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HUMAN RESOURCE PROFILE - THEORETICAL APPROACH TOWARD
DEVELOPING AN INTEGRATED PROCESS FOR PRE-EMPLOYMENT
INTERVIEWING AND POST-HIRE JOB PERFORMANCE APPRAISAL

By

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CHAPTER I
INTRODUCTION

Study Objective

This study explores current practices regarding pre-employment interviewing and post hire performance appraisal. Since job analysis is critical to development of meaningful description of the job, a discussion regarding acceptable processes for job analysis is also presented.

The purpose of the paper is to develop a theoretical framework for improving the process of pre-employment interviewing and post-hire performance appraisal by using an integrated approach which is directly aligned with the specific job. The process is predicted to be generally applicable in all types of businesses and industries and for all levels of employees and managers below the level of President and other key executive positions.

The concept developed has several objectives, all of which add value to the concept of human resource management by giving recognition to the necessity to treat each employee individually, and providing an opportunity for direct and open communication with the employee's

supervisor.

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The concept has as the primary objective the standardization of a consistent process of conducting pre-employment interviewing, and post-hire performance appraisal, which is clearly based on the specific requirement of the position. The process is intended to allow for open communication between the employee and supervisor. The process should also allow for the appropriate matching of the candidate's skills to the specific skill requirements of the position, and on a regular basis, monitor the performance in each specific area of job expectation.

Importance of the Topic Being Studied

The ability of an organization to achieve its goals depends significantly upon its human resources. In order to acquire and retain individuals who will make a maximum contribution to the organization, it is essential that management give careful attention to the human resources management function. Like other major management functions, human resources management requires sound policies and procedures, administered by competent managers.¹

In searching the literature, it was identified that a significant area of employee concern relates to fairness in the pre-employment interview process as well as in the post-hire performance appraisal process. Employers usually

use the traditional pre-employment interview as the means of gathering information about an applicant. The process, however, is not felt to be very good for making assessments of the applicants skill levels because it is too subjective. It appears, however, that employers continue to use the subjective non-job related interview, even though workers, government, and the courts encourage the utilization of more objective and job related processes.²

The importance of predicting job performance through the use of an objective job related process is evident from a review of the literature. Schuler, in his extensive review of the subject, records the following:

Often the interviewers do not have a complete job description or an accurate appraisal of the critical job requirements. In addition, the interviewer often does not know the conditions under which the job is performed. Nevertheless, for performance and legal reasons, all the information obtained must be job related.³

The situation is not significantly different with the performance appraisal process. It, too, must be objective and job related if it is to be effective. Schuler cites a recent study conducted by Psychological Associates Inc. of St. Louis, in which 4,000 employees at 190 companies were surveyed regarding how they felt concerning the performance appraisal process in their companies. The study revealed that 70 percent believed the review sessions had not given them a clear indication of what was expected of them relative to job performance.⁴

This is not to suggest that management is disinterested in their employees, and there is something to be said for entrepreneurship by the owners and investors in their efforts to produce products and services wanted by society and, thereby, establish a need for the human resource. In our economy owners and investors who are willing to establish businesses, deserve some recognition, acknowledgement and, perhaps, even a higher level of prestige and economic benefit because they are willing to take high levels of personal and financial risk. However, in our society, neither the government nor the work force will tolerate certain abuses. Generally the work force, whether unionized or not, is strong enough to reject, either consciously or unconsciously, certain impositions upon it. The proper treatment of the human resource, in order for the investor or manager to be successful, is extremely important. Employees want a high quality of work life, and an opportunity to participate in the organization with clear understanding of management expectations.⁵

Although many aspects of the work environment will impact on the quality of work life each employee will experience, one of the very basic factors in developing good employee-employer relations is proper communications regarding the employee's acceptable performance in his or her job. All managers have expectations regarding requirements of a job, but often have difficulty in

determining if a potential employee will fit the manager's expectations regarding the job requirements. Additionally, the manager will, through a formal or informal process, continually be observing how the selected employee is performing and whether or not the manager's expectations are being met.

It is extremely critical, therefore, to have an adequate pre-employment interview and job performance appraisal process which has an accurate job description as its key foundation. Such a process assists management and employees to be able to communicate openly regarding job responsibilities and performance. Knowledge between employed and employer regarding the job to be performed, and how it is performed, make this subject the foundation and corner stone of human resource management.

The Human Resource

A major premise management should have is that the human resources are the important asset. Although in the financial statement human resources are treated as an expense, management should recognize that the pool of workers represent a pool of knowledge, skill, strength, ability, ideas and talent which should be treated and regarded as an asset (i.e., a resource). Unfortunately, this resource pool is often manipulated and does not have the respect it should have. Often, fixed assets such as

buildings, equipment or products and services, which the human resource pool produces, are valued more highly. Management must understand that employees are people, human beings that deserve to be treated with fairness, honesty and respect.⁶

In order to deal with this issue, management must reckon with conflicting organizational profit motives which interfere with this concept. Generally speaking, most organizations have become excessively profit oriented, including traditionally nonprofit oriented organizations.⁷ The issue is not over whether there should or should not be a profit, but rather what is the benefit or impact on the human resources in the process. This question begins to touch on the quality of work life issue which is important to be understood by the organization management or ownership, since both large and small organizations must utilize the human resource to pursue their profit motives. Although large and increasing amounts of money are being spent for people development, business leaders are still casual about layoffs and outplacement of personnel. "In far too many organizations it is much more difficult to get management approval for a \$15,000 piece of equipment than it is to fire or outplace a manager."⁸

Workers expect to be treated with human dignity and to have genuine equal opportunity for advancement. Physical working conditions in most businesses in the United States

have improved tremendously in the past twenty years, however management's attitudes toward the human relations aspects of work have consistently lagged behind changes in attitudes, values, and expectations of the labor force. Along with profit motivation and capitalizing on business opportunities, managers at all levels in the United States business environment need to give increased consideration to long range human resource planning.⁹

