

## 1: BEST PRACTICE IN SELECTION INTERVIEWING

*What is a selection interview? It is a situation in which a personnel selector, through personal contact provides himself with behaviour to observe - in order to assess the candidate's suitability for a post.*

Skills and Competency Interview Rating Sheet -weighted Testing and other Selection Methods Tests and other selection methods such as requesting work or writing samples and presentations are additional tools used to assess candidates. However, use must comply with EEOC guidelines. Skills demonstrations, such as requiring applicants to demonstrate how to perform a task specific to the position they are applying to, are considered tests and must be validated. Writing samples and presentation assessments are not considered tests and can be evaluated using a scoring rubric. To obtain a writing or presentation scoring rubric, contact your departmental Human Resources Coordinator or Human Resources. Applicants are to be notified, via the posted position purpose, of the requirement for tests or other selection methods e. Tests, work samples and presentations should only be required of short list candidates Because tests and requests for writing samples and presentations must be administered consistently across the hiring process without regard to race, color, national origin, sex, religion, age 40 or older , or disability, their administration procedure must be approved by Human Resources prior to use. Tests and the selection tools mentioned above should not be relied upon as the only screening mechanism. Interviews and reference checks should carry considerable weight in the overall decision process. Employers should administer tests and other selection procedures without regard to race, color, national origin, sex, religion, age 40 or older , or disability. If a selection procedure screens out a protected group, the employer should determine whether there is an equally effective alternative selection procedure that has less adverse impact and, if so, adopt the alternative procedure. For example, if the selection procedure is a test, the employer should determine whether another test would predict job performance but not disproportionately exclude the protected group. To ensure that a test or selection procedure remains predictive of success in a job, employers should keep abreast of changes in job requirements and should update the test specifications or selection procedures accordingly. Employers should ensure that tests and selection procedures are not adopted casually by managers who know little about these processes. A test or selection procedure can be an effective management tool, but no test or selection procedure should be implemented without an understanding of its effectiveness and limitations for the organization, its appropriateness for a specific job, and whether it can be appropriately administered and scored. Employers should ensure that tests and selection procedures are properly validated for the positions and purposes for which they are used. Welcoming the Interviewee Interviewing can be a very stressful experience for some and the more at ease an interviewee is, the better you are able to identify true attributes. The following should be considered: Panel interviews, can be an intimidating environment for an interviewee, so remember to break the ice if possible When organizing interviews, it is best to assign a person who ensures the interviewees have the proper directions, parking details and who is easily accessible on the date of the interview Allow enough time for the interview so the interviewee does not feel rushed. Let the interviewee do most of the talking. Take notes and ask for clarification on responses if needed. Be sure to avoid any inappropriate or illegal interview questions. Provide University literature if available and benefit information to the applicant at the conclusion of the interview Step 8: Select Hire Final Applicant Once the interviews have been completed, the committee will meet to discuss the interviewees. Committee members will need to assess the extent to which each one met their selection criteria. The search committee evaluation tool will be helpful in justifying decisions and making them as objective as possible. Your documentation should demonstrate your selection decision. As one of the most critical steps in the process, it is important to keep the following in mind: A hiring mistake is costly in time, energy, and money. Failure to check references can have serious legal consequences. When to Conduct References Reference checks should be conducted on the finalist s prior to making an offer. For UC employees, in addition to conducting references, a review of the master personnel file should be completed. All applicants are to be informed during or after the interview should they be a finalist, an offer would be contingent upon a reference from their current supervisor the University contacts current supervisor to request

