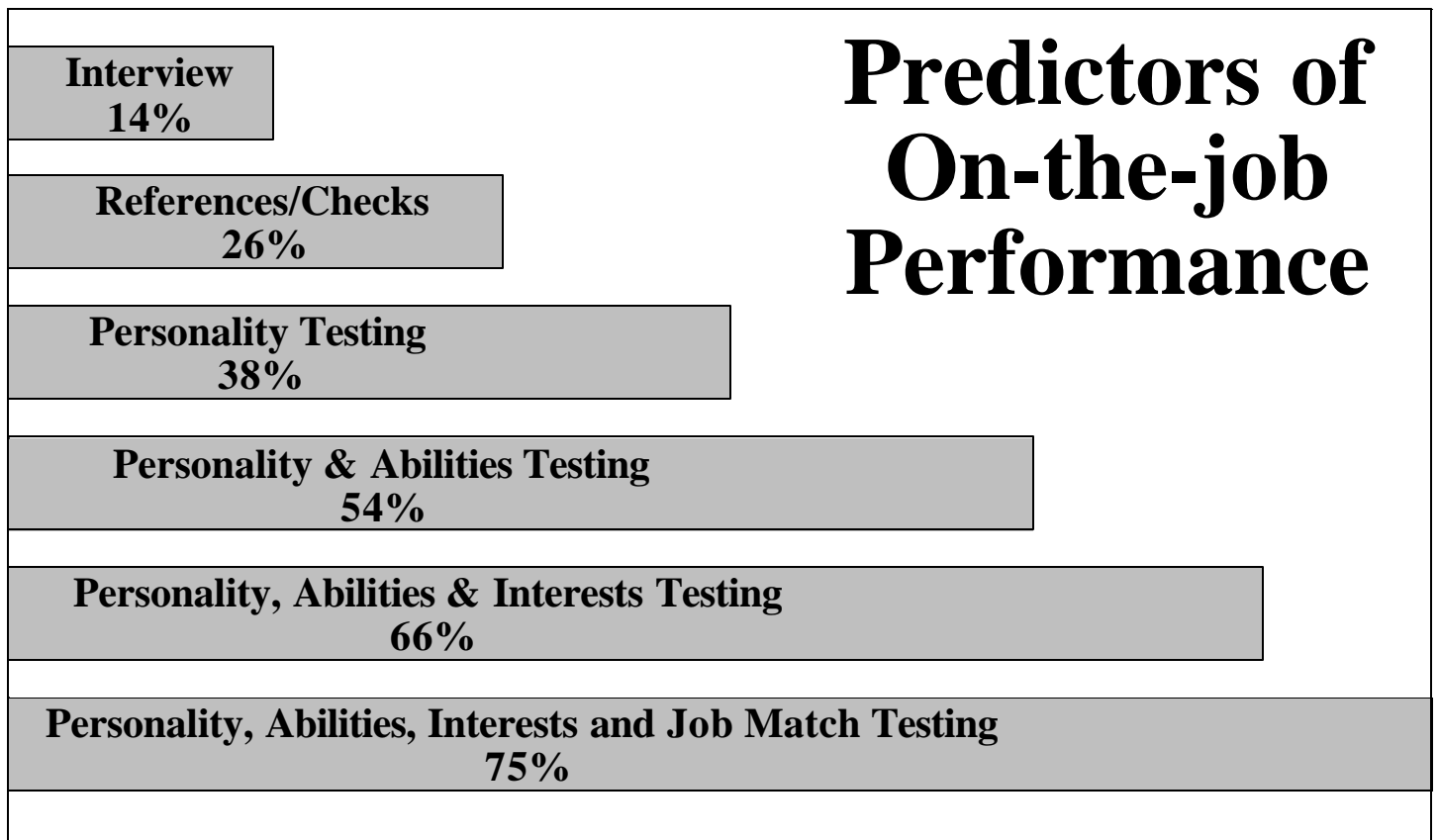


# Use All of Your Resources to Hire the Right People



Data have been compiled from a variety of sources to estimate the significance of each phase of the hiring process in the selection of people who will become successful, competent, productive employees.

**Sources:** Professor Mike Smith, University of Manchester, August 1994; John E. Hunter and Ronda F. Hunter, Validity and Utility of Alternative Predictors of Job Performance, *Psychological Bulletin*, Vol. 96, No. 1, 1984, p. 90; Robert P Tett, Douglas N. Jackson, and Mitchell Rothstein, Personality Measures as Predictors of Job Performance: A Meta-Analytical Review, *Personnel Psychology*, Winter 1991, p.703. Michigan State University's School of Business.