The value given to the human resource, then, is what is important with regard to the activity of work. It is not a well written set of job functions that makes the management system work, but rather it is the value or lack, thereof, attached to the human resource component by top management that allows or does not allow the job system to work.¹⁰ Today workers expect to be treated fairly in their total relationship with their employers, with less emphasis on union involvement and more dealings directly with their managers.¹¹

When U.S. companies get into financial problems, managers and owners usually think first of reducing the human resource component and do not seem to be too concerned about the impact made upon the individuals and their families. With facts like 24,000 layoffs at one of AT&T's operations or 4,000 at Union Carbide, it is not surprising that the work force becomes uncertain of its value to the organization.¹²

The account is told of the founder of Sony Corporation, Akio Morita, with regard to the Sony plant in San Diego, California. The plant encountered a sudden decline in sales and the United States managers requested permission from headquarters in Japan to begin a work force reduction due to anticipated significant losses. Akio Morita refused the request, indicating:

Think of the opportunity if we keep the American work force with us through these difficult times, then they will understand that we are really committed to them, and they will be committed to us.

No lay-offs were made and in a few years the business recovered and the San Diego plant, in time, outperformed Sony's plant in Japan.¹³

Some authors suggest that if workers are treated with increased respect that they will be more productive in the work environment.¹⁴ The human worth concept is significant, and one author has indicated that:

At all levels of the organization, decisions have been made on the basis of power struggles rather than facts. What is now emerging as a new effort to make decisions based on performance as a means of competence, contribution and reward-not power...¹⁵

This same author suggests that management faces a new challenge and needs to recognize that, "we are competing for the time, attention, trust and commitment of our employees".¹⁶

Employees are directly effected by the attitudes of

management toward them and how their lives will be impacted as a result of management's action.¹⁷ Therefore, management needs to be very aware of how its programs and practices are perceived by the employee group, in order to make certain that the employee group will make its maximum contribution to the overall objectives of the corporation.

Research Methodology

Research on the subject was conducted by a literature search of the periodicals Personnel, Personnel Administrator, and several other health care related and non-health care related periodicals, a legal reference source and a human resource management text.

Scope and Limitations

A review of problems associated with current techniques is discussed, as well as a discussion regarding government issues and legal issues that impose external pressures upon employees.

In order to present the concept, the study includes an example of a specific application for the position of clinical nurse. Although in this example, the process applied relates to the health care environment, it is felt that the process has very broad application and would be effective in most United States businesses.

Organization of Paper

Chapter II presents the findings of literature research and presents the perceived problems with the current employment/job performance processes. The primary problem addressed is that the employment/job performance process is less job specific for pre-employment interviewing and is generally fragmented. Legal and government awareness issues are discussed although a comprehensive legal review of all legal issues is not considered to be part of this study as it would be a major study in its own right.

Chapter III introduces the recommendation of an improved process which utilizes an instrument identified as a human resource profile. Chapter IV concludes with a summary and recommendation for further study and testing of the recommended process.

CHAPTER II

CURRENT STATUS OF PRE-EMPLOYMENT INTERVIEW PROCESS AND POST-HIRE PERFORMANCE APPRAISAL REVIEW

Perceived Problems With Current Processes

A review of articles and text material indicates that the pre-employment interviewing process is not job description related. In many cases, no formal structure is used. Further, a permanent record of the interview is not maintained; however, it appears that the literature is encouraging the use of more specific interviewing techniques. Research conducted over the past twenty years reveals that, frequently, the interview process is not standardized, is subject to considerable bias, and has little value in predicting employee success. This research points to personal bias of interviewers as a major problem.¹⁸ Often supervisors are inadequately prepared for conducting the interviews. They may make a hasty judgment without knowledge that the individual's skill level will match the position. Often a feeling about the person and consideration of other traditional, nonobjective factors are the basis for selection of a new employee.¹⁹ Although the act of using human intuition and judgment in the selection

process should not be eliminated, of equal importance is the need for a structured process that utilizes objectivity.²⁰

Many pitfalls of traditional interviewing have been identified. The basic problems are that the process is not based on an analysis of job requirements, interviewing is informal and inconsistent from candidate to candidate, certain irrelevant and even illegal questions may be asked, candidates are often not given an opportunity to demonstrate actual job skills, and documentation is not usually performed.²¹

The benefits of being able to review and match the candidate's skills to the job requirements of specific positions have been demonstrated to be meaningful for both the employer and potential employee as well as to be cost effective. Such a process is used by Coca-Cola USA, the largest division of the Coca-Cola Company and is estimated to have saved in excess of \$700,000 over a three-year period.²² Literature review clearly points out the problems which are identified above, that are associated with the traditional model of interviewing, and further writers on the subject suggest the need for a standardized job-related process.²³

The traditional performance appraisal process is only slightly better than the traditional pre-employment interview process. This is so because more attention has been given to attempts to develop the process into a more

meaningful experience by relating performance to specific expectations of the job.

Generally, neither supervisors who must conduct periodic performance appraisals nor employees enjoy the performance appraisal process. It is not surprising that the traditional approaches often leave employees feeling discouraged, disgruntled and, in many cases, totally surprised with how their supervisor perceives their performance.²⁴

Conventional approaches place the manager in a position of having to make judgments regarding personal worth of another individual, which most managers are reluctant to do.²⁵ In a survey of 293 firms it was found that although some formal appraisal system is felt to be necessary, that "current systems are still widely regarded as a nuisance at best and a dangerous evil at worst."²⁶ It is felt that systems have not yet matured, but that environmental factors such as social change, government, laws and legal pressures are causing performance appraisal systems to be improved. Programs which are carried out merely because of company policy requiring that appraisal reviews be performed, do indeed become a nuisance for both the employee and supervisor. Many problems can and do arise when the process used is no longer meaningful in developing the employee. Additionally, improper appraisal reviews have the potential of causing many legal problems for an

employer.

