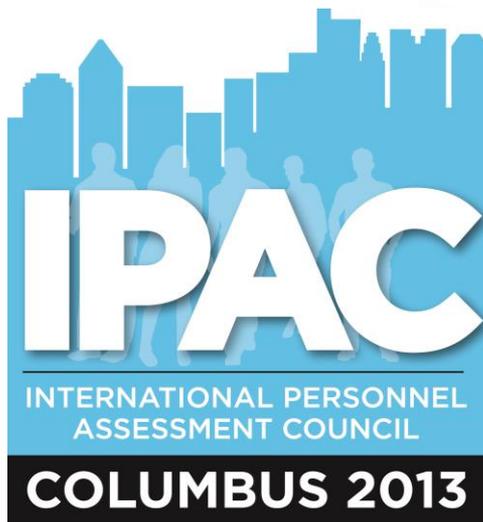


# Social Media and Personnel Selection: The Good, the Bad, and the Ugly

Michael J. Zickar

Bowling Green State University



Google™ &   
But which is the Devil?

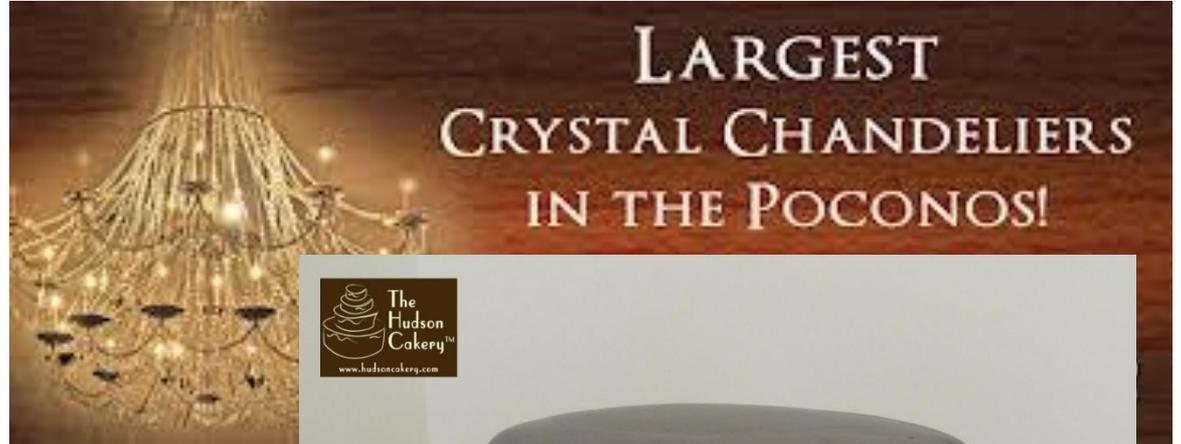
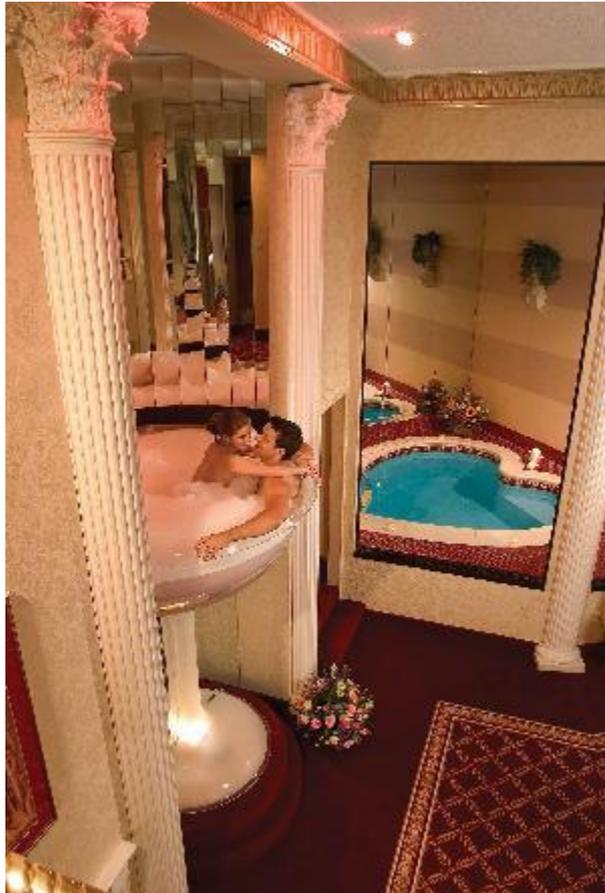
# Cybervetting Example

## “My data”



Don't believe everything you see  
on the Internet!





LARGEST  
CRYSTAL CHANDELIER  
IN THE POCONOS!



# Outline of Talk

## 1) Introduction

- Define Terms
- Describe State of Practice
- Describe Research Base

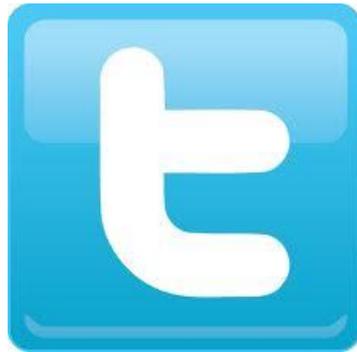
## 2) Rough Theoretical model

## 3) Propositions derived from model

## 4) Implications based on the model

# What is *cybervetting*?

*Cybervetting* is defined as a practice of reviewing various electronic sources to glean information about prospective job applicants (Mikkelsen, 2010).



