

Chapter 4

PERSONNEL SELECTION-III: TECHNIQUES, APPLICATION BLANKS AND INTERVIEWS



The term personnel selection technique implies the idea of choice—that there is a group of persons and a group of jobs that these applicants are seeking and that the personnel men are in a position to choose among the applicants to fill in the jobs. Any error in the choice of employees contributes to the weakness of the organization



The rationale of personnel selection is to minimize these errors to a maximum possible extent by employing the available technique of selection. Traditional blanks, interview, psychological tests are the techniques of selection. The modern approach of selection is based on the constant scientific research work.

Application Blanks and Allied Techniques

Some application qualifications, details and previous experience-which generally go under the name of personal history, bio-data or biographical information history of the great value where the company intends to use it as a pertinent information for hiring purposes. The second objective is probably best attained by the prescribed forms of applicants known as application blank which the organization has developed after careful scrutiny and analysis of the job requirement.

Application Blank is a good tool in selection is the most crucial consideration

An orderly,
convenient
method of
collecting
necessary
information for
determining an
applicant's
minimum
qualifications

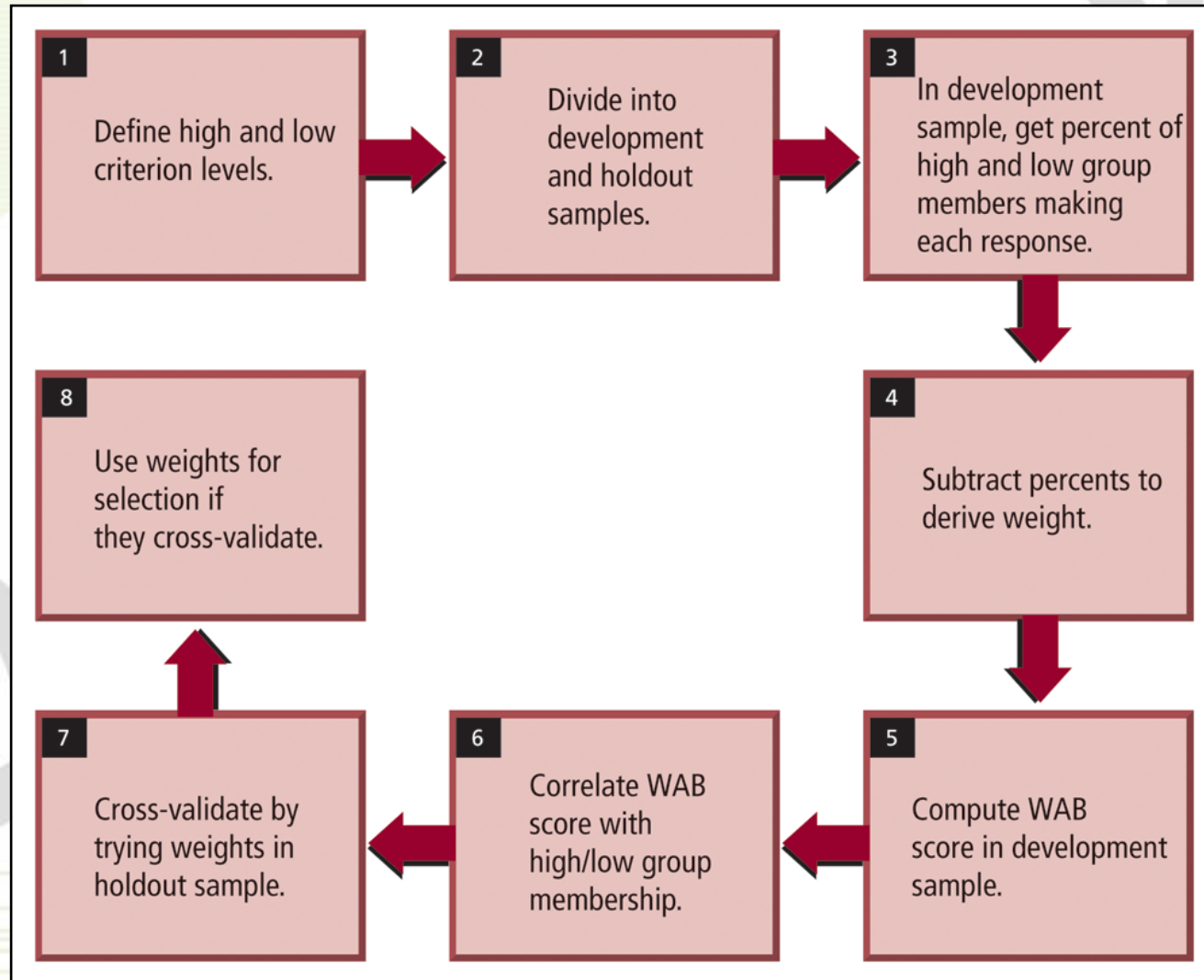
Weighted Application Blanks

It is one of the best selection device at the disposal of the personnel office. Its efficacy as a selection tool often depends upon including only valid information items in the application blank. One most commonly used and simple once is to compute the correlation between an item on the application blank and some later measure of job success.

It can be the best preliminary screening device by which the few high scoring candidates can be selected without much difficulty for further scrutiny by interview or psychological testing. It serves as a basis for an interview.

It is simple and basically sound

Constructing a Weighted Application Blank (WAB)



Developing a Weighted Application Blank

Percent of Responses				
Criterion				
Items	Low	High	Difference in Percents	Weight