Criticism of performance appraisal systems include 1) the halo effect, which causes positive or negative characteristic about a person to strongly influence the total attitude of the interviewer toward the person; 2) the leniency-strictness effect which results from a wide range of favorable and unfavorable ratings by different supervisors for the same performance levels; 3) the central tendency effect which results from giving everyone an average rating; 4) the zero-sum problem, which results from a system which dictates that there be a balance between the number of above average ratings and below average ratings; 5) the recency effect which results from a recent event having an inappropriate weighting on the individual's total performance; and 6) biased subjective evaluation which results from impressions made by supervisory personnel regarding their employees.²⁷ These and other factors lead to the conclusion that the current process is inadequate and needs to be improved.

Necessity of Job Description Based Concept

The need to define each job within an organization is critical. Job definition becomes the basis to determine what activities need to be performed. Many human resource specialists believe that job analysis is the first step in developing an effective selection process.²⁸ Further, it is

generally accepted that employees prefer a standardized, objective system for evaluating their performance. They want to be reviewed fairly and, prior to evaluations, have knowledge about performance expectations of their superiors. Further, employees want to be reviewed on the basis of factors they feel they can control, such as behavior and performance, rather than on personal characteristics.²⁹

The conclusion reached as a result of reviewing the writings on the subject is that job content becomes the foundation for establishing an objective basis from which to structure a meaningful process of pre-employment interviewing and post-hire performance appraisal. The process of job or task development, however, may be confronted with several problems, consequently, the once fairly simple matter of defining the task to be performed becomes more complex. One problem arises because many jobs change much more rapidly than can be substantiated by a detailed, time consuming and lengthy process of documentation which is often obsolete prior to being published.³⁰

Some knowledgeable individuals suggest that it is the job holder who should actually define the job content.³¹ This individual further is expected to comply and, indeed, make job position changes well ahead of any formally written description change. Since few businesses or positions are static in our extremely dynamic work environment, failure to

revise the content of a job on a timely basis can have serious consequences. Since job analysis is not usually conducted each time a component of the job changes, it can be concluded, that an employee is expected to respond to the changes management requires or requests prior to completion of a formal job analysis and job description.³² Both employee and employer would become extremely frustrated if changes could not be made fairly rapidly. Although there are many examples that can be given, the introduction of computing systems into the work environment illustrates the need for a dynamic rather than static position/task description. The personal computer has almost overnight changed the job of a secretary. For example, an Administrative Secretary, who for years has been using a typewriter, has a job description which is specific to a requirement and capability of being able to type at a specified standard, say 70 words per minute. Yet an Administrative Secretary today has had to make a rather rapid transition from the typewriter to utilizing a powerful personal computer or some other sophisticated computing system and not a typewriter at all. How does this employee and the employer make the change in an efficient and timely manner.

Should all work activity changes and enhancements be made only after a new job analysis is completed and a new job description written? Probably this would be the correct

approach, but in the practical work setting, few persons want to take the time to upgrade the definition of the work activity each time something new is introduced.

The new skill that the secretary needs may be significantly different than the previous skill of typing. Indeed, a new knowledge level regarding the use of a computer is required and extensive training is necessary in order to be able to make the transition from the typewriter to the personal computer.

Similar examples can be given for many jobs, since job tasks change continually due to introduction of new equipment, system changes or product changes. Few jobs are ever free of such changes, whether of professional or non-professional nature. The dynamics of changing jobs testifies to the fact that detailed preparation of job analysis and job descriptions are not possible each time a job change occurs.

Another possible conflict relates to the individual's discretion in carrying out their job. Should management's philosophy be rigid or free on how the employee performs the job? What latitude is appropriate? There are definite conflicts with regard to applying the human resource management concepts and the practical day-to-day activities in most organizations. Human behavior authorities have for years promoted advanced motivational concepts and enhancement of the employee's quality of work life.³³ The

requirement to adhere to a specific job description can be counterproductive to the motivational concepts. On the other hand, if the employee is given complete latitude with regard to forming their own jobs, management may have unwanted problems.

In the work setting, these conflicts occur and continue to result in problems for all parties concerned. Indeed many jobs for enrichment purposes lend themselves to employee development as opposed to employer/supervisor development. Many companies face the situation where an aggressive employee brings ideas from past work experiences or educational advancements into their work environments and are eager to implement their ideas. New equipment and techniques often place a gap between the supervisor's ability to define the job in comparison to the employee's ability. This is especially true of highly technical positions and can be true of less technical positions as well. Over time, supervisors lose their technical skills as more time is devoted to the job of management. It is a well-established fact that employees have the best knowledge of their job content. Many human resource experts recommend that the job holder is the key in the process of job analysis.³⁴

There certainly is not an easy answer with regard to development of a system that properly deals with the identified conflicts and also completely satisfies all

interested persons.³⁵ However, there is no question but that some formalized system of defining the work activity is necessary.

The current trend is to perform job analysis leading to the preparation of job descriptions and evaluation processes that are more objective as opposed to being subjective.³⁶ Job analysis processes have been standardized, and the concept of using the job analysis to establish job descriptions is commonly accepted. Further, job descriptions are being promoted as the foundation for establishing the pre-employment interview and job performance appraisal processes. What appears to be missing, however, is that the processes being proposed are not integrated, but each is being administered independently.