Google

LinkedIn



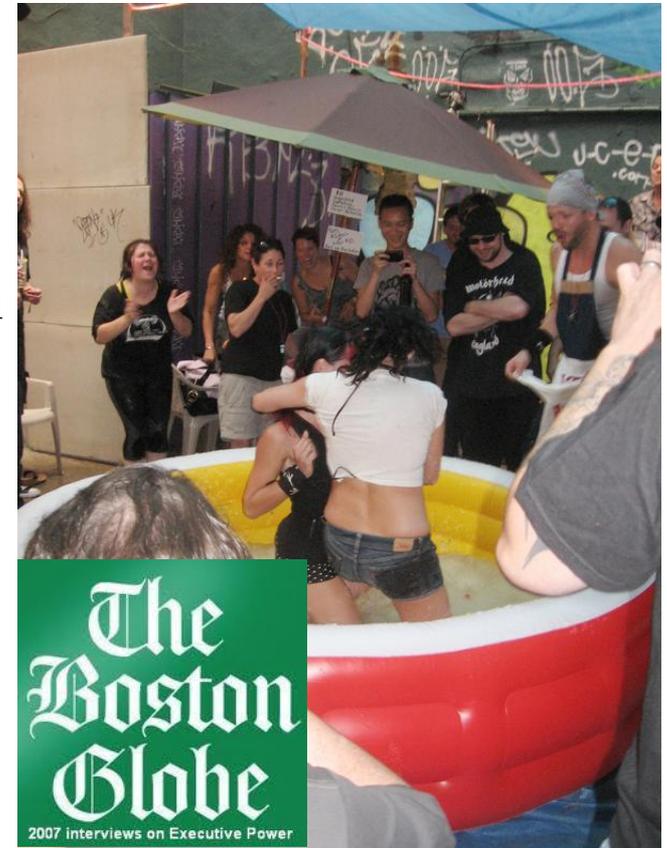
**Percent of recruiters and HR professionals who use these types of sites when researching applicants**

|   |     |
|---|-----|
| Search engines                                | 78% |
| Social networking sites                       | 63% |
| Photo and video sharing sites                 | 59% |
| Professional and business networking sites    | 57% |
| Personal Web sites                            | 48% |
| Blogs   | 46% |
| News sharing sites (e.g. Twitter)             | 41% |
| Online forums and communities                 | 34% |
| Virtual world sites                           | 32% |
| Web sites that aggregate personal information | 32% |
| Online gaming sites                           | 27% |
| Professional background checking services     | 27% |
| Classifieds and auction sites                 | 25% |
| None of these                                 | 2%  |

# What is cybervetting used for?

## Screening

- 79% of US human resource professionals use online information to evaluate job candidates
- 35% have rejected a job candidate based on the information found online

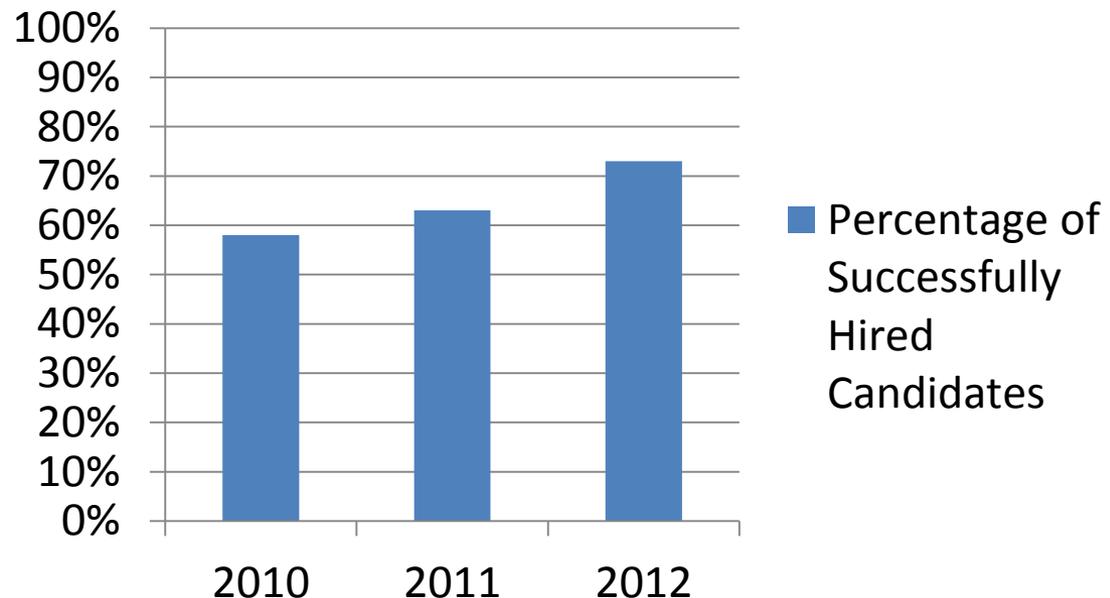


# What is cybervetting used for? (cont'd)

## Recruitment/Sourcing

- 73% of the responding HR professionals have successfully hired a candidate who was identified or introduced through SNWs