reference. The candidate should be informed that a single reference would not be the sole reason for a disqualification and all aspects of their candidacy, including their interview, will be taken into consideration. References in the Overall Decision Process Information that is obtained through the reference check process should be considered as part of the overall decision making and should carry considerable weight. Additionally if available, obtaining copies of signed past performance reviews is also recommended. The same process on-line or phone as described below is to be followed for each recruitment. Reference Checking Options Online Applicant Reference Checking The University has contracted with SkillSurvey, an on-line applicant reference checking tool, to survey reference feedback on approximately 20 behaviors and skills that correlate to success in a given job type. Because the references are assured their input is not personally identifiable, they tend to be more forthcoming and have a high response rate. Utilizing SkillSurvey will provide a consistent and compliant process for all applicants. Under certain circumstances, additional references may be contacted if additional information is needed e. For more information on SkillSurvey and to view a sample report, refer to Recruitment Tools and Resources. Before starting the phone reference check process, be sure to: Prepare carefully Familiarize yourself thoroughly with the information the applicant has already provided, including the application, resume, work sample if applicable and interview responses Identify areas that require elaboration or verification Set up a telephone appointment with one or more references provided by the applicant Many employers are prohibited from providing information without a release, so if requested, send the signed Reference Checking Release and Disclosure consent form and the job description optional in advance of your telephone call. Write down your questions before you call, highlighting the information you want verified or expanded upon. You may consider conducting reference checks on all finalists before the final selection is made. Set up an environment that encourages the reference to respond willingly, cooperatively, and honestly. Begin your conversation on common ground by referring to information that has already been provided by the applicant. Ask questions that are specifically job-related Do not ask about race, color, national origin, religion, sex, physical or mental disability, medical condition, ancestry, marital status, age, sexual orientation, citizenship, or status as a covered veteran. Ask the same basic questions about all applicants for whom you obtain references to ensure consistency. Weigh information you receive in the same manner for all applicants. Social network tools such as Facebook, Twitter and LinkedIn should not be used to conduct reference or background checks. Mandated Hiring Prerequisites Depending upon the nature of the position, additional hiring prerequisites may be required. Any costs associated with these prerequisites are the responsibility of the hiring department. Additional information can be found on the Mandated Hiring Prerequisites webpage. Finalize Recruitment Upon completion of the recruitment process the offer to the selected finalist is made. Prior to initiating the offer, it is recommended that one more check of the selection process be completed as follows: Review the duties and responsibilities of the position and ensure they were accurately described and reflected in the job description and interview process Review selection criteria used to ensure they were based on the qualifications listed for the position Confirm interview questions clearly matched the selection criteria Confirm all applicants were treated uniformly in the recruitment, screening, interviewing and final selection process Should there be any issues with the above, contact your Organizational Human Resources Coordinator. When offering the finalist the position, be sure to discuss the total compensation package in addition to salary such as paid time off and retirement benefits. Be excited and enthusiastic about the offer and let them know you are excited about them joining your team. UCR benefits and retirement programs are great selling points. In many cases, they are a key factor when deciding on accept or decline the offer. Finalists with additional benefit related questions should be referred to the Benefits webpage or Central Human Resources Benefits office. Lastly, if possible, discuss the great learning and development opportunities which may be available to them in achieving their professional goals. Most individuals value this just as much, in some cases more, than the base salary being offered. Countering the Offer Despite your best offer, there may be instances where the applicant declines Discuss the reasons for the offer being declined with the applicant " and look beneath the surface. Applicants decline offers for various reasons and not always due to the salary being offered. If an offer is declined due to salary, the department may make a counter offer provided the amount is within the appropriate guidelines for the role and department

Counter offers must be reviewed and approved by the Organizational HR Coordinator Finalizing the Offer It is important that each recruitment be properly closed, including the notification of those interviewed and not selected, as well as all documentation associated with the recruitment be uploaded to the ATS. To ensure proper closure, the Staff Recruitment and Selection Checklist should be completed and the following actions conducted: Once an offer has been accepted, the Committee Chair or designee notifies the Departmental HR Coordinator and requests the offer letter be sent The Departmental HR Coordinator prepares and sends the offer letter The Departmental HR Coordinator ensures written acceptance of offer The Departmental HR Coordinator enters the finalist information into the ATS upon receipt of the signed offer see iRecruit User Guide for instructions The Departmental HR Coordinator contacts those individuals interviewed and not selected at a minimum by phone or letter. If contact is made by phone, ensure the conversation is documented.

### 2: The Interview Selection Process | [www.enganchecubano.com](http://www.enganchecubano.com)

*Selection Interview. Disciplines > Human Resources > Selection > Selection Interview. Description | Development | Discussion | See also. Description. Interviews are conversations whereby a candidate interacts with one or more people who assess the candidate and, in a selection interview, decide on whether this person should be offered a job.*