Research indicates that the processes being recommended, although using the job description as the base, appear to be fragmented and do not finally conclude with an easily developed and practical working integrated process. Generally speaking, the components that have been developed have an objective of being able to 1) select individuals to perform the tasks of the job, 2) train the individual in the position, 3) measure the performance (i.e. work produced) by the individual, and 4) establish the minimum level of reward for the tasks performed.³⁷

Awareness of Related Legal Issues and
Government Regulations

It is important to have a basic understanding of the current requirements and standard systems available for establishing job conduct. It is perhaps advisable to begin the review by examining The Uniform Guidelines on Employee Selection Procedures - 1978. In August, 1978, the following federal agencies jointly published these guidelines: the Equal Employment Opportunity Commission, Civil Service Commission, Department of Labor, and Department of Justice.³⁸ The Introduction to the Guidelines indicates that

The guidelines are intended to establish a uniform federal position in the area of prohibiting discrimination in employment practices on grounds of race, color, religion, sex or national origin.³⁹

In this document, the agencies have defined several basic terms, which we have an interest in, relative to job analysis, job description, employee selection and performance appraisal. These terms are as follows:

Job Analysis - A detailed statement of work behaviors and other information relevant to the job.

Job Description - A general statement of job duties and responsibilities.

Knowledge - A body of information applied directly to the performance of function.

Ability - A present competence to perform an observable behavior or a behavior which results in an observable product.

Skill - A present observable competence to perform a learned psychomotor act.

Work Behavior - An activity performed to achieve the objective of the job. Work behavior involves observable (physical) components and unobservable (mental) components. A Work behavior consists of the performance of one or more tasks. Knowledges, skills, and abilities, are not behaviors, although they may be applied in work behaviors.

Selection Procedure - Any measure, combination of measures or procedure used as a basis for any employment decision. Selection procedures include the full range of assessment techniques from traditional paper and pencil tests, performance tests, training programs, or probationary periods and physical, educational, and work experience requirements through informal or casual interviews and unscored application forms.⁴⁰

Another source defines job analysis as follows:

Job Analysis - Is the process of describing and recording aspects of jobs. Typically described and recorded are the purposes of a job, its major duties or activities and the conditions under which the job is performed. These three components form the essential parts of a job description. On the basis of the job description, job specifications are written. These detail the skills, knowledge and abilities that the individuals need to perform the job. Job descriptions could but do not typically include information about performance standards, task design characteristics and employee characteristics. Additionally job specifications could include information about individual personality interests, preferences likely to be compatible with the job or satisfied during the job's performance. These two modifications of traditional job descriptions and specifications are in keeping with the concern for attaining two of the three major purposes of PHRM: high productivity and high quality of work life. The other major purpose of PHRM (Personnel and Human Resource Management) complying with legal regulations, is served by doing the typical job description and job specifications.⁴¹

With regard to the legal issue, at least three questions regarding job analysis typically arise in court cases:

The first is whether a job analysis was completed. The second contains the material adequacy of the job analysis. The third asks whether the method selected is appropriate for the validation strategies subsequently used.⁴²

These authors further conclude, based upon various decisions, that the courts will give "great deference" to the uniform guidelines with regard to any selection procedure. Quoting from The Uniform Guidelines (1978), the authors point out that "any method of job analysis may be used if it provides the information required for the specific validation strategy used."⁴³ In review of The Uniform Guidelines (1978), particular attention should be paid to the introduction to the Guidelines. First and foremost it should be recognized that:

The guidelines are intended to establish a uniform federal position in the area of prohibiting discrimination in employment practices on grounds of race, color, religion, sex or national origin.⁴⁴

Further, it should be noted with regard to the background of the guidelines

One problem that confronted the congress which adopted the Civil Rights Act of 1964 involved the effect of written pre-employment tests on equal employment opportunity. The use of these test scores frequently denied employment to minorities, in many cases without evidence that the tests were related to success on the job, yet employers wished to continue to use such tests as practical tools to assist in the selection of qualified employees. Congress sought to strike a balance which would proscribe discrimination, but otherwise permit the use of tests in the selection of employees. Thus in Title VII Congress authorized the use of 'any professionally developed ability test provided that such test, its administration or action upon the results, is not designed, intended or used to discriminate...'⁴⁵

The key intent related to whether or not an adverse impact would result from the use of these tests, as follows:

The Government's view was that the employer's intent was irrelevant. If tests or other practices had an adverse impact on protected groups, they were unlawful unless they could be justified. To justify a test which screened out a higher proportion of minorities, the employer would have to show that it fairly measured or predicted performance on the job. Otherwise it would not be considered to be professionally developed.⁴⁶

With regard to adverse impact, the comment is made that:

The fundamental principle underlying the guidelines is that employer policies or practices which have an adverse impact on employment opportunities of any race, sex or ethnic group are illegal under Title VII and the Executive Order, unless justified by business necessity. A selection procedure which has no adverse impact generally does not violate Title VII or the Executive Order. This means that an employer may usually avoid the application of the guidelines by use of procedures which have no adverse impact. If adverse impact exists, it must be justified on grounds of business necessity. Normally this means by validation which demonstrates the relation between the selection procedure and performance on the job. The guidelines adopt a 'rule of thumb' as a practical means of determining adverse impact for use in enforcement proceedings. This rule is known as the 'Four-Fifths or 80%' rule. It is not a legal definition of discrimination, rather it is a practical device to keep the attention of enforcement agencies on serious discrepancies in hire or promotion rates or other employment decisions. To determine whether a selection procedure violates the Four-Fifths rule, an employer compares its hiring rates for different groups. But this rule of thumb cannot be applied automatically. An employer who has conducted an extensive recruiting campaign may have a larger than normal pool of applicants and the four-fifths rule might unfairly expose it to the enforcement proceedings. On the other hand, an employer's reputation may have discouraged or 'chilled' applicants of particular groups from applying because they believed application would be futile. The

application of the four-fifths rule in that situation would allow an employer to evade scrutiny because of its own discrimination.⁴⁷

The Uniform Guidelines specify that:

The concept of validation as used in personnel psychology involves the establishment of a relationship between a test instrument or other selection procedure and performance on the job.⁴⁸

It appears that the primary intent of these guidelines relates to use of testing or other screening mechanisms, during the selection process, which would have an adverse impact on one of the minority groups that the Act intends to protect from discrimination.

