



Improving Employee Selection Systems: The Consultation Process

1 – Conduct Assessment: Assess current selection processes and procedures (recruitment through orientation), want ads, job descriptions, turnover and exit interview data for key jobs, managers' competence and confidence in selection

2 – Prepare report and recommendations

3 – Implement recommendations – Possibilities include:

- Identify key job requirements for selected positions (can do, will do, will fit/culture)
- Identify opportunities for using standardized tests
- Develop behavioral-based questions for key jobs
- Train managers in behavioral interviewing
- Develop job aids for managers to assist in interviewing and decision-making
- Document recruitment, interviewing and selection procedures
- Draft sample letters acknowledging receipt of resumes, scheduling interviews, rejecting applicants, making employment offer, etc.