Employee Recruitment, Selection, and Training: Complementary Systems

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What do recruitment, selection, and training have in common?

- **Purpose**
  - Ensure employees are competent or have potential to become competent performers
  - Foundation for development
  - Job analysis

What is job analysis?

- **Purpose**
  - Create a foundation for personnel practices
    - Recruitment, selection, training, performance appraisal, job design, career development and planning, compensation, and job classification
  - Satisfy legal requirements
    - Hiring, transfer, promotion, demotion, termination, and compensation

What competence is required to do the job?

- Possession of requisite KSAs
- Mastery of essential job tasks
- **COMPETENCE**
What competence is required to do the job?

Possession of requisite KSAs
+ Mastery of essential job tasks
= COMPETENCE

What competence is required prior to service (i.e., day one on the job)?

• Think of “amount” of competence as either
  - The number of KSAs possessed or tasks mastered
    [e.g., anywhere from none to all]
  OR
  - The extent of KSA possession or task mastery
    [e.g., anywhere from novice to expert]

What competence is required prior to service (i.e., day one on the job)?

0% 100%

What competence is required prior to service (i.e., day one on the job)?

0%?

What competence is required prior to service (i.e., day one on the job)?

0%/?

What competence is required prior to service (i.e., day one on the job)?

30%?
What competence is required prior to service (i.e., day one on the job)?

- What factors should be taken into account when making this decision?
  - Issue #1: any decision less than 100% means that the employee starts the job without the requisite KSAs/task mastery
    - Amount and type of early job duties (all the job tasks or just some of them?)
    - Amount of supervision, mentoring, or on-the-job assistance
    - Consequences of not having necessary competence

- Issue #2: any decision less than 100% means that the employee will need to develop competence during service
  - Opportunity for on-the-job learning
  - Opportunity for future training
What competence is required prior to hire?

- What factors should be taken into account when making this decision?
  - Are there KSAs that are not amenable to training (e.g., such as abilities)?
  - What kind of resources does the agency have related to recruitment, hiring, and training?
    - Expertise, time, money?
Given these decisions, what is necessary in terms of recruitment, selection, and training?

- Prior to Hire: 25%
  - Recruiting strategies must ensure sufficient numbers of applicants likely to have requisite pre-hire competence (most likely in form of KSAs)
  - Selection system must ensure that applicants with requisite competence can be identified and distinguished from applicants without it
    - Reliable, valid, and legally defensible hiring assessments
    - Resources to properly administer and score assessments

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Given these decisions, what is necessary in terms of recruitment, selection, and training?

- Prior to Service: 60% (additional 35% after hire)
  - Training system must ensure that new employees develop pre-service competence
    - Training curriculum based on job tasks and KSAs
    - Resources to properly deliver curriculum and evaluate trainee progress in competency development

- During Service: 100% (additional 40% after pre-service)
  - In the Field
    - may need to limit early job duties
    - must ensure necessary on-the-job support (supervision, mentors, job aids, etc.)
    - may need to provide on-the-job training
    - must support attendance at formal training
    - should use performance evaluation process to monitor employees’ development and demonstration of job competence
  - In-Service Training System

The Bottom Line

- Recruiting, selection, and training are complementary systems
- Decisions made in one system have important implications for the others
- Decisions should be made in light of the various implications for each system