Employers need to be fully aware of the legal guidelines in establishing tests for the purpose of screening, in order to avoid discrimination against a protected group. The employer should strive to recognize the work force as an important resource and develop a human resource profile consistent with these guidelines.

The guidelines are very complex, however:

Schlei and Grossman (1976) have identified four types of theories of discrimination that fall under the review of Title VII: (a) Disparate treatment, (b) Policies or practices that perpetuate past intentional discrimination, (c) Adverse impact and (d) Failure to accommodate reasonably to an individual's religious observances or practices. There are procedural differences for establishing and supporting a claim of discrimination under each theory; however, each has been used successfully to prove employment discrimination. Regardless of the theory under which a claim is brought, the first step is for the plaintiff to establish a Prima Facie case of discrimination.⁴⁹

Prima Facie discrimination is defined in the Uniform

Guidelines on Employee Selection Procedures (1978) using the concept of adverse impact or the 80 percent rule.

With regard to maintaining equal employment opportunity, employers need to make certain that criteria for hiring, firing and promoting do not have greater negative impact on a protected class as compared to the nonprotected groups. If the criteria used do, or potentially can, have a greater impact on a protected class, the employer must next determine whether or not he can validate such use and make certain that no other criteria with less negative impact are available. If an employer intends to administer employee tests, those tests must measure appropriately and accurately the true job performance or expectations.⁵⁰ "Many employers still impose tests on prospective employees that successful current employees would have trouble passing. Such action can only lead to trouble."⁵¹

As a result of external factors, many employers are uncertain how to proceed with regard to developing a selection process. Several issues, relative to job selection, that employers should be aware of include:

(1) Subjective Interview Process: The traditional interview process does not eliminate employer risk and should be avoided. The following helps to clarify this issue:

Due to the increased difficulty of developing and maintaining tests and other structured and validated

selection procedures, and due to the lack of awareness of their cost/benefit utility, many personnel specialists are returning to the traditional (subjective) interview as their only selection device. They apparently feel that testing has too high a legal risk and that test validation requirements are too extensive. What they fail to realize is that traditional informal interviews are considered as tests. They are subject to the same validation requirements and are accompanied probably by a greater legal risk due to their subjective nature.⁵²

The objective of the job analysis is to generate a description of the job in terms of job duties, required knowledge, skills, abilities and other worker characteristics. The job analysis is therefore essential in order to develop any selection process and be able to establish an appropriate validation.⁵³

It is further indicated that:

There is evidence that a selection system developed on the basis of job analysis is more valid and less biased against minorities than a selection procedure developed without the benefit of job analysis.⁵⁴

This writing identifies some recommendations and considerations about performing job analysis, indicating that job analysis participants should be selected on the basis of their extensive knowledge of the job, not randomly, and both supervisors and job holders are important. If the job is performed over different shifts and in different locations, this needs to be considered. They encourage the use of specific job duties and job requirement information, as opposed to general and broad requirements.⁵⁵

(2) Formal Interview Processes: there are several

so-called formal methods and without question numerous informal methods that can be and are used for job analysis.⁵⁶ The formal techniques are broadly divided into two types, those focusing on job aspects (job focused) and those focusing on an individual's aspects (person focused). Although no attempt is being made in this writing to expand on each of the formal methods, brief mention is made of them including a brief description. The job focused techniques are identified as:

1. Functional Job Analysis (FJA). This process was developed by the U.S. Training and Employment Service and primarily has as its purpose the analysis of the job into people skills, data and things; these are then used to develop job summaries, job description and employee specifications. This technique apparently is rather lengthy and requires considerable training in its use and the outcome is highly narrative.
2. Management Position Description Questionnaire (MPDQ). This particular technique is more of a checklist method analyzing the job from thirteen job factors and relates mostly to managerial position analysis.
3. HAY Plan. This method also is for analyzing managerial jobs and apparently is used fairly extensively in a number of large organizations.

This technique of analysis ties the job evaluation and compensation systems together.

4. **Methods Analysis.** This technique expands on the conventional job analysis which focuses on describing the job and its general duties, the conditions under which the duties are performed and the levels of authority, accountability and know how by identifying how the job is to be performed efficiently and effectively. It draws upon the basic philosophy of work measurement and time study.
5. **Task Inventories.** This technique utilizes a questionnaire concept and uses a pre-established response scale for each task listed. The concept attempts to identify in a simple manner whether or not a particular task is done by the individual in that job, the relative importance of that particular task, and the time spent.

Several of the person-focused techniques are:

1. **The Position Analysis Questionnaire (PAQ).** This technique utilizes a questionnaire containing 187 job elements and 7 additional items relating to amount of pay that are utilized for research purposes only. There is also a rating system utilized for each element.