This can lead to a rather confusing picture from a practitioner perspective. In this section the implications of the research will be summarised as a series of recommendations for best practice. In terms of interview design it is essential that the interview questions are based on a thorough job analysis. The results of the job analysis should also be used to construct the rating and scoring processes for the interview itself. To secure good psychometric properties for the interview, interviewers should use clearly defined rating scales and rating criteria. Ratings should be based upon evidence collected during the interview usually written notes of candidate performance. Overall, the information gathering process should be standardised Dipboye, While these results may be affected by a small sample size 25 interviews per person , they illustrate the importance of picking the right person to be an interviewer. In order to conduct the interview effectively, interviewers should be trained to be aware of the biases that can impact upon the observation, recording and evaluation of information about candidates. Huffcutt and Woehr found training such as this can significantly improve interviewing. This training should include clear guidance and training on effective questioning, listening and observation. Training can also be used to make interviewers aware of the negative impact that biases and prejudices can have on selection decisions. A key to controlling an interview lies in gathering and retaining pertinent information. A candidate may transmit quite a lot of information. To retain the information and use it in decision-making requires a good short-term memory and practice on the part of the interviewer. The longer the time lapse between the interview and recall, then the worse is the memory. Some interviewers do not take notes on the basis that it is distracting for candidates. It is better, however, to have notes in order to maximise accuracy and objectivity. The more systematic the manner in which this information is collected, the better for both the organisation, in terms of employing the right person for the job, and the candidate in terms of fairness and not ending up in a job to which they are not suited. It is important that the interviewer is skilled at picking up all of what the candidate projects, both verbal and non-verbal. In the contemporary context, all data gathered on a person should be available for scrutiny, according to the Data Protection Act Therefore it is essential to keep a set of well ordered and clear interview notes available. However, Middendorf and Macan found that the act of note-taking, in the employment selection context, may be more important for interviewer memory and legal reasons than for improving the decisions made by interviewers. An unequivocal finding from the research on interviews is that interviews should be structured. This means that control over questioning remains with the interviewer. Control devices that can be legitimately used by interviewers include: Highly structured interviews can be restrictive and some authors e. Dipboye, have identified the usefulness of semi-structured interviews. These interviews are divided into distinct stages, or phases, that have different objectives. Some parts of the interview are designed to help build rapport, some stages offer the candidate a chance to ask questions, other sections offer a realistic job preview, while other parts of the interview are tightly controlled containing job-related situational questions. There is an onus of responsibility on the interviewer s to conduct the interview in an ethical and responsible way. This should include affording the candidates adequate time and opportunity to raise any issues that are important to them. Of course, the different objectives of different parts of the interview need to be explained to the candidate. This multi-modal approach can work well if information from the different elements of the interview is prevented from leaking into other parts of the interview e. As with any selection method, it is best not to use interviews as the only method of selection. At the very least, biodata can also provide important additional information about the suitability of the candidate.

## 3: Types of Interviews

*selection decisions are job related, reliable, acceptable to candidates, and meet all legal requirements. We strongly recommend that managers and supervisors attend the Division of Personnel training class, Selection Interviewing. This class covers and reinforces many of the topics and techniques presented in this resource.*

Talking to non-selected interviewees Screening candidates and requesting work samples The goal of screening is to determine the best qualified applicants to interview. All interviewees need to meet all posted requirements. Use the temporary statuses Reviewed - Yes, Reviewed - No, Reviewed - Maybe to indicate a preliminary sorting of the applicants. Guest Users have read-only access and can only view the applications and documents on the requisition for which they are given the password. If the applicants do not meet all the posted requirements, change their status to "Not Qualified. To see inactive applicants, click on inactive and use the refresh button at the bottom of the screen. Once the initial screening is complete, determine if there is a sufficient applicant pool to interview or repost the position on the web. If there are qualified candidates who are eligible for preferential recall, you must interview them before meeting with other candidates in the pool.. For applicants who met all the posted requirements but are not interviewed, give reasons for non-selection. At the end of the selection process when you close out the requisition, e-mails will be sent to non-interviewees. E-mails are not sent to interviewed candidates, so you will need to notify them separately. If an applicant withdraws, does not show up for an interview, or declines an offer, and their status is changed to reflect this action, they will receive a notification as soon as the new status is saved. Work samples can be requested when you are scheduling applicants for interviews. These samples are reviewed by the hiring supervisor as examples of work that can be produced by the applicant, and the review becomes part of the overall selection process. See Requesting Work Samples for more details. Back to top Phone interviews Phone screens can be a useful tool to obtain additional information for candidates or to narrow down a large pool of well-qualified applicants to those you want to interview in person. Create a set of questions before you start and ask all candidates the same set of questions so you can compare responses. You want to determine whether the candidate is interested, qualified, available and willing to interview further. Back to top Interview committee The interview committee should include a diverse set of members from both inside and outside your unit who are familiar with the position and whose knowledge and interest contribute positively to the outcome of the interviews. Consider meeting with the interview committee before the interviews to decide the number of candidates recommend, discuss the proposed list of questions and decide the logistics of the interview process who will give an overview of the organization and where the position fits, who will ask which questions, etc. As closely as possible, you should use the same format for all interviews. Schedule interviews Schedule an appropriate and comfortable interview environment where you will not be interrupted. Notify each candidate of the date, time and location of their interview. Confirmations should include parking instructions, the process for entering the building, the names and titles of the interviewers and how much time they should plan to spend at the interview.. Send candidate a copy of the job description, benefit overview, and organizational chart to review prior to the interview together with a confirmation e-mail if you wish. Back to top Interview questions Prepare questions exploring past job performance behaviors and covering all essential functions of the role. Ask all candidates the same set of questions for a fair comparison. Open-ended questions about their skills and experience can be particularly useful i. Questions should be concise rather than long, multi-part questions that will lose the interviewee. It is important to make sure all questions meet legal requirements, are job-related, are consistent for all candidates and encourage the interviewee to talk about their background. Then ask the questions on their skills, knowledge and experience. A good tip is to pause after they give their response to allow them to add information if they wish. Ask the candidates if they have any questions, and ask their permission to contact references. Close the interview by thanking them and giving them a general idea of the timeframe for a decision. Following each interview, provide time for each member of the Committee to rate the candidate on the requirements. Back to top Talking to non-selected interviewees After the selected candidate has accepted the position, notify the non-selected interviewees by phone that a decision has been

