

Selection of an HR Generalist at a Public University

Mark A. Johnson, Idaho State University
Gundars E. Kaupins, Boise State University

SYNOPSIS

Mike Peters, a professor at Rocky Mountain State University (RMSU), had been asked to serve as the chair of a selection committee to fill the position of Human Resource Partner. This case describes the processes and tools used to rate and screen candidates, and the guidelines provided by the Human Resources and Affirmative Action departments. Also presented are issues that arose during the selection process, including a question about how to deal with a very highly qualified candidate who had previously worked as an HR Partner at RMSU, and how to interface with the Director of Affirmative Action and her “recommendations.” This case may serve as an effective “eye-opener” particularly for traditional students who have not served on selection committees and/or had the opportunity to work with an affirmative action officer.

LEARNING OBJECTIVES

The objectives of this case are to:

1. understand that the purpose of employee selection methods is for them as a set to effectively differentiate applicants and that each method should ideally make a unique contribution (incremental validity).
2. understand the purpose of affirmative action.
3. understand the role that an affirmative action officer has in the screening and selection processes in an organization.
4. understand and apply the different types of authority and influence an affirmative action officer, a selection committee chair, and a hiring manager have during a selection process.
5. evaluate and decide whether a highly qualified candidate should be dropped from the selection process because she had “quit” her job with the employer within the last year.
6. evaluate the selection committee’s adherence to equal employment opportunity law.

APPLICATION

This case is a decision case and deals with recruitment, screening, EEO/AA, and the role of a selection committee chair and his interactions with the Director of Human Resources (the hiring manager) and the Director of Affirmative Action. This case may be used in a Human Resources Management course after coverage of equal employment opportunity law and personnel selection.

KEY WORDS

employee selection, affirmative action

CONTACT

Mark A. Johnson, Professor of Management, College of Business, Idaho State University, 921 S. 8th Ave., Pocatello, ID, 83209-8020, 208-282-2155, johnmark@isu.edu.