2. Physical Abilities Analysis (PAA). As the name suggests, this personal focused technique concentrates more on the physical proficiency and therefore may not be beneficial used by itself, but perhaps in combination with other job analysis techniques.
3. Critical Incidents Technique (CIT). This concept is fairly time consuming and in many cases would not be practical, having its major purpose to identify incidents on a job, both effective ones and ineffective ones. These jobs are often observed over a period of 6-12 months, therefore making the system very cumbersome.
4. Extended CIT. This concept is an expansion of the CIT concept and identifies job domains which relate to major functions of a job.
5. Guidelines Oriented Job Analysis (GOJA). This personal behavior focused job analysis technique was developed in response to the Uniform Guidelines. It also uses the concept of identifying the primary job domains, which basically categorize related duties under one particular heading, called The Domain. Once the domains are identified, the critical duties performed within or under those domains are identified, duties being observable work

behaviors that are expected to be performed by the individual in the job. The frequency of the critical duties is also identified, as well as the skills and knowledge required to perform the duty. Only skills and knowledge that cannot be learned or acquired in 8 hours or less are included, since this is consistent with the Uniform Guidelines. Rejecting an applicant who could have learned the necessary skills in less than 8 hours who is not a defensible practice under the Uniform Guidelines. Next the physical characteristics that are needed to perform the job duties are identified and finally a description of other characteristics necessary to perform the job, such as whether or not licensing is required or special degrees, travel that may be involved and overtime work.⁵⁷

Following one or more of the job analysis techniques is an important first step to avoiding legal problems relative to both selection processes as well as performance appraisal systems. The key test is whether or not the process being used has a disproportionately negative impact on classes of people specifically protected under civil rights legislation.⁵⁸

Both the selection process and the performance appraisal process generally falls under the civil rights

legislation. Appraisal instruments that are developed utilizing a systematic analysis of a particular job are more likely to be supported by the courts. The more specific objective, and behavior oriented the evaluation has been, the more likely the system and instrument will be found acceptable.⁵⁹

CHAPTER III
HUMAN RESOURCE PROFILE

Recommendation for Process Improvement

The ability of an organization to achieve its goals depends significantly upon its human resources. Management should recognize, that in order to attract and retain employees who will make a maximum contribution toward the organizational goals, that careful attention must be given to human resource functions. A very basic function is that management clearly define the work activity to be performed. Management needs to select the appropriate employee for the work to be done and then on a periodic basis communicate to the employee whether work expectations are being met.

The process of employee selection and performance appraisal are of extreme importance. The literature gives considerable attention to the development and use of various processes to select employees and conduct performance appraisals. Although authors present various methodologies for improving both processes, the literature does not reveal a system that coordinates or integrates these two critical and somewhat similar human resource functions.

Employees and the Government have significant concerns with regard to the fairness of pre-employment interviewing

as well as the performance appraisal process. This review of the literature suggests that both processes should utilize an objective job related methodology. By having a clear understanding of the expected job requirements, individuals seeking to be employed as well as those who are employed have knowledge of management's expectations. Similarly management has knowledge of how to communicate the position requirements in an effective and meaningful manner to the individuals seeking employment as well as those who are employed. The process being proposed in this paper attempts to address these important aspects of the human resource program by utilizing a methodology which merges the job description into an instrument called a human resource profile. The instrument is then used to conduct the pre-employment interview and the periodic performance appraisals.

The first step in having such a process is to have a clear knowledge of the job requirement. This can be accomplished through a job analysis process. The objective of such an analysis is the development of a clearly defined job understood by the employee, prospective employee and employee's supervisor.⁶⁰

Such a well defined job can thus be used during the selection as well as the performance evaluation process.⁶¹ Attempting to satisfactorily address all aspects of these important components of a human resources program is

important and necessary, even though difficult to accomplish. Organizations and experts continue to attempt a refinement of the task of defining work and continue to experience problems when programs are placed into practice. Performance of a job analysis in and of itself is of little value if the total system is not integrated. It is the integration process that this paper addresses, with the development of a practical working methodology which causes the events which should take place to indeed take place.

The process being proposed draws upon all of the critical requirements identified in this paper, and consists of a carefully developed job description for each position within the organization. Although the job description is to be complete in terms of identifying the job, it should not become task oriented, but rather outcome oriented. For example, the typing segment or job domain for a secretary's position should be identified in terms of the outcome expectation (i.e. utilizing up-to-date secretarial skills and equipment, prepares, within time frames specified, typed documents which are error free and ready for signature).

After each segment or job domain is identified, the human resource profile instrument as shown in Figure 1 is developed. This profile becomes the instrument initiated for each applicant who is selected for a pre-employment interview. This is the first critical step of the integrated process. The defined job becomes the basis for

Figure 1
Human Resource Profile

Job Title Clinical Nurse II
Dept. Nursing

HUMAN RESOURCE PROFILE OF _____
(Name)

Job Description	Initial Interview Date _____	Review Periods				
		Rating	1st Review Date _____	2nd Review Date _____	3rd Review Date _____	4th Review Date _____
1. Performs Patient Assessment .Utilizing Interview, Observation & Physical assessment techniques performs & documents an individualized patient assessment.	Meets Job Req. Y <input type="checkbox"/> N <input type="checkbox"/> Perf Verif Y <input type="checkbox"/> N <input type="checkbox"/> Can Meet Req v/OJT Y <input type="checkbox"/> N <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
2. Performs Patient Care .Coordinates plan of care for assigned patients centered around medical plan of care and physician orders. .Schedules patient as appropriate for ancillary services. .Provides and makes provision for providing complete medical and personal care for assigned patients.	Meets Job Req. Y <input type="checkbox"/> N <input type="checkbox"/> Perf Verif Y <input type="checkbox"/> N <input type="checkbox"/> Can Meet Req v/OJT Y <input type="checkbox"/> N <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
3. Performs Ongoing Problem Assessment .Carries out psychosocial and psychomotor evaluation of patient; documents, reports to physicians and makes intervention as appropriate. .Reviews reports and findings of diagnostic workups and progress records of all therapy being received and adjusts care plan or makes request for intervention as appropriate.	Meets Job Req. Y <input type="checkbox"/> N <input type="checkbox"/> Perf Verif Y <input type="checkbox"/> N <input type="checkbox"/> Can Meet Req v/OJT Y <input type="checkbox"/> N <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
4. Communicates Effectively .Utilizing good interpersonal skills communicates appropriate information to physicians, Adm Nurse, Patient, family members, visitors, Patient Attendants & all hospital staff involved in patient's care.	Meets Job Req. Y <input type="checkbox"/> N <input type="checkbox"/> Perf Verif Y <input type="checkbox"/> N <input type="checkbox"/> Can Meet Req v/OJT Y <input type="checkbox"/> N <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.

