



Maximizing the Interview: Thoughts and Reminders for Lasting Improvements

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Greatest Misconceptions

- All interviews are the same
- All interviewers are capable
- Intuition/gut feel = assessment
- “Pop” questions = job-relatedness
- Stress Interviews predict on-the-job behavior
- Unstructured interviews can lead to meaningful candidate comparisons
- Competency-based interviews are foolproof
- Appearance of job-relatedness = valid and reliable



Session Agenda

- Interview Basics
- Misconceptions / Points of Contention
- Long-standing Research
- Newer Research
- Innovations with the Interview
- Areas in Need of Research
- Musings and Reflections



Tried and True Research

Structured Interviews (*they work*)

- Define job requirements, including job-organizational context
- Standardize job-related content and criterion-related evaluation criteria
- Incorporate as broad a sampling of “job content” as possible/feasible in line with measurement soundness
- Use open-ended questions; limit closed (yes/no) questions
- Train SME raters; limit rater discretion



Interview Basics

- One of the most widely used methods of assessing candidates (if not the most widely used...)
- A matching game of interviewer and organizational needs and interviewee/ candidate qualifications
- One of the most heavily researched assessment techniques
- Still much room for improvement in soundness and effectiveness



Tried and True Research (continued)

Structured Interviews

- Hold raters accountable to administer interview content/evaluation criteria as developed
- Create awareness/limit rating errors
- Have raters take notes
- Allow clarifying, non-leading questions from the panel
- Create an environment/atmosphere conducive to the interview process
- Use other, job-related assessment tools in conjunction with structured interview



Familiar Validity Data

Method	Validity
Work Sample	.54
Cognitive Ability Tests	.51
Structured Interviews	.51
Job Knowledge Tests	.48
T&Es – BCM	.45
Assessment Centers	.37
SJTs	.34
Conscientiousness Tests	.31

Ryan & Tippins, 2004

Selection Instrument	Mean Validity
Work Sample Tests	.54
Structured Interviews	.51
Job Knowledge Tests	.48
T&Es - BCM	.45
Job Tryout Procedures	.44
Integrity Tests	.41

Schmidt and Hunter, 1998



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Room for More Research

- Defining the “real value” of the interview
- Job analysts’ abilities to integrate organizational fit attributes into job analysis activities
- Integrating elements of P-O Fit
- Interviewer adeptness at rating candidate attributes
(human capability of objective judgement under subjective conditions)
- Interviewer preparedness to counter pre-conceived notions
- Determining if human characteristics are best assessed by humans



Newer Research – P-O Fit

- Treat Person-Organization Fit (P-O Fit) as its own dimension in the selection process
- Clearly define/articulate attributes of organizational fit (“organizational analysis”)*
- Objectively tie organizational fit attributes (and degree of relatedness) to job
 - not all jobs are equal – some may require proportionately more or fewer organizational fit attributes for organizational success

* Is this even possible? How well do organizations know themselves and how prepared are they to define themselves in all their glory with all their shortcomings?



Room for More Research (cont)

- Interviewee/candidate preparedness
- Relationship between candidate experience and interview outcomes
 - Use of same or different interviewers/raters
 - In-person interactions (eye contact, body language, etc.)
 - Remote or virtual interactions
- Congruence of actual candidate attributes/qualifications and presented/revealed attributes/qualifications...and integrity of the rating thereof
- Accuracy/adeptness of pre-defined job-related criteria to evaluate candidate attributes/qualifications



Innovations/Next-Gen Interviews

- Algorithm-driven selection processes that may include interview performance data to predict outcomes (e.g., successful job performance, organizational fit)
like resume screening algorithms
- Automated rating criteria (“click and score”)
- Video interviews (with or w/out proctors/raters present)
- Cluster/Round Robin interviews (with peers, stakeholders)
- “Job auditions” (incorporating performance-based activities)
- Casual/Meet-and-Greet components



Thoughtful Practice

- If using an interview to evaluate P-O Fit, use internal raters for better validity and reliability
- The interview is a two-way assessment
 - Candidates collect information and make decisions about an organization based on interview experience in the context of their already-held beliefs about the organization and job opportunity
 - Fit is two-way
- Define and strive for job-relatedness
- Focus on structure and standardization



Favorite Tidbits



- Maximize situational questions – create opportunities to “observe” the candidate in action
- Ask questions that put the candidate in the role/job in a forward-thinking mode
- Develop questions around real-world, current on-the-job challenges (*frame via critical incidents*)
- Balance the candidate’s *want* to sell and the organization’s *need* to assess job-related qualifications
- Bolster the interview with use of other tools (*performance-based activities, written tests, etc.*)



Questions?



Thank you!



Interview Advice on the Web

Job Interview Research **Sell Yourself** The Psychology of Job Interviews

Psychology Today The Importance of First Impressions in a Job Interview Career sidekick

Where do you see yourself in 5 years? What is your main weakness? What is your greatest strength?

Best Job Interview Answers

7 Things to Research before Any Job Interview How to Research a Company before your Job Interview

ADVICE

Arrive on time Be pleasant

researchgate Career Friend idealistcareers careeritrend

Glassdoor YouTube Forbes Monster



Conclusion

As much as the interview has been studied, much more research is needed to tease out the effects of very specific elements/attributes of the process