Percentage of Successfully Hired Candidates

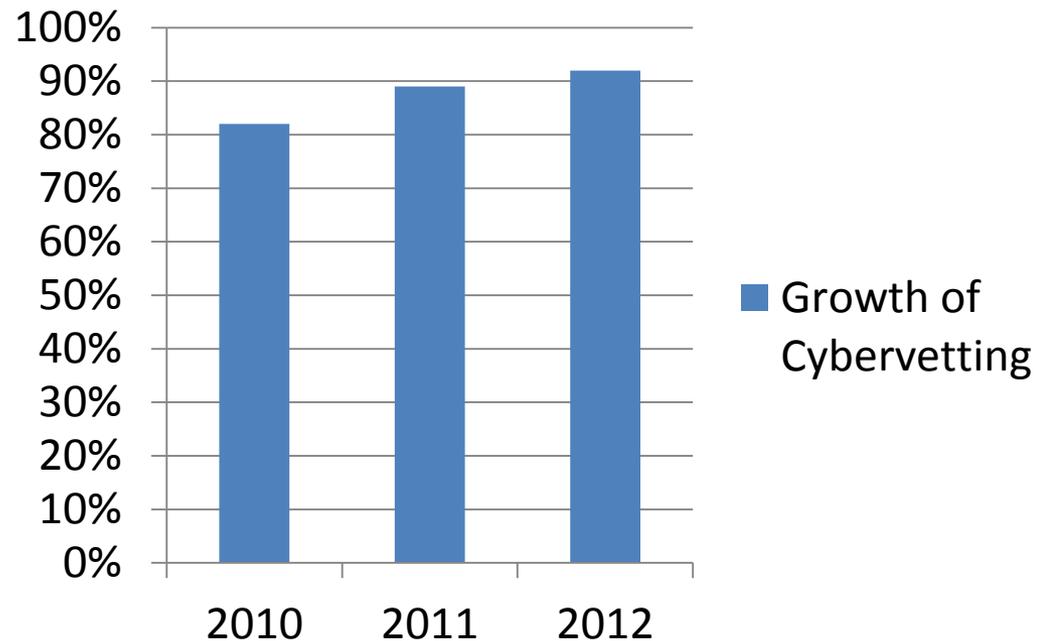


# What is cybervetting used for? (cont'd)

## Recruitment/Sourcing

- 92% of employers use or plan to begin using Social Networking Websites to support their recruitment efforts

**Growth of Cybervetting as an HR Tool**



# Summary of the Current Research

## Job Applicant Reactions:

- Job applicants generally have a negative attitude toward the practice of cybervetting (Stroughton, Thompson, Meade, & Wilson, 2012).



## Summary of the Current Research

### Personality:

- Web users who are low in Conscientiousness, Agreeableness, and Emotional Stability tend to post inappropriate info on their profiles (Karl, Peluchette, & Schlaegel, 2010).
- Extraverts tend to exhibit similar pattern of behavior in their offline and online lives (Tosun, & Lajunen, 2010)

## Summary of the Current Research

### Personality:

- Raters are able to draw semi-accurate conclusions about a SNW profile owner's personality (Back et al. 2010; Gosling et al., 2008).
- But, comments or posts made by the third parties on one's SNW profile may affect how observers rate the profile owner's personality (Walther et al., 2009).

## Summary of the Current Research

### LinkedIn

- Relation between number of connections, positions held, recommendations given, employment gaps and competencies (Sinar, 2013)

## Summary of the Current Research

Intelligence and Global Academic Performance:

- Raters are able to accurately differentiate between the SNW users who score high versus low on Wonderlic personnel test and those who have higher GPA versus lower GPA (Kluemper & Rose, 2009)

# What we know

There is a

- modest correlation between self-ratings of personality and perceptions based on online-based data

- modest correlation between self-rated personality traits and specific online behaviors

- tendency for people to be influenced by irrelevant behavior

# Where the research/thinking is lacking?

What are different types of online behavior?

What should be focus on?

What should we ignore?

Can we develop a theoretical model that will help guide research and practice?

Can we develop a set of procedures to help practitioners make better decisions?

## Defining Online Behavior...

It is a host of activities in which web users engage in order to achieve various goals.

Types of online behavior:

1. Professional
2. Proactive
3. Deviant
4. Irrelevant

# Professional Cyber-Behavior

Posting related to one's area of expertise

Job-related accomplishments

Professional groups

Marketing one's products or services

Advertising work experience and proficiencies

LinkedIn most popular source

Facebook x Simply Mikey on FFSNG x Inbox (36087) - Yahoo! Mail x HR Tests - Recruitment, a... x Campus Directory :: Bowl x

hrtests.blogspot.com/2007/01/q-1-dr-dennis-doverspike.html

Share 0 More Next Blog» Create Blog Sign In

## HR Tests - Recruitment, assessment, and personnel selection

The science and practice of matching employer needs with individual talent.

Wednesday, January 10, 2007

### Q&A #1: Dr. Dennis Doverspike



This is the first in a series of Q&As with experienced professionals and academics in the area of recruitment and assessment.

This Q&A is with [Dr. Dennis Doverspike](#), Ph.D., ABPP. Dr. Doverspike is a professor of psychology and Director of the [Center for Organizational Research](#) at the University of Akron, as well as a consultant in I/O psychology and human resource management. He is also the chair of the [IPMAAC](#) Scientific and Professional Affairs Committee and a regular contributor to [IPMA publications](#).

(Note: links within answers provided by yours truly)

BB: *What do you think are the primary recruitment/assessment issues that employers are struggling with today?*

DD: By the time I write this and it appears in print, I will probably change my mind as I have never been good at predicting present or future trends. However, I would argue for two issues:

1. How to mix science and technology in a practical, effective, and legal manner. In particular, how to make the best use of computer and internet based screening and recruitment while still complying with legal requirements. This is especially true in the area of unproctored internet based assessment.
2. How to balance the competing demands of recruitment and assessment (selection). We tend to go through cycles in where the emphasis is placed. For awhile it was almost 100% recruitment, and then we seemed to start shifting back to the assessment process, now the emphasis seems to be about 50%-50%. But the question or challenge remains, how can we recruit large numbers of highly qualified applicants, and how do we know they are really highly qualified.