made and they were not selected. Keep your comments related to the requirements for the position. If asked, explain that the selected candidate had a broader range of experience in one of the required skills, or that their skill level in one of the required skills was more advanced.

## 4: The Purpose of the Selection Interview | Bizfluent

*It's the job interviews and the overall selection process that cause the most angst during a job search. Interview jitters won't get the best of you when you know what to expect during the typical interview and selection process, which begins with a phone interview and culminates with a conditional job offer.*

Some companies may require only two interviews while others may require three or more. It is also not uncommon to see a company conduct testing personality, skills based, aptitude, etc. Here is an overview of the major types of interviews and tips on how to handle them: Screening Interviews Your first interview with a company will often be a screening interview. The purpose of a screening interview is to ensure that prospective candidates meet the basic qualifications for a given position. It may take place in person or on the telephone. If you meet the basic qualifications, express interest in the position, and make a positive impression on the interviewer, you will likely be selected for a selection interview. Screening Interview Keys to Success Research the company. Read the job summary carefully. Understand the position and know the key attributes a company is seeking. Using your research and the job summary as a guide, tailor your answers to emphasize the required key attributes. You need to know the background of your interviewer. Is the interviewer from Human Resources or Operations? Are they former military? The Orion Account Executive responsible for that company will be able to give you the necessary information. Selection Interviews Selection interviews are typically conducted onsite at the hiring company. The purpose of a selection interview is to determine whether a candidate will be selected for the position he or she is interviewing for. A selection interview is typically more rigorous than a screening interview. At this point, a company is trying to decide whether or not you should either be moved to the next step in the hiring process or an offer is going to be extended, so there will be more scrutiny than with a screening interview. The company wants to know - Are you qualified for the job? Are you a good cultural fit? Can you make an immediate impact, or will you need extensive training? Questions will be more specific and your answers will need to be more detailed. Selection interviews can come in several forms: Round-Robin Interview A round-robin interview is the interview technique most commonly used by our client companies. You will interview with multiple interviewers in succession. The key to a round-robin interview is giving good consistent answers. Interviewers will typically meet after to discuss your answers, and will uncover any inconsistencies. Panel Interview A panel interview is an interview that consists of two or more interviewers. Typically, the interviewers will both ask questions. The purpose of a panel interview is to gain multiple perspectives on a prospective candidate. The key to a panel interview is to keep all interviewers involved. Make eye contact with all interviewers even when answering a question for a specific individual. One-on-One Interview A one-on-one interview is an interview with a single interviewer. The key to a one-on-one interview is to build rapport with the interviewer. Typically, you will have a short period of time to make an impact. Know the position and the key attributes the company is seeking, and emphasize those things. Stress Interview A stress interview is designed to test your responses in a stressful environment. The interviewer will make deliberate attempts to see how you handle yourself using methods such as sarcasm, argumentative style questions, or long awkward silences. The key to a stress interview is to recognize that you are in a stress interview. Ask for clarification if you need it. Know how to push back. Ask an interviewer for a couple of problems they are currently facing, and propose solutions. Continue to the next topic:

### 5: What is a Selection Interview?

*The interview is virtually ubiquitous in selection with surveys showing that over 90% of UK and US organisations use interviews for management selection. In larger organisations, interviews are often one of a battery of selection tools used in the selection process.*

By using TSI questions, employers can best discover if that candidate has the characteristics and skills the employer is seeking for a specific opening. Although there are a number of ways to answer TSI questions, one of the most straightforward approaches that can be readily mastered is the S. The idea behind targeted selection interviewing is to ensure the candidates demonstrate their skills and experience which will qualify them for the role. Targeted selection is identifying a situation that the candidate has been in and the process they have worked through to reach the result. We have put together questions to assist your preparation based on key competency requirements in Support roles. Tell me about a time you had to work at a fast pace for a long period of time. What kind of work did you do? What did you do to maintain that pace? What prompted you to make those changes? What steps did you take to achieve it? Sometimes it is necessary to abandon tried and true methods of solving a problem. Tell me about a problem you were responsible for solving that you knew required a unique solution. Describe an occasion when you felt the decision maker was not coming to right conclusion. What did you do? Everyone at one time or another is too busy to plan future activities. Tell me about a time when you were so busy you just reacted to situations rather than planned for them. Tell me about a time when this happened to you. Describe the things you do to control errors in your work. Tell me about the last time those methods helped you. Every job experience has its disappointments. How did you cope? Interacting with others can be challenging at times. Tell me about a specific time this happened. How did you handle the situation? Give me an example of the most difficult person with whom you had to negotiate. Describe a face-to-face meeting in which you had to lead or influence a very sensitive situation

Looking for a Job.

## 6: Human Resources: Recruitment & Selection Hiring Process

*Selection Interviews. Selection interviews are typically conducted onsite at the hiring company. The purpose of a selection interview is to determine whether a candidate will be selected for the position he or she is interviewing for.*

Description Interviews are conversations whereby a candidate interacts with one or more people who assess the candidate and, in a selection interview, decide on whether this person should be offered a job. Such interviews typically last 15 to 60 minutes although they can be shorter or longer. Interview structure The structure of an interview is based on the degree of control exerted by the interviewer as to the predictability of what questions are asked and what information is sought. When there is specific informational needs, then a more structured approach may be used. Unstructured interviews are unplanned, non-directed, uncontrolled, unformatted, bilateral communications and flexible. They require skills in questioning and probing. Semi-structured interviews are pre-scheduled, directed but flexible, major topic areas are controlled and there is a focused flow. Structured interviews are pre-planned, interviewer directed, standardised, pre-formatted and inflexible. They have a full structure and use highly-designed, closed questions. They assume a consistent format will get consistent responses. Interview types There are four common type of selection interview: Situational interviews use situation-specific questions based on job and look at hypothetical performance. They are conducted by specialists: Job-related interviews ask about past behaviour on job. They are typically conducted by HR or managers. Psychological interviews assess personality traits. Competency interviews widen psychological interviews to include competencies such as interpersonal skills, leadership and other identified key competencies. Interviews may involve a varying number of people. This objective position can look for body language and other subtleties which the person questioning may miss. Behavioral interviews Behavioral interviews assume that past behaviour is likely to predict future behaviour, and the more evidence there is of a previous pattern then the more likely it is that it will be repeated in the future. The interviewer then pays particular attention to past behaviours in critical categories and also probes for motivations behind behaviours. There is a focus on future vs. The situational interview is developed by the use of Critical Incidents to devise rating scale of behaviours. The interviewer asks what the person would do in theoretical situations and assesses their response against the criteria and rating scale. Situational interviews tend to reduce the chance of discrimination as they offer all candidates the same scenarios and evaluate them against the same criteria. Candidates also prefer them, as they seems fairer, but it still limits their control over proceedings. Development Develop questions and scoring The first stage of interview development is, if it is not already available, a job analysis of the position, in order to identify key knowledge, experiences, competencies. This may be done using sophisticated methods such as often the Critical Incident Technique. For situational interviews, particular scenarios are identified from which situational questions may be derived. For behavioral interviews, the attitudes and behaviors required in the job are uncovered. For a structured approach, questions and scoring can be derived from empirical study that may include in-depth analysis of incumbents and interview of high performers. Typically traits emerge, from which around questions may be developed around broad situational and behavioral aspects. A scoring guide may then be developed. Train interviewers Interviewers should receive some training rather than be plucked from management and other ranks and placed in front of an unsuspecting candidate. Allport identified key attributes of interviewers: Breadth of experience and from diverse backgrounds. Above average intelligence and have self-insight and understanding of others. Emotionally stable, well-adjusted, with good social skills. Ability to be detached. Similar in some way to interviewee. Important in training is in developing objective rating skills, rather than letting the interviewer give way to the sizeable human bias and opinion that they may have. They also need to be seen to be fair candidates watch for this and must, of course, comply with laws and regulations around gender, ethnicity, age and so on. A worst-case interviewer can lay the company open to damaging law suit both financially and reputationally. Discussion The interview is an extremely common selection method and has a high predictive validity for job performance Robertson and Smith, , indicating many factors that are relevant for the communications job, including cognitive ability Huffcutt et al. Objectivist psychometric

