HANDBOOK OF
EMPLOYEE
SELECTION

EDITED BY
James L. Farr
Nancy T. Tippins
The Handbook of Employee Selection provides a comprehensive review of a) contemporary personnel selection instruments, including the technical methodology for their development and evaluation of their effectiveness, b) the organizational systems necessary for the effective and efficient use of personnel selection methods as part of organizations’ human resource management approach, and c) the societal and organizational factors that provide the context within which personnel selection is nested. The Handbook will include descriptions of specific examples of personnel selection procedures that have had major impact on the development of personnel selection function within organizations, as well as discussions of current and future trends in employee selection around the world.

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TABLE OF CONTENTS


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30 Perspectives From Twenty-Two Countries on the Legal Environment for Selection

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In the United States, the legal context plays a major role in how psychologists approach selection system development. Psychologists know well the social-structured groups, the approaches to making an appropriate case of discrimination (e.g., Title VII of the Civil Rights Act of 1964, the Equal Employment Opportunity Commission’s (EEOC) guidelines on adverse impact), and the other aspects involved. Selection tests (e.g., Guion, 1999) and human resource management strategies (Bartlett & Ghoshal, 1998) have proven superior to the legal context. In recent years, there has been an emerging internationalization of the organizational psychology discipline in all countries and contribute to our journals and our conferences. Test publishers and consulting firms are available all over the world. This internationalization continues to increase, but becomes increasingly useful to take a broader look at the legal environment for selection, examining similarities and differences in various countries. For example consider a U.S. firm with operations in several other countries. Although U.S. anti-discrimination law applies only to those overseas employees who are U.S. citizens, the employment discrimination laws in other countries are subject to the legal environment of the host country.

DATA COLLECTION METHODOLOGY

To compare and contrast the legal environments for selection in various countries, the senior author proposed a set of questions about the legal environment for selection, prepared model answers describing the legal environment in the United States, and contacted psychologists in various countries, asking them to prepare a document responding to each question and describing the legal environment in their country. They were also invited to suggest additional project participants in other countries. Some sites declined, some initially agreed, but subsequently did not participate.

The goal was to obtain a range of perspectives, such as by no means a complete catalog of the legal environment around the world. Researchers and practitioners who are experts on the topic of selection practiced from the following 22 countries: Australia, Belgium, Canada, Chile, Denmark, Germany, Greece, India, Israel, Japan, Kenya, Korea, The Netherlands, New Zealand, South Africa, Spain, Switzerland, Taiwan, Turkey, the United Kingdom, and the United States. At the time the survey was conducted, these countries were comparatively small in the world.

Because of space constraints, the write-ups for each country was substantially summarized and organized by some (what groups are protected); a preference of country members preferred rather than by country to create this chapter. For more context on the legal, social, and political environment of the countries surveyed, see Myors et al. (2008). Contributing authors from each of the 22 countries responded to several questions, nine of which are addressed in this chapter.

Questions:

1. Are there racial/ethnic/religious subgroups such as women are viewed as “disadvantaged” and others as “advantaged”?

Table 30.1 identifies the major groups viewed as “disadvantaged” in each country from that gender is treated separately in the next section, and specific legal protections for disadvantaged groups are treated under Questions 4. As Table 30.1 indicates, the disadvantaged groups differ on several dimensions. First, the basis for disadvantaged status varies (e.g., discrimination in a setting where women constitute the majority group or Native Americans in the United States, Miur in New Zealand). These differences in terms of the population proportion of women in the workplace, and current status regarding occupational segregation, such as gender representation in various job classes and at various organizational levels.

Among the countries surveyed, women make up a substantial portion of the workforce. In general, women make up almost one-third of the workforce and one-half of the female population (see Table 30.2). However, these differences have been made such that women are increasingly involved in the workforce across all countries surveyed, as evidenced by reports of the increased rate of women’s participation in the workforce, with the exception of Turkey, which reports a slight decline in the recent years (34% in the early 1960s down to 25% in 2004. See references by Statistics, 2008). There is substantial variability among countries in terms of the percentage of women who...
“SIOP emphasizes the scientist-practitioner model. Who exemplifies this model more in the field of selection than Drs Farr and Tippins? The new Alliance of Organizational Psychology includes EAWOP, Division 1 of IAAP, and SIOP members. This book includes the perspectives of authors with a global view of selection. There is simply no more authoritative text on the planet than this one for members of the Alliance.” - Gary Latham, Secretary of State Professor of Organizational Psychology, Rotman School of Management, University of Toronto, and Past President of the Canadian Psychology and the Society for Industrial-Organizational Psychology

“Farr and Tippins have assembled an impressive line-up of leading scholars in the field to present a comprehensive and up-to-date treatment of employee selection. Broad in scope and rich in content, the Handbook of Employee Selection offers an evidence-based perspective on the design, implementation, and evaluation of selection systems in organizational contexts. The handbook also offers an in-depth treatment of criterion development, important legal and ethical issues in employee selection, and an in-depth discussion of the unique selection associated with various organizational contexts, including the military, blue collar occupations, and multinational corporations. This book is a must-read for practitioners and academics alike, and is positioned to have a major impact on the field of employee selection.” - Lillian T. Eby, Professor of Psychology, Associate Editor, Personnel Psychology, University of Georgia

“James L. Farr and Nancy T. Tippins have produced a ‘must have’ Handbook on employee selection for anybody engaged in the selection and recruitment of talent at work, and for all students and academics in HR and personnel/occupational psychology. It contains most of the international leading lights in the field. It not only includes the state of the art research in this arena, but also how this can be translated into effective practice. A book shelf in HR is not complete without this volume.” - Cary L. Cooper, CBE, distinguished professor of organizational psychology and health at Lancaster University Management School, England

“Farr and Tippins’ Handbook of Employee Selection is an impressive compilation of chapters written by leaders in the field covering a) psychometric issues b) design, implementation, and evaluation issues, and c) historical and legal contexts relating to selection of employees in organizations. Chapters are, at the same time, sophisticated and readable. They summarize the state of the science and practice to date, and provide signposts to the future of employee selection. Many of the handbook’s chapters will be citation classics well into the 21st century. It’s on my bookshelf and should be on yours too!” - Charles E. Lance, Associate Editor, Organizational Research Methods, The University of Georgia

“Farr and Tippins have assembled the definitive who’s who in employee selection.” - Milton D. Hakel, Bowling Green State University