BB: *What is an example of an innovative or creative recruitment/assessment practice that you've seen recently?*

DD: I will answer this question in three ways. First, devil's advocate, I have not seen any innovative or creative approaches. We have a new technology, but the approaches themselves come out of the 1940s, 1950s, and 1960s. Many of our "innovative" approaches consist of the computerization of very old approaches. The one truly new advancement, [Schmidt and Hunter's utility and meta-analysis theories](#), has still not had much of an influence on practice, especially on legal guidelines.

Second, I guess this would be angel's advocate, there has been a shift to 1) a greater concern with fairness and justice and the perceptions of the applicant 2) with seeing HRM as being an advocate for the employee. I see these trends as related in that they both reflect a great concern with human factors, especially the view of the applicant or future employee.

  
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Windows Med... Skype™ [2] - c... Dropbox Cybervetting... Cybervetting ... HR Tests - Re... SKMBT\_36313... Untitled - Paint 8:57 AM

**LinkedIn** Account type: Basic | Upgrade

Home Profile Contacts Groups Jobs InBox Companies News More

BGSU Sebe Series - Learn social media tips from bestselling author and expert Erik Qualman

**Dennis Doverspike** 500

Professor at University of Akron and Human Resources Consultant  
Cleveland/Akron, Ohio Area | Human Resources

**Skills:** Graduate Organizational Behavior | University of Akron | General Organizational Research | Dennis Doverspike | Consultant

**Publications:** Ohio Psychological Association | Research & Consulting | Search and Recruitment, Inc. | The University of Akron

413 connections

**UPDATE**

**SUMMARY**

Dennis Doverspike (Moderate), Ph.D., (ABPP), is a Full Professor of Psychology at the University of Akron and Director of the Center for Organizational Research. He holds a Doctorate in Industrial/Organizational Psychology from the American Board of Professional Psychology and is a frequent speaker at regional and national conferences. He has published the author of 27 books and over 100 academic journal publications.

**Specialties:** Psychological Tests, Psychometrics, Psychology, Compensation

**EXPERIENCE**

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Industrial/Organizational Psychology  
at The University of Akron

**James Hill**  
Associate Professor at The University of Akron

# Proactive Cyber-Behavior

Behavior that relates to helping others and creating a positive atmosphere

Participating in charities

Helping others out

Volunteerism

BGSU board approves first c... Where's George? @ 2.4 -- Tr... Thaddeus Rada's Page

www.firstgiving.com/fundraiser/thaddeusrada/CedarPoint2013

**FirstGiving** Sign In Explore

Give Kids The World Village  
Where Happiness Inspires Hope

www.gktw.org

### GIVE KIDS THE WORLD

Coasting For Kids • Cedar Point 6/9/2013 Sandusky, Ohio

Email Share Tweet Facebook Like 8

**Donate**

**\$600** goal | **\$150** raised so far

25 % to goal

**Thaddeus Rada**  
\$654 raised for 1 nonprofit

#### Fundraising

Coasting For Kids • Cedar Point  
6/9/2013 | Ohio

**PAST** Coasting For Kids • Cedar Point  
6/10/2012 | Ohio

#### Activity

Thaddeus joined FirstGiving  
1 year and 1 month ago (March 2012)

see all activity

Story Nonprofit Event Team

#### Thaddeus Rada's Page

Hello and thank you for visiting my fundraising page for Coasting for Kids, benefiting Give Kids The World (GKTW)! GKTW is a resort where kids who face life-threatening illnesses can enjoy vacation experiences in central Florida with their families. Since its founding in 1986, Give Kids The World has welcomed over 97,000 families from all 50 states and over 68 countries; last year alone, GKTW hosted more than 6,500 families. GKTW has also achieved a top rating from Charity Navigator: [http://www.charitynavigator.org/index.cfm?bay=search\\_summary&orgid=3753](http://www.charitynavigator.org/index.cfm?bay=search_summary&orgid=3753).

Give Kids The World has made a promise to never turn a child away. For 70% of the year however, the Village runs above 100% occupancy, meaning some families must lodge off property during their Wish Trip. For this reason, Give Kids The World Village is in the midst of the largest expansion project in its history; your donation to my participation in Coasting for Kids will help them with this expansion effort.

As you may know, roller coasters and amusement parks have long been a passion of mine, and I am thrilled to be participating in Coasting for Kids for a second consecutive year. On June 9th, I'll be joining dozens of fellow coaster enthusiasts for a day of marathon coaster riding at Cedar Point in Sandusky, Ohio, to raise both

Start Microsoft PowerPoint - [...] Thaddeus Rada's Pag... Wireless Network Conne... 10:57 PM