perspective In the wonderfully-named objectivist psychometric perspective i. Criteria used include cognitive ability, job knowledge or tacit knowledge eg. The interviewer typically seeks organisation fit by comparing against a simplistic prototype and may well assess personal qualities over required skills. Social-interactionist perspective In the social-interactionist perspective i. The interview is seen as a subjective, complex and unique event where both parties act as active participant-observers. The perception of the interviewer is important within this perspective and research has shown some interesting factors. Where the interviewer has not paid due attention to candidate qualifications, the candidate often draws back, becoming more reticent and talking less about themselves perhaps punishing the interviewer for the slight. Candidate expectations depend on how much they like the interviewer as the job. The candidate may well feel unfairly treated if not given enough attention or opportunity to dialogue, and may well develop negative expectations if the interviewer talks more than they do. Faking Faking is less easy in interviews than CVs or Application Forms, as non-verbal signals may be detected. Image Management IM Faking also may also appear through dress, words and body language, where impression-management seeks to make a person appear more than they normally are. When the interviewer sees the candidate as over-dressed or provocatively under-dressed! Impression management includes Ingratiating behaviour agreeing, complementing, offering favours , self-promotion to boost competency range and also anger and intimidation to show fearlessness. In studies, women showed more openness and older, more experienced people maintained more eye contact, projected a more positive image and asked more questions. Older people reduced the number of entitlement statements used and increased self-enhancement and self-promotion statements. Where there was more role ambiguity, impression management increased. Reliability and validity Interviews are generally reliable with criterion values of .70. The validity is higher for situational. Situational interviewing is relatively simplistic and is predominantly used in low-complexity jobs. Behavioral interviewing brings in a wider range of behaviours from inside and outside work, allows more thorough probing of motivations and is preferred for higher-level jobs. Bias and misjudgement There are many factors in which can bias interviewers, including gender, race, age, appearance, attitude, non-verbal behaviour, physical setting and job market factors Avery and Campion, , bias towards positive information and even primacy and recency and contrast effects in the ordering of candidates Asch, , Miller and Campbell and Anderson and Shackleton, These factors may be reduced by training, but often not eliminated. Within interviews, it is important that fair play is perceived, which includes, for example that all candidates should each have a comparable experience, even if the interviewer concludes early on that they are not suitable. Positive information is weighted more than negative data which takes more time to process. The order of candidates can also cause bias primacy and recency effects. The Halo effect happens when one good aspect of candidate makes them look good in other areas as well. The reverse is true, and the Horns effect occurs where a negative perception is generalized to other aspects of the person. A typical horns effect is where the person is overweight and where this is generalized into greed, lack of control, lack of social ability, etc. The generalization continues and candidates who are nervous at interview can be generalized as always nervous, whilst the confident may be attributed as being skilful in other areas. See also Information Interview Asch, S. Raising the psychometric properties of the employment interview. A Critical Text, London: Palgrave Macmillan and Milton Keynes:

## 7: Selection Interview

*Offers an exercise-based, month-long programme for improving selection-interviewing technique, plus a follow-up chapter to help ensure the skills acquired don't slip.*