1. Number of jobs held in last five years:				
1	10%	50%	40	4
2	30%	30%	0	0
3 or more	60%	20%	-40	-4
2. Reason for leaving last job:				
Better opportunity	10%	40%	30	3
Dissatisfied	20%	10%	-10	-1
Laid off	40%	40%	0	0
Fired	30%	10%	-20	-2
3. Number of languages spoken:				
1	70%	60%	-10	-1
2	30%	30%	0	0
3	0%	10%	10	1

List History Method

The scope is broader than application blank

Success in job is often dependent upon the life history of his experience. It goes far beyond the practical questions of selection and provides an insight into why some particular individuals are successful than others in some job situations, by trying to relate them with the applicant's life experiences.

Work History Method

It often uses systematically the performance of the candidate prior to his entering the company and it is not necessary that he should be a trainee for some time in the company.

Reference and Recommendation Letters

These are not always reliable.

One general form of reference or recommendation letter, which a recruiting company may ask from the company where the candidate worked previously. Only a few items are produced here but the list can be long or short depending upon the complexity of the job. Such letters are also known as Reference Checking Letters. Very often the letters with high recommendation, praising the candidate are issued, often even with the intention of getting rid of employee.

Interviews as a Tool of Selection

It is the most widely used tool in personnel selection and has considerably longer history than psychological tests. It is most complex selection technique. This technique is used for placement, attitude investigation, termination, counseling and so on.

Selection Interview: It is a conversation with an objective or purpose. Its objective is manifold. The foremost one is to examine the candidate or trainee-his personality, interest, experience, educational and other qualification, family background. The subsidiary objectives are : typical ways of reacting to questions of various sorts and to exchange information that the company may think useful for the candidate

THE PERSONAL INTERVIEW – A ONE-ON-ONE SELLING SITUATION

The personal interview usually involves the one-on-one, face-to-face meeting of two strangers, both seeking to sell themselves to the other.