# Deviant Cyber-Behavior

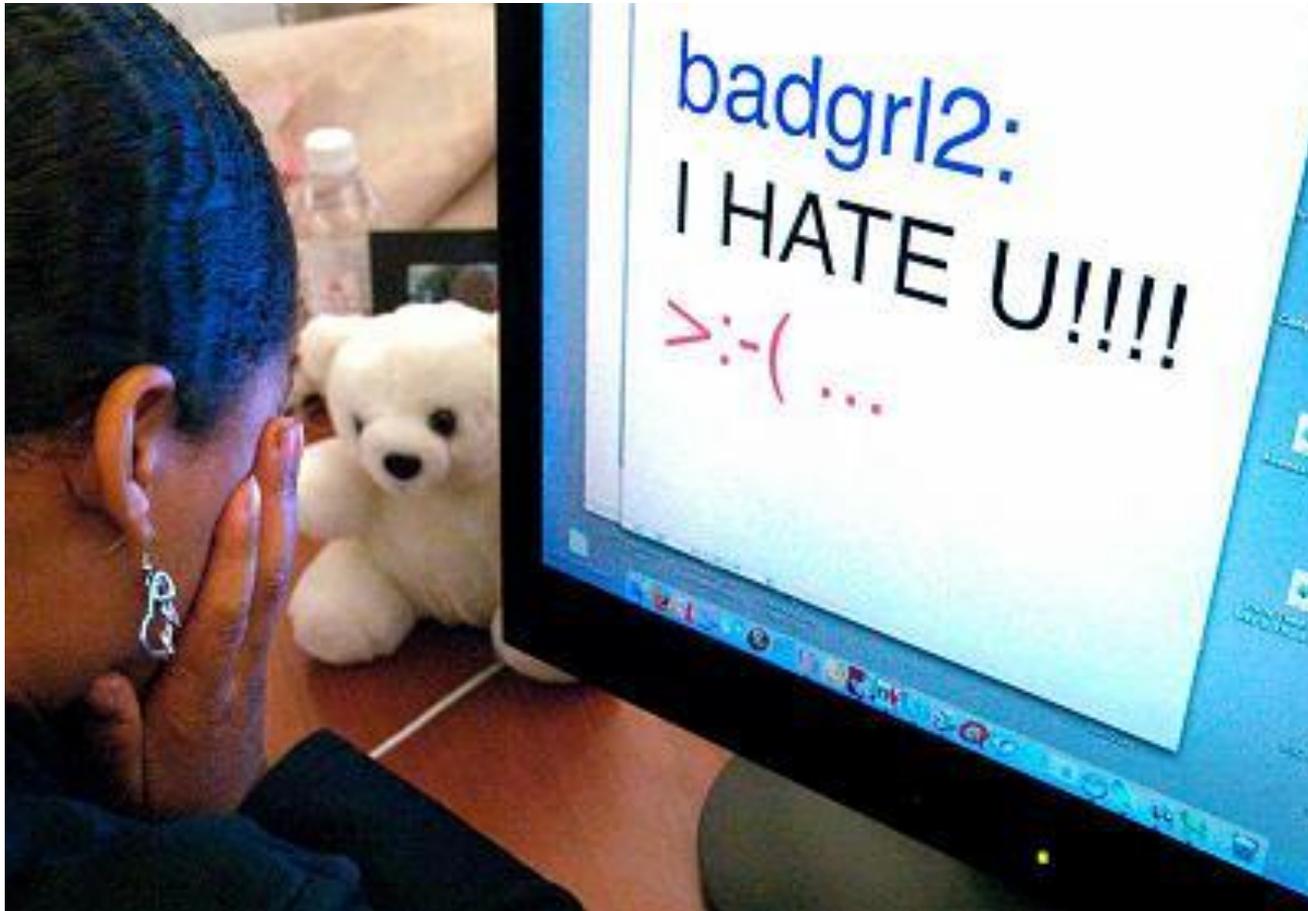
Behavior that demonstrates a negative disposition

Taunting or harassing behavior

Drug use

Excessive internet use

Legal issues





## Akron Municipal Court

### Search Result Error

**Jim Laria**  
Clerk of Courts

[HOME](#)

[Search New Case](#)

The previous operation could not be completed. Please click on your browser **Back** button to return to the previous screen or click on the link to search a new case.

Could not find a match for this inquiry. Please try another case.



# Irrelevant Behavior

Online behavior that would not be related to online work behavior

Sports affiliations

Hobbies

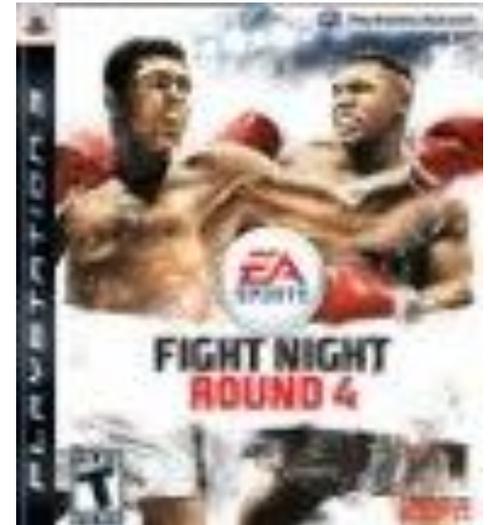
Political activity

The screenshot shows a web browser window with the Amazon.com profile page for Dennis Doverspike. The browser tabs include 'Inbox (36096) - Yahoo! Mail', 'Amazon.com: Profile for...', and 'Campus Directory :: Bowling Green State University'. The address bar shows 'www.amazon.com/gp/pdp/profile/A3U06VJXEHE718'. The Amazon header includes the Prime logo, navigation links like 'Lilly's Amazon.com', 'Today's Deals', 'Gift Cards', 'Sell', and 'Help', a search bar, and user account options like 'Hello, Lilly', 'Your Account', 'Your Prime', 'Cart', and 'Wish List'. The profile header for Dennis Doverspike includes his name, a bio 'hrlitehouse', and 'VINE VOICE' and 'REAL NAME' badges. The 'Reviews' section shows a top reviewer ranking of 69,682 and 290 helpful votes out of 329. Three reviews are visible: 1) 'Fancy Pants Soap Opera' by a reviewer from March 24, 2013, with a 4.5-star rating, reviewing 'Downton Abbey Original UK Version Season 2 [HD]'. 2) 'Agree with Silver almost 100%' by a reviewer from March 24, 2013, with a 4.5-star rating, reviewing 'The Signal and the Noise: Why So Many Predictions Fail-but Some Don't' by Nate Silver. 3) 'Parachute 4' by a reviewer from February 25, 2013, with a 4.5-star rating, reviewing 'What Color Is Your Parachute? Job-Hunter's Workbook, Fourth Edition' by Richard N. Bolles. The bottom of the screenshot shows a Windows taskbar with various open applications like Skype, Dropbox, Cybervet, Amazon, and SKMBT, along with the system clock showing 11:07 AM.