The role of selection interviewing After a short-listing process, interviews are very widely used in the selection process, as demonstrated by our successive surveys of recruitment practices. Interviews can be structured in a number of ways, with the most popular method following contents of CVs and application form, according to our latest Resourcing and talent planning survey. For the employer, the interview is an opportunity to: For the candidate, the interview is an opportunity to: Despite their popularity as a selection method, evidence highlights the limitations of the traditional interview. Judgements can be made for a variety of reasons that differ between candidates and are not related to the job requirements. Drawing on a range of research, Anderson and Shackleton summarise the common weaknesses of interviews: The self-fulfilling prophecy effect. Interviewers may ask questions designed to confirm initial impressions of candidates gained either before the interview or in its early stages. Interviewers sometimes assume that particular characteristics are typical of members of a particular group. In the case of sex, race, disability, marital status or ex-offenders, decisions made on this basis are often illegal. However, the effect occurs in the case of all kinds of social groups. The halo and horns effect. Interviewers can allow the experience of interviewing one candidate to affect the way they interview others who are seen later in the selection process. Interviewers sometimes give preference to candidates they perceive as having a similar background, career history, personality or attitudes to themselves. The personal liking effect. Interviewers may make decisions on the basis of whether they personally like or dislike the candidate. Structuring the interview can help improve its ability to predict performance in the job and a growing number of employers take this approach. A structured interview means that: There is a risk, however, of having an overly rigid approach in which there is little opportunity to ask the candidate supplementary questions and the candidate does not feel at ease. So a balance needs to be made. Our behavioural science research suggests that to avoid instinctive or hasty judgements interviewers should pre-commit to a set of interview questions that are directly related to performance on the job and focus the interview on collecting information rather than on decision-making. Insights from the interview should be supported by data from other methods where possible. Following up with candidates in a timely manner, and giving feedback following an interview demonstrates appreciation of their time and interest and enhances the candidate experience. Psychometric testing The use of tests has become an important part of the selection process and can benefit the overall talent management process. Evidence suggests that standardised tests or tests of cognitive ability are good predictors of job performance, especially for occupations that require complex thinking, although test results should never be the sole basis for a selection decision. Evidence on how well personality questionnaires or work sample tests predict job performance is mixed. See more in our report A head for hiring: Used correctly, psychometric tests allow employers to systematically assess individual differences for example in ability, aptitude or personality. They are often administered online, particularly when assessing high volumes of applicants. Tests should be supported by a body of statistical evidence which demonstrates their validity and reliability. Most tests are developed by occupational psychologists and should be accompanied by detail manuals for use that explain how test scores should be used so that employers can compare their test candidates against benchmark scores of similar people also known as a norm group. Administering tests and analysing the results is a skilled task and requires training and certification; the British Psychological Society set clear standards on testing and test use. Before using a test, recruiters should: Test administrators should ensure that individuals: Assessment centres Assessment centres are used for selection as well as promotion and professional development purposes. They require candidates to complete a number of different tasks and they often combine behavioural ratings, cognitive and personality assessments obtained from multiple sources. The tasks set should clearly relate to the person specification and reflect the reality of the job. They must be administered in a systematic way, with candidates being given the same types and numbers of tasks to complete in the same time, so that they have equal

opportunity to demonstrate their abilities. Tasks can include delivering a report or presentation, time management or task prioritisation exercises, analytical work, individual problem solving, group discussions or problem solving, simulations of business activities, personal role-play and functional role-play. Group exercises should be as realistic as possible, have clear goals and a limited time. They might encourage co-operation or competition to test for creativity or the ability to build on the ideas of others in a productive manner. However, competitive activities can disadvantage some groups, undermining diversity. Assessment centres should be overseen by experienced selectors to ensure objectivity and consistency. Selectors must be trained to observe, actively listen, record, classify and rate behaviour, and seek evidence accurately and objectively against the job description and person specification. They will preferably have had training in interview skills and diversity. A feedback session with either an occupational psychologist or someone trained to deliver feedback is of benefit to candidates and indicates the organisation is serious about fair selection. Its purpose is to raise the standard of assessment centre practice and enable poor practice to be identified and improved. The CIPD contributed to this standard which covers: References should contain factual information such as length of past employment, job title, brief details of responsibilities, overall performance, time-keeping and reason for leaving. Additional pre-employment checks are needed if, for example, the job involves working with children or vulnerable adults.

