PREFACE

This book addresses the educational needs of management students who are enrolled in an Employee Staffing/Selection course. Although it is primarily intended for undergraduate courses, it could be appropriately used in MBA programs that have an applied emphasis.

I decided to write this book when I realized that there was a huge void in the Employee Selection textbook market. I was unaware of this void when I first began teaching Employee Staffing. I originally selected a book that thoroughly covered all the selection topics that I had learned about in my Industrial and Organizational (I/O) Psychology doctoral program. I thought it was a great book. To my surprise, my students did not share my enthusiasm. Before long, I figured out the problem—the book was appropriate for a graduate course in I/O Psychology, but not for an undergraduate course taught in a business school.

I/O Psychology doctoral programs prepare their graduates to become consultants, hired by Human Resource (HR) professionals to conduct special projects which HR professionals are unprepared to perform. These projects, like test validation and the development of various testing programs (e.g., assessment centers, personality testing), require advanced knowledge of statistics and psychometrics, topics that most available staffing books cover in depth.

Based on more than 30 years of business college teaching experience, as well as my extensive experience conducting HR-related training programs for business managers, I began to realize that the use of scientifically rigorous books fail to meet the needs of prospective HR professionals and business managers. Their needs require a text with more of an applied nature, dealing with the day-to-day aspects of hiring.

When I finally reached this epiphany, I began searching for books that were less technical and more applied. Unfortunately, those books also fell short of my expectations. Although written at an applied level, they were, for the most part, void of any scientific rigor. I would characterize these books as

written by HR practitioners who are implicitly stating, "I've hired many people throughout my career and have learned all the tricks of the trade. Here's how to do it."

In sum, there seems to be a dichotomy of employee selection books on the market. At one extreme, there are academic books that are very technical and delve into specialized areas that only I/O Psychologists must master. At the other extreme, there are applied books that are very practical, but their content has little or no scientific basis. Moreover, neither of these types of books, in my opinion, provides an adequate coverage of the legal issues that encompass the employee selection process.

Hence, I decided to write my own book. My goal was to write a book that covers the topics that business students would find valuable in helping them perform their future jobs as HR professionals, entrepreneurs, and business managers. I wrote the book at an applied level, but one that is based on findings from the scientific research literature.

In addition, this book has a strong emphasis on the legal aspects of selection. Chapter 2 is devoted to understanding employment discrimination laws and how they are enforced. The remaining chapters discuss how firms can comply with these laws during the various steps in the hiring process. Other legal topics discussed throughout the book, many of which are omitted from other selection books, include The Fair Credit Reporting Act, the Employee Polygraph Protection Act, the Equal Pay Act, the Omnibus Transportation Employee Testing Act, the Drug-Free Workplace Act, and various torts, including defamation of character, negligent hiring, negligent misrepresentation, Promissory Estoppels, and Truth-in-Hiring Laws.

In writing this book, I have attempted to present the material in a way that engages the students. In doing so, I have tried to describe the technical concepts in a manner that can be understood by students lacking prerequisite courses in statistics and psychometrics.

There are several people that I would like to thank for their help in making this book happen. This book would not have been possible without the encouragement of Courtney Kennedy, the acquisitions editor that sought me out and convinced me to complete this book. I also thank Ashley Schneider, who has provided technical support as project manager. Thank you, Ashley, for giving me free reign to write the book I wanted to write. My thanks also go to Jamie Falkovitz, my current author account manager, for her support in helping me finish this book and getting it printed in a timely manner. I would also like to thank my colleagues, Joan Benek-Rivera and Darrin Kass for their helpful comments and encouragement. After reading the first

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