“I am going to guess I am not Downton Abbey's target audience. Still, overall I find it to be an enjoyable series, although it seems to lose its way in Season 2. I guess the sophomore jinx. In particular, when you have a story line that features a returning relative who had amnesia for years and also suffered bad burns and has their face taped so they are unrecognizable, you could be watching any soap opera parody.”



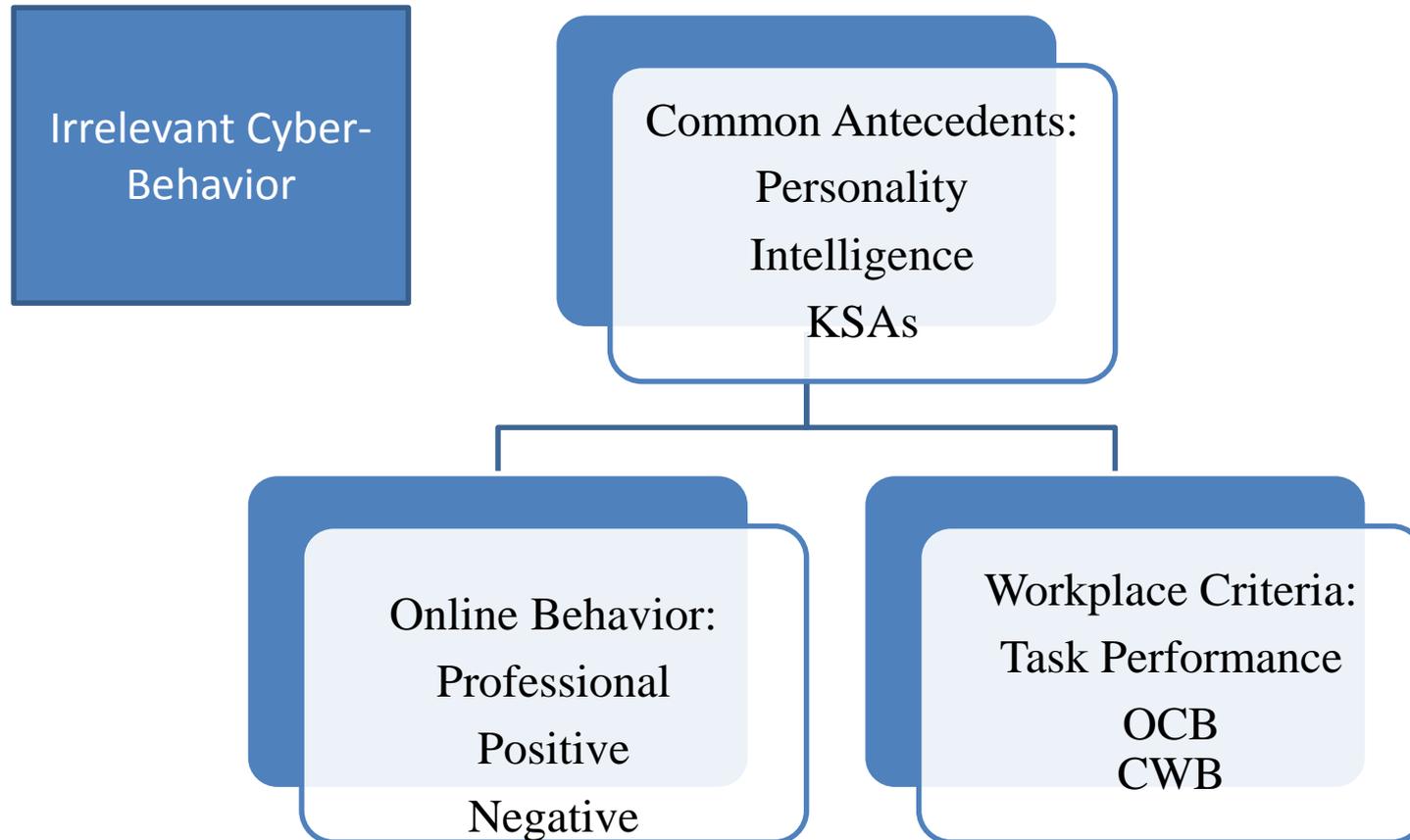
“Great game. Button mashing fun. Very realistic boxing. I guess the next improvement would be to make it easier to move. You still seem pretty limited in you foot movement; pretty much can move back and forth or around your opponent in a circle. A definite must have in your video collection whether you like boxing or not. Fun game to play with others.”