Figure 1
Human Resource Profile (Continued)

Job Title Clinical Nurse II
Dept. Nursing

HUMAN RESOURCE PROFILE OF _____
(Name)

Job Description (cont'd)	Initial Interview Date _____	Review Periods					
		Rating	1st Review Date _____	2nd Review Date _____	3rd Review Date _____	4th Review Date _____	5th Review Date _____
.Provides appropriate patient and family education (general and specific to patient/family needs) .Communicates special patient/family needs for nutrition, social service or spiritual needs to appropriate individuals.	Meets Job Perf Can Meet Req Req. Verif v/OJT Y N Y N Y N <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
	Meets Job Perf Can Meet Req Req. Verif v/OJT Y N Y N Y N <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
.Communicates untoward patient/visitor incidents to Risk Management	Meets Job Perf Can Meet Req Req. Verif v/OJT Y N Y N Y N <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
	Meets Job Perf Can Meet Req Req. Verif v/OJT Y N Y N Y N <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
5. <u>Performs Nursing Tasks</u> .Performs medication administration in accordance with standards and policies of hospital. .Capable of setting up and operating standard and special equipment for intravenous solution administration .Capable of setting up and operating medication administration equipment	Meets Job Perf Can Meet Req Req. Verif v/OJT Y N Y N Y N <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
	Meets Job Perf Can Meet Req Req. Verif v/OJT Y N Y N Y N <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
.Performs patient monitoring utilizing various equipment specific to patient needs. .Performs isolation procedures as appropriate for patient condition.	Meets Job Perf Can Meet Req Req. Verif v/OJT Y N Y N Y N <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
	Meets Job Perf Can Meet Req Req. Verif v/OJT Y N Y N Y N <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
6. <u>Professionalism</u> .Presents professional manner in dress, grooming and overall appearance (follows hospital guidelines) .Presents professional attitude with regard to patient/family and visitor contact; physician and all hospital staff contact.	Meets Job Perf Can Meet Req Req. Verif v/OJT Y N Y N Y N <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
	Meets Job Perf Can Meet Req Req. Verif v/OJT Y N Y N Y N <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
.Follows hospital and department policies, guidelines and procedures.	Meets Job Perf Can Meet Req Req. Verif v/OJT Y N Y N Y N <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
	Meets Job Perf Can Meet Req Req. Verif v/OJT Y N Y N Y N <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.

Figure 1
Human Resource Profile (Continued)

		Rating	1st Review Date	2nd Review Date	3rd Review Date	4th Review Date	5th Review Date
7. Licensure/Education/Experience .Holds and maintains current Montana Nursing License .AD/Diploma RN's: 1 year recent clinical experience .BA RN's: 6 months recent clinical experience	Meets Job Req. Perf Verif Can Meet Req w/OUT Y N Y N Y N <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
		Ave or Std
		Below Ave.
	Meets Job Req. Perf Verif Can Meet Req w/OUT Y N Y N Y N <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Rating <input type="checkbox"/>	Above Ave.
		Ave or Std
		Below Ave.
	Meets Job Req. Perf Verif Can Meet Req w/OUT Y N Y N Y N <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Above Ave.
		Ave or Std
		Ave or Std
		RAISE	G <input type="checkbox"/> H <input type="checkbox"/>	G <input type="checkbox"/> H <input type="checkbox"/>	G <input type="checkbox"/> H <input type="checkbox"/>	G <input type="checkbox"/> H <input type="checkbox"/>	G <input type="checkbox"/> H <input type="checkbox"/>

Special Counseling or Other Actions: _____

Job Description Approvals:

Department Head _____ Date _____
 Administration _____ Date _____
 HRM _____ Date _____

Reviews: _____

Interview Results:

Total Rating

Position Offered: _____ Date _____
 Position Accepted: _____ Date _____
 Employee to Start: _____ Date _____

For Performance Review Approvals
and Comments See Reverse Side

conducting the objective and formal interview. By using the profile, each applicant will be treated fairly and there should be significant consistency in terms of what was discussed with each applicant, since the profile serves as the guide. As each segment of the job is discussed with the applicant the interviewer records directly onto the profile whether the applicant meets the skill requirements. Once all applicants have been interviewed, the interviewer has a documented means of making evaluations and comparisons in order to arrive at a selection decision. The profile continues to have a value for the employer even when the applicant is not selected, since it serves as evidence of a properly conducted pre-employment interview.

The profile of the applicant selected becomes the instrument which will later be used to guide the supervisor in the performance appraisal process. This is the second important step in the integrated process. The individual hired is, at the appropriate time, reviewed against the same skill levels identified during the pre-employment interview. Using the same instrument allows for continuity between the pre-employment interview and the job performance appraisal, since both the supervisor and the employee have a common understanding of job requirements and expectations.

The instrument, as it develops, becomes the profile of the individual's work experience. It is easily reviewed by the employee, the immediate superior or another manager. It

is the means of recording performance expectation and documentation of performance achievement. The profile is designed in such a manner that it can be used for several performance appraisal periods and thereby allows both the employee and supervisor the opportunity to not only measure, but also trend specific performance levels.

Although the intent of this paper is not to develop a computerized application, the profile can easily be retained on a data base, making it readily available to the immediate supervisor as well as the Human Resource Department.

This integrated profile puts more meaning into the total process of employee/employer performance expectation and accomplishments. Both the supervisor and the employee should be more comfortable when utilizing this profile since it serves as a means of communication relative to the specific components of the job. It also serves as a means of communicating which skill areas the employee may need additional training, or areas where the employee's performance has declined in a particular job segment.

