

**Course Outline: 3470 Section A  
Online**

**Fall 2024**

**Recruitment, Selection and Performance Appraisal of Personnel**

**Instructor:** Dr. MJ Ducharme  
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Course Description:

This course provides an introduction to the current issues and procedures that are used in recruitment, selection and appraisal of employees in Canadian organizations. We will be reviewing such topics as Canadian legal standards, the utility of scientific approaches to selection, and the steps involved in developing and validating a selection system.

Required Text:

V.M. Catano, W.H. Wiesner, R.D. Hackett, L.L. Methot, Recruitment and Selection in Canada, Eighth Edition.  
Any recent edition is ok.

Evaluation:

1. Test: will cover Chapters 1-10 and lectures. 30%
2. Selection System Project Part One: Intro and Job analysis (30%, due October 9 via Turnitin link on our course Moodle site). This is a group project.
3. Selection System Project Part Two: (40% due November 20 via Turnitin link on our course Moodle site). Continued from SSP1.

Both parts of the selection system project will be discussed in more detail in lecture and we will discuss it in more length in class in the first few weeks. Each of the lectures will serve as a section in your project such that:

Section 1: Intro and description of the position for which you are developing a selection system (more about this in the lecture).

Section 2: Job analysis. What job analysis method did you choose and why? Present the results including the KSAOs that flowed from the job analysis.

Section 3: Performance appraisal. Develop a performance appraisal tool based on the information obtained in your job analysis. Explain the rationale of your choice of KSAOs as well as their weighting. Explain the rationale for the type of performance appraisal you chose.

Section 4: Recruitment. Based on what you now know about this job and organization, how would you recruit? Explain.

Section 5: Screening. Based on what you now know about this job and organization, how would you screen applicants? Why? Explain.

Section 6: Testing. What tests will you choose to select the appropriate candidates for this position, if any? Explain the rationale for your choices.

Section 7: Interviewing. Will you use an interview to select candidates? Why or why not? Even if your rationale is not to develop an interview, I want you to develop the interview and include it in this chapter.

Section 8: Decision Making: How will you make a final decision about candidates? Which approach will you use? Rationalize your approach.

Course Schedule:

| <b>Date</b>  | <b>Topic</b>                         | <b>Reading Assignment</b> | <b>Note</b> |
|--------------|--------------------------------------|---------------------------|-------------|
| September 4  | Introduction                         | Ch. 1                     |             |
| September 11 | Reliability, Validity, & Measurement | Ch. 2                     |             |
| September 18 | Legal Issues                         | Ch. 3                     |             |
| September 25 | Job Analysis                         | Ch. 4                     |             |
| October 2    | Job Analysis                         | Ch. 4                     |             |
| October 9    | Job Performance                      | Ch. 5                     | SSP1 Due    |
| October 16   | Break                                |                           |             |
| October 23   | Recruitment & Screening              | Ch. 6 & 7                 |             |
| October 30   | Testing                              | Ch. 8                     |             |
| November 6   | Interviewing and Decision-making     | Ch.9 and 10               |             |
| November 13  | TEST                                 | Chapters 1-10             | TEST        |
| November 20  | SSP Presentations                    |                           | SSP2 Due    |
| November 27  | SSP Presentations                    |                           |             |

## **IMPORTANT YORK POLICIES:**

### **Academic Honesty (Senate Policy)**

Atkinson as a Faculty considers breaches of the Senate Policy on Academic Honesty to be serious matters. To quote the Senate Policy on Academic Honesty:

The Policy on Academic Honesty is a reaffirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. It outlines the general responsibility of faculty to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards.

Faculty members are encouraged to pursue suspected cases of academic honesty with formal charges. Students should, however, review the York Academic Honesty policy for themselves at:

<http://www.yorku.ca/secretariat/legislation/senate/acadhone.htm>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at: <http://www.yorku.ca/academicintegrity/tutorial.htm>

### **Grade Component Deadline (Senate Policy)**

The course assignment structure and grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) must be announced, and be available in writing, to students within the first two weeks of classes. Please see Important Dates at: <http://www.registrar.yorku.ca/importantdates/fw05.htm>

### **Graded Feedback Rule (Senate Policy)**

Under normal circumstances, some graded feedback worth at least 15% per cent of the final grade for Fall, Winter or Summer term, and 30% for 'full year' courses in the Fall/Winter term should be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions:

- graduate or upper level undergraduate courses where course work typically, or at the instructor's discretion, consists of a single piece of work and/or is based predominantly (or solely) on student presentations;
- practicum courses;
- ungraded courses;
- courses in Faculties where the drop date occurs within the first three weeks of classes;
- courses which run on a compressed schedule (a course which accomplishes its academic credits of work at a rate of one credit hour per two calendar weeks or faster).

*Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible.*

For more information on the Graded Feedback Rule, please visit:  
<http://www.yorku.ca/secretariat/legislation/senate/gradfeed.htm>

### **20 % Rule (Senate Rule)**

No examination or test worth more than 20 % of the final grade will be given during the last two weeks of classes in a term, with the exception of classes which regularly meet Friday evenings or on the weekend (Saturday and/or Sunday at any time). For further information on the 20% Rule, please visit:

<http://calendars.registrar.yorku.ca/examschedules/examinfo/twentypercent.htm>.

For further information on examination scheduling, and Atkinson examination exceptions to this rule, please see "Notes" in the table:

### **Reappraisals**

For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://www.registrar.yorku.ca/services/policies/grade.htm>

### **Accommodation Procedures:**

#### **Deferred Standing**

Students who have experienced a misfortune or who are too ill to attend an examination in an LA&PS course should not attempt to do so; they must pursue deferred standing. Other students should contact their home Faculty for information. For further information, please visit:

[http://www.registrar.yorku.ca/services/ds\\_faq.htm](http://www.registrar.yorku.ca/services/ds_faq.htm)

#### **Students with Special Needs (Senate Policy)**

York University is committed to making reasonable accommodations and adaptations in order to make equitable the educational experience of students with special needs and to promote their full integration into the campus community. **Please alert the Course Director as soon as possible should you require special accommodations.** For Atkinson specific resources, please visit the Atkinson Counselling Centre at: <http://www.yorku.ca/atkccsc>