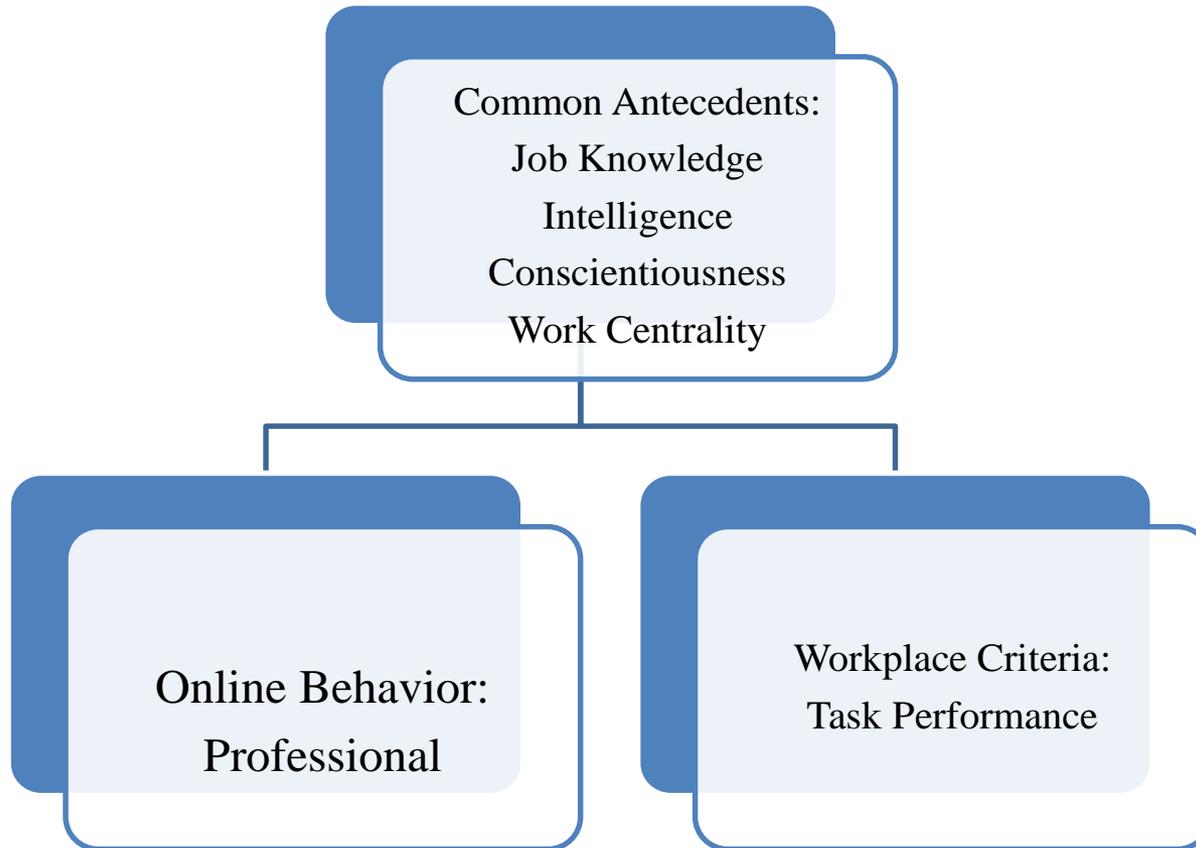
# Propositions

- 1) Online behavior is rarely directly related to job performance and so we should be extremely careful about using it for hiring decisions
- 2) Many of the antecedents of online behavior are also predictive of job behavior
- 3) Focus on online behaviors that can be directly linked to work-relevant antecedents

