How To Prepare And Conduct Staff Selection Interviews

By Ken Drummond
Thank you for downloading the sample chapters of *How To Prepare And Conduct Staff Selection Interviews* published by Gull Publishing. This excerpt includes the Table of Contents and the first chapter, which overviews the book.

We hope you find this information useful in evaluating this book.


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In all the years I have been involved in personnel and training, perhaps the hardest thing I have experienced is trying to get people to take selection interviews seriously. For example, the average manager or supervisor does not undergo formal selection interview training, with the result that such experience is generally gained while actually conducting the interviews.

For this reason, and despite the fact that selection interviewing in one form or another is a major aspect of obtaining the right person for a job, it is possibly the most misused management tool in both the private and public sectors of business and industry.

Selection interviews are usually not as effective as they could be, because some interviewers:

• Fail to understand what is expected of them;
• Fail to make themselves aware of sufficient detail of the job for which they are interviewing;
• Do not read, or just skim, application forms prior to the selection interview and therefore miss the important information these documents contain;
• Fail to plan and prepare for the interview and the applicant;
• Are poor communicators; and
• Hear what is being said, but do not listen to the real message.

Issues such as those above, ‘never seem to go away’.

One difficulty a selection interviewer may face, especially when the organisational expectations are high, is that with only a limited number of applicants, he or she may feel ‘obliged’ to select someone – even though the ‘right’ person is not available. The attitude that, ‘this one was the best out of what was on offer’ - don’t make do with the hope that things will work out, they won’t.

In many small organisations the cost of an incorrect selection decision is rarely, if ever, assessed. Also, rarely is it considered to be the fault of the selection procedures or the selection interviewer if a person leaves after a short period of employment.

A selection interview is a situation where both the applicant and the interviewer are under some form of pressure to perform. For example, in the case of a nervous applicant, it is the skills of the interviewer which will encourage him or her, in an empathetic way, to provide the required information.

Selection interviewing is concerned with getting the right person into the right job. Therefore, with this in mind, four aims of selection interviewing must be:
1) To obtain and explore relevant information from a job applicant.
2) To give relevant information about the organisation and the job to the applicant.
3) To judge the suitability of an applicant for a particular job.
4) To encourage the person who is most suited, and who meets all the criteria, to accept the job.

This manual considers the following five aspects of selection interviews:

1) The selection interview;
2) The selection interviewer/s;
3) Planning and preparing for the selection interview;
4) Preparing for the applicant; and
5) A list of interview questions that can help interviewers during their selection interview planning and preparation.
TECHNICAL KNOWLEDGE

AIM:

- To confirm specific knowledge the applicant must possess in order to be able to perform in the job.

SAMPLE QUESTIONS:

1) Describe to me the importance of …… in this work. (Job-specific aspect of the work).

2) How would you conduct a …… ? (Job-specific aspect. For example, a training needs analysis).


4) What statistical information would you find most helpful in …… ? (e.g. quality control, office productivity, machine efficiency? Use job-specific examples).

5) What is your experience of …… ? (Use job-specific examples, e.g. metal extrusion) Give examples.

6) In what way can your knowledge of …… be used in this job? (Use job-specific examples, e.g. sales, computers, planning).

7) Describe your experience with the installation, configuration, operation and maintenance of computer network equipment.

8) Have you been involved in auditing or certifying accounts? Give examples.

9) Describe your experience in the field of …… (For example, electrical installations).

10) What development of electronic equipment relevant to research experiments have you been involved in? Give examples.

11) Give examples of field-work and field trials that you have been involved in.

12) Are you able to work without supervision? Can you give any examples of this?

NOTES:
BUDGET PLANNING

AIM:

• To assess the ability of an applicant to develop, monitor and control a departmental or organisational budget.

SAMPLE QUESTIONS:

1) How would you set up a budget for your department?

2) Are you involved in determining the budget in your present job? If so, how do you go about this?

3) Describe what you understand by budgetary control.

4) What steps can you take to monitor and control budget expenditure?

5) Give examples of budgetary preparation you have been involved in.

6) When developing a budget for your department what must be considered?

7) How would you implement a budgetary control system where one did not exist before?

8) How would you set up a financial budget for ……? (For example, a new project, a new department - use job-specific examples).

NOTES:
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