### 8: The Employee Selection Process | [www.enganchecubano.com](http://www.enganchecubano.com)

*Selection interview is the next process to conduct of tests. Even though written tests and psychological tests are conducted, still one-to-one communication between individuals always remains the crucial part in selection of a candidate.*

For companies, interviewing is a big expense in employee hours. Making the wrong choice can also be costly. The employee selection process usually entails notification or advertising, reviewing, screening, interviewing, testing then selecting the best available candidate. Announcing the Job The employee selection process usually starts with a manager or boss commissioning human resources to fill a new or vacant position. The manager must first decide what qualifications she desires in a job candidate. For example, should the person have a college degree, or how many years of relevant experience is necessary? Once the manager establishes the job requirements, the human resources department places ads in the local newspaper and online. Sometimes, human resources uses a headhunter find candidates, someone who often specializes in a certain field, such as sales. Companies sometimes receive hundreds of resumes for an ad. However, human resources may only consider a half dozen. During bad economic periods, a number of candidates may have an education and experience that exceed the qualifications for the job. Contrarily, it may be tougher to find qualified candidates during good economic times. Nevertheless, human resources and the hiring manager must determine how many candidates they can realistically bring in for an interview. Initial Screening To save time and money, interviewing may start with a screening interview, especially if a job candidate lives out of town. Human resources will usually conduct the screening interview over the telephone to help narrow the field of candidates. A telephone interview also helps a company determine if the candidate has the necessary qualifications to warrant flying him in for an interview. In-Person Interviewing Those who make the cut after the screening interview are asked to come in for face-to-face interviews. Companies have different procedures for personal interviews. Some companies prefer to have all-day interviewing sessions, where job candidates meet with a different person each hour. During this time, companies may have the candidates meet with human resources, the hiring manager and other employees. Another option is having candidates meet with key personnel one day, then inviting them back for second to meet with some executives. Final Selection The hiring manager will usually ask for feedback from human resources and other employees who interviewed the job candidates. She may also review her notes and decide which candidate would fit best in the open position. Qualifications are only one consideration when filling a job opening. Testing Before a candidate is actually hired, many companies require a drug test. Typically, candidates notify the tester of any prescription drugs he is taking, because these will show up in the results. If he tests positively for any other drugs, it could jeopardize his being hired. Employees who work in the insurance industry may need to take a psychological test to determine if insurance is the appropriate career choice for them. After the drug or personality test, the company makes an offer to the chosen candidate.

### 9: Selection Interview Skills | Online Video Training

*Provide Selection Committee with selection criteria. Ensure that the same procedure is followed for each candidate. Escort the candidate into the room, introduce the panel, put the applicant at ease, explain the interview process, and ask the first question.*

Meaning, Role and Types of Interview with diagram Article shared by: Meaning, Role and Types of Interview with diagram! One of the assessment and evaluation techniques for a candidate is interview. Selection interview is the next process to conduct of tests. Behavioural traits, presence of mind and psychological bearing capacity can be tested through interview. Role of Interview in the Selection Procedure: Critical Analysis of the Personality of Candidates: As the candidate is going to be in front of the interviewer or a panel, face-to-face communication is facilitated. The interviewer can observe the behaviour, style, approach, promptness and sharpness of the candidate. Interview facilitates to obtain additional information about the candidate through personal contact. After the detailed scrutiny of all the information about the candidate, the final selection can be made easily. Providing Details about the Company to the Candidate: As the company would like to know the detailed information about the candidate, the same way, the candidate is also eager to know about the work culture, the nature of the job, working schedules, etc. Interview provides the opportunity to the candidate to know more about the company. Use of Experience and Knowledge of Expert Interviewers: Whenever the interviews are conducted, there is generally a panel of interviewers consisting of more than three members. All of them are working for the company for a long time, and when the selection interview takes place, it is their knowledge and experience which is going to give the best results in terms of a suitable and appropriate candidate. Various types of interviews are shown in Figure 5. It is held in formal atmosphere with pre-decided and planned procedures and questions. There is no specific procedure followed in this case. They are conducted at any place, and any types of questions can be asked to the candidate. It is conducted to evaluate the behaviour of the candidate under stressful conditions. Whether they remains quiet and calm or becomes stressed, can be judged by creating different stressful conditions around, and the case with which they gets out of it indicates their stress-handling capacity in future. An imaginary situation is told to the candidates and they are asked to respond to it. It is structured interview. It is non-structured interview. There is no specific format, and any questions can be asked to candidates. Candidates are free to express themselves under this type. A selection committee appointed for interviewing candidates is called a panel. It generally consists of three or more members who collectively perform the task of selection. The final decision is taken with the consent of all panel members. Candidates are supposed to form groups, and one group together will be interviewed at one time. It is a sort of group discussion. All the minute details of important nature are asked to a candidate to have the extensive information about them.

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