

U.E.L. University of East London PSYCHOLOGY

THE SELECTION INTERVIEW


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IN THIS SESSION

- Who uses what?
- Why does selection matter?
- How valid are interviews?
- What affects the decision?




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WHO USES WHAT?

• Application forms	95%
• References	95%
• Interviews	99%
• Structured interviews	48%
• Cognitive ability tests	68%
• Personality measures	60%
• Biodata	25%
• Assessment centres	48%




(Hodgkinson, Daley & Payne 2008)

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VALUE OF GOOD RECRUITS

- Difference between good and average
- Price's Law
- As work gets more complex, so variability in performance is greater
 - Semi-skilled workers: SD 19%
 - Skilled workers: SD 32%
 - Managers & professionals: SD 48%




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INTERROGATING JOB ADS

- Look at the job advert on the next slide
- What do you see?
- What are they looking for?
- How will they know when they find it?



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Are you ready to take your career - and our business - to the next level?

Senior Business Psychologist

OPS Ltd is a well-established business psychology consultancy, based in Sevenoaks, Kent, with an exciting portfolio of private/public sector clients in the UK and overseas. We are also a major presence in the psychometrics training market.

We are now looking for a **Chartered Psychologist with at least 5 years of post-chartered business experience at senior levels**, who will help us deliver our increasing volume of business and use that platform to build for future success. You should have an assured grasp of psychometrics, and assessment and development consultancy. Experience of training and a track record in business development are vital.

Given the range of projects and the quality of our clients, we expect you to have an incisive intelligence with strong interpersonal and influencing skills, creativity, strong written communication skills, effective planning and organisational skills, and an eye for quality.

In return, we're offering a key role in taking a successful and expanding business forward from an influential position on the senior management team.

You'll have the opportunity to work in most areas of business psychology, on interesting, stimulating projects. You'll be working for leading organisations with clients at many levels (up to Board) on innovative assessment and development work, with a chance to lead/contribute to: OD projects, design & delivery of AC/DCs, teambuilding, conflict management, competency framework design and psychometrics training.

We are a friendly and supportive team offering a fun, flexible working environment. As well as being genuinely committed to helping you develop your professional skills, we will also provide a generous package and benefits.


Interested? Please email your CV to stuart@opsLtd.com by the 11th February
For more information about OPS please visit our website: www.opsLtd.com

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VALIDITY OF METHODS

• Application forms	0.12
• References	0.26
• Interviews (all types)	0.35
• Structured interviews	0.51
• Cognitive ability tests	0.51
• Personality measures	0.40
• Biodata	0.35
• Assessment centres	0.46




(Robertson & Smith 2005)

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VALIDITY IN SELECTION

- The ability of a selection method to measure what it purports to measure
- Face validity
- Content validity
- Construct validity
- Criterion-related validity




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FACE & CONTENT VALIDITY

- Selection method taken at face value
- Importance to candidates
- A dangerous short cut
- Construct-irrelevant variance




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CONSTRUCT VALIDITY

- Measures what it's supposed to measure
- Good definitions
- Convergence and divergence




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CRITERION VALIDITY

- The relationship between the selection method and some external criterion
- Concurrent Validity
- Predictive Validity




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STRUCTURE IN INTERVIEWS

- Unstructured selection interviews will merely provide a measure of social skills
- Transparency in structured interviews improves interviewee performance and has construct validity
- Structured interviews have better validity and are legally safer




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CONTENT IN INTERVIEWS

- Situational and Past Behaviour Interviews
- Situational interviews ask what you would do, how and why (validity 0.46)
- Past Behaviour interviews ask what you did, when, how and why (validity 0.57)
- The past predicts the future, though ignores problems with lying and change



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WHO GETS THE JOB AND WHY?

- Have a look at the following link
<http://www.vimeo.com/10190772>
- How did Lisa and Dharmesh come across and which behaviours separated them?




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WHAT INFLUENCES AN INTERVIEWER'S DECISION?

- Qualifications and experience
- Knowledge, skills and abilities
- Similarity to me
- Contrast effect



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WHAT INFLUENCES AN INTERVIEWER'S DECISION?

- Organisational Citizenship
- Impression Management
- Uniqueness




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SUCCESSFUL CANDIDATES

- Talk more outside of pre-set questions
- Engage in turn taking and reciprocation
- Engage in impression management
- Explain past successes and failures differently.
Stable, personal and global explanations are far more effective



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GIVING BETTER INTERVIEWS

- How would you answer this question?


“You have been unemployed since graduation: why?”



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GIVING BETTER INTERVIEWS

- A good answer
 - I decided to get the best exam results I could and left my applications too late (PERSONAL) but that's me: I always get bound up in what I'm doing (STABLE) but it's given me time to make the right career choice (GLOBAL)"
- A bad answer
 - "Our tutors totally overloaded us with work so I didn't have time to make any applications" (Unstable, impersonal, externalised responsibility)



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KEY CHALLENGES FOR INTERVIEWS

- Are interview decisions rational?
- Are individual differences stable?
- Mutual dishonesty



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RATIONAL DECISIONS?

- Good enough decision making
- Good enough on both sides
- Decisions made by groups
- Bias, distortion and mimicry



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INDIVIDUAL DIFFERENCES

- The past predicting the future
- Success in different contexts
- Recruiting for individual flair




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MUTUAL DISHONESTY

- Contamination from both sides
- Putting your best foot forward
- The problem with on-line testing
- How to be good at selection



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FURTHER READING

- Chieng-Chen, I et al (2010) "Applicant impression management in job interviews: the moderating role of interviewer affectivity" JOOP Vol 83 (3) p 739-757
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- Podsakoff, N et al (2010) "Effects of Organisational Citizenship Behaviours on selection decisions in employment interviews" Journal of Applied Psychology Vol 96 (2) p 310-326
- Roulin, N et al (2011) "The uniqueness effect in selection interviews" Journal of Personnel Psychology Vol 10 (1) p 43-47

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