The intent of the profile is to attempt to solve the many problems that have been identified in this paper relative to traditional pre-employment interview and post-hire performance appraisal processes. Although no system is a perfect system, it is proposed that this integrated process has the potential of improving these critical human resource functions.

A detail description of the various sections of the profile and recommendation regarding the process flow follows.

1. Job Description Section:

The job description is placed on the left side of the form. The description is supported with adequate documentation of job analysis as felt appropriate by the organization's management. Such documentation would not be a part of the form, but should be contained in the Human Resource Department files by job.

2. Interview Section:

The next section relates to the initial interview of a new employee. The inclusion of this section is extremely critical, since the methodology intent is that the interviewing process will be specifically job related. The Human Resource Profile would therefore be initiated prior to the arrival of the prospective employee. The supervisor conducting the interview would be required to go through each aspect of the job to determine whether the individual meets the job requirements. If a rating system is used, the score can be entered into the profile for each item on the job description. If the organization is satisfied with a simple yes or no with regard

to the individual meeting the particular job description item, then such is marked on the profile. If the organization desires to verify the applicant's ability to perform the particular job function, then that action can be directly recorded onto the profile. Finally, in this interview section it might be possible for an applicant to meet the requirement through brief on the job training and if so, such notation could be made directly onto the Profile.

3. Performance Appraisal Section:

The third section of the Profile represents the periodic performance review and also, as did the Interview Section, relates directly to the job description item by item. Further, this methodology allows for a continuous monitoring covering 5 years or 5 review periods, depending upon the frequency of the periodic reviews. A variety of rating systems can be used, depending upon the concept devised by the particular organization. The Profile shows a concept of plotting the individual's performance on each job description segment or domain, by indicating the performance level. The recording can be based upon a rating system if the organization uses such an evaluation methodology.

Since the Profile extends over successive evaluation periods, the employer and supervisor can access the employee's development. The Profile would be forwarded to the supervisor ahead of the annual review period and the methodology would require that the Human Resources Department forward the same Profile as each review period approached. At the time of the sixth review period a new form would be instituted and again cover five or more review periods.

4. Review and Action Section:

The fourth section of the Profile relates to review action categories, including approvals, employee counseling that might have been necessary during the year and allows for a brief indication of the event, supported by whatever additional documentation is necessary.

The approval category relates to job description approval. If the job description changes, a new profile with the new job description is made available to the supervisor along with the previous Profile.

The interview actions should be summarized in the appropriate section with an indication of whether the position was offered and if accepted.

If the position was not offered, the Profile of the interview conducted should still be maintained, most likely with the applicant's application form.

The lower section of the Profile contains information related to each periodic review period. If the methodology includes the determination of a wage raise consideration, then it can be indicated as granted or held, depending upon the action taken.

Finally, the lower section contains area for signatures of the reviewer and the employee, as well as an indication of whether any additional comments are attached. The reverse side of the Profile shown as Figure 2 can effectively be used for comments for each review period or a separate sheet attached which has a standard format.

Figure 2 Human Resource Profile

1st Review Date _____
Evaluator's Comments _____

Evaluator's Signature _____ Date _____
Employee's Comments _____

Employee's Signature _____ Date _____

2nd Review Date _____
Evaluator's Comments _____

Evaluator's Signature _____ Date _____
Employee's Comments _____

Employee's Signature _____ Date _____

3rd Review Date _____
Evaluator's Comments _____

Evaluator's Signature _____ Date _____
Employee's Comments _____

Employee's Signature _____ Date _____

4th Review Date _____
Evaluator's Comments _____

Evaluator's Signature _____ Date _____
Employee's Comments _____

Employee's Signature _____ Date _____

5th Review Date _____
Evaluator's Comments _____

Evaluator's Signature _____ Date _____
Employee's Comments _____

Employee's Signature _____ Date _____

CHAPTER IV
CONCLUSIONS AND RECOMMENDATIONS

Summary

This paper presents a theoretical approach toward developing an integrated process for pre-employment interviewing and post-hire job performance appraisal. The approach stresses the concept that the human resource, the pool of workers, needs to be regarded and treated as the organization's most important resource. Employees will have a better attitude regarding their jobs, the company, management and the product they produce or service they provide if they believe to be valued by management as being very important. They want to be treated fairly and have complete knowledge of reasonable levels of performance expectation.

Because managers of most organizations are under pressure to control expenses, it is understandable why the human factor within the business might appear to be treated as an unvalued resource. This resource is usually the most expensive and can be easily manipulated by management.

In preparing this report, extensive review of the

literature was carried out. It was identified that a significant area of employee concern relates to fairness in the pre-employment interviewing process as well as in the post-hire performance appraisal process. The government, as well as the courts, appear to be supportive of the workers' feelings that equity and fairness should be afforded the United States work force.

Although the research suggests that management is attempting to respond to the worker's desires for fairness and equity in the areas of employment selection and performance appraisal, it appears that only fragmented systems are being utilized. A greater effort is being placed into relating the pre-employment interview and post-hire performance appraisal to the specifics of the job, but an acceptable process which integrates the two activities was not identified.

Therefore, the human resource profile, which is job specific and individual specific, is recommended as a methodology which can help both management and employees reach meaningful objectives regarding fairness and equity. Further, the process opens up and matures the communication process between management and employees.

An integrated approach to handling the often difficult task of relating the interview and performance appraisal processes to the job description is proposed and explained. No one system is adequate for all organizations, but this

proposed concept and methodology allows for wide application.

Recommendation for Further Study and Testing

The model being proposed in this paper needs empirical validation. Once the Profile is tested and validated, determination of the instrument's effectiveness can be made. It is anticipated that if the process is implemented according to the methodology proposed, that this system may be found to be superior to the current fragmented systems.

Notes

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³³See Schuler, 442-467; Hollett, 65.

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