Interviewing

Face to Face Verification

Culture Testing

Built-in Reliability Check

Telling

Selling

Interview Strategies



Interview:
-Structured
-Unstructured

Questioning:
Directive
Non-Directive





Types of

Questions

Open
Direct
Closed
Yes-No Closed
Leading
Mirror
Probes

Employment Interview

- Types of structured interviews (cont'd.):
 - *Situational Interview:*
 - 3 types of questions:
 - Hypothetical: questions that describe a situation and ask what the applicant would do in that situation
 - Job Knowledge: questions that ask applicants to define job-related terms, or explain a procedure, or demonstrate a skill
 - Job Requirements: questions that ask applicants about their willingness to comply with job requirements (e.g., travel, shift-work, etc.)
 - Each question has a scoring system to evaluate answers on numerical rating scales; panel
 - Validity: good

Employment Interview

- Types of structured interviews (cont'd.):
 - *Behavioral Interview (Behavior Description Interview)*:
 - Questions ask applicants for specific examples from their past experiences of specific job-related issues
 - Tell me about a time when you had to be a leader of a team. What did you do? What happened?
 - Describe a time when you had to criticize someone for their poor performance. What did you do? What happened?
 - Each question has a scoring system to evaluate answers on numerical rating scales; panel
 - Validity: good to great ($r > .60$ if properly done)

Types of Selection Interview may also be stated as:

Preliminary Interview

Discussion Interview

Stress Interview

Enhancing Effectiveness of Interview

Planning or

Preparation

Advance planning or preparation by the interviewer is basic to the success of this technique

Good Coverage

A good interview is usually directed at obtaining more information on the points covered by the application blanks

Qualities of a good interviewer

- He must have abilities to evaluate specific as well as overall ability of an applicant
- He must be matured in their outlook on life, slightly or moderately egoistical
- Must have sportsmanship, high intelligence, interest in human beings and their behaviors and well adjusted in life
- Must have the thorough knowledge of the job for which he is interviewing
- Must be experienced
- He should have extensive acquaintance with people similar in age and occupation to those whom he interviews.
- He should be flexible.

The best interviewer is one who has been fully trained in the art of interview and who knows what are the special weakness of this method and how to avoid them; and also persons who are focused on continually refining their method an asking questions in the light of their experience.

Stages of Interviews

Preplanning

Introduction

Content

Closing

Follow-up

Problems with Interviews: Research Result

- Managers not trained
- Too many people involved
- Too much/too little information collected
- Vague and leaderless meetings to discuss applicants
- Little coordination among interviewers
- Managers with differences in values and expectations

Errors in Interviewing

Strength and weakness: In a proper placement decision, that is putting an individual in a job, it should be a kept policy to put him on a job that makes maximum use of his strength and has minimum relevance to his weakness. It is wise to base the selection on the strengths of the applicant and not on his weakness.

Halo Effect: An overall impression, either favorable or unfavorable, sometimes obtained on the basis of only a small portion of total necessary information is called the halo effect. Scantiness of information causes error. A good interview should not forget this and get carried away by false impression created by some aspects of an individual's personality.

Overgeneralization: Close to halo effect is overgeneralization. No interviewer should think that what is revealed in an interview situation is to be the dominant trait of an individual in all the situations.

Errors in Interviewing

Expectations: Expectations and beliefs when evaluating an applicant may rule the interviewer. Certain key words or action may influence the interviewers, like all other people in a favorable or unfavorable manner. A good interviewer is not to judge the candidate's appearance or expect him to give the expected answers but he is to test his ability to occupy the job.

Projection: Often an interviewer may expect all his own qualities, skill, education, values in an applicant. When supervisors or managers are entrusted the job of interviewing and selecting there is greater possibility of the error because they expect their employees to be their duplicates, of course, unconsciously.

Leniency: It is usually associated with the lack of self confidence and interest in rating. Toughness may be the result of exaggerated expectations, lack of contact with people, and general rigidity of personality.

Evaluation of Interview

The best method of arriving a correct evaluation of interview data is to use a form that requires an explanation from the interviewer concerning his ratings on each factor.. It's the crucial step. It lends the required validity to selection interview.

Discussion on interview is one of the best methods of selecting applicants for jobs, but only when the practices that makes it a sound and reliable tool of selection are followed.

Concluding Remark

Application blanks and interviews are extremely useful methods of selection if proper thought given to them to improve their validity by appropriate research on the various practices associated with them.