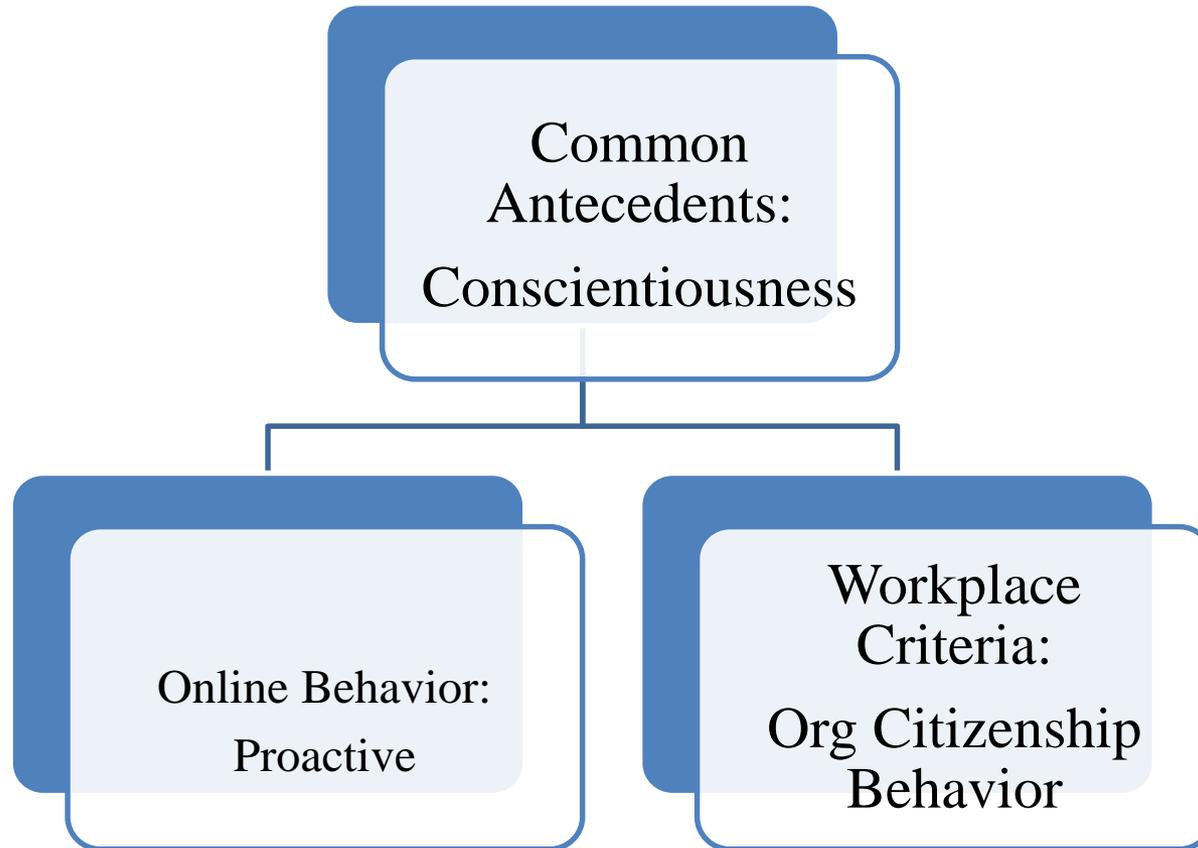
# Theoretical Model



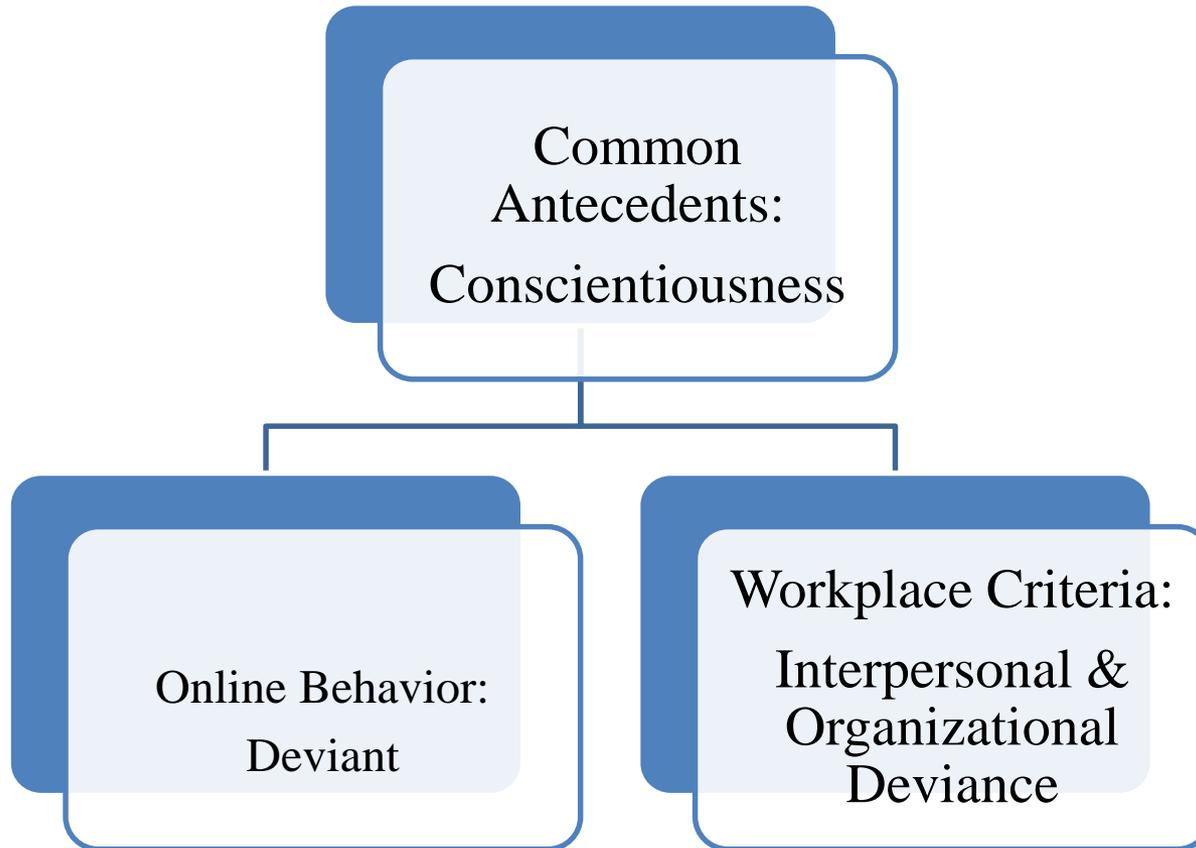
# Professional Behavior



# Proactive Behavior



# Deviant Behavior



# Research Propositions

- 1) Does professional online behavior predict task performance?
- 2) Does proactive online behavior predict OCB?
- 3) Does online deviant behavior predict interpersonal and organizational deviance?

# Developing coding scheme for Professional Behavior

- 1) Discusses issues related to work
- 2) Marketing themselves
- 3) Membership in professional groups
- 4) Grammar

# Challenges When Using Social Media in Practice

- 1) To what extent does irrelevant information influence judgments?
- 2) Training raters to effectively code online behavior
- 3) Training raters to ignore irrelevant cues
- 4) Control for volume of activity
- 5) How do we handle unstandardized data?

# Conclusions and Implications

Cybervetting is going to occur even if we think it is bad practice.

Therefore, we have an obligation to make the best out of a potentially dangerous practice or to empirically demonstrate its futility.

This practice raises issues of employer-personal boundaries

Special laws apply to protect some privacy issues

# LOONEY TUNES



*"That's all Folks!"*