or termination should they be hired.

## Steps in the Selection Process

The number of steps in the selection process and their sequence will vary, not only with the organization, but also with the type and level of jobs to be filled. Each step should be evaluated in terms of its contribution to the process. The steps that typically make up the selection process are shown in Figure 6.2. Not all applicants will go

through all of these steps. Some will be rejected after the preliminary interview, others after taking tests, and so on.

**Figure 6.2** Steps in the Selection Process



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**Note:** Steps may vary. An applicant may be rejected after any step in the process.