

## *Interviewing as a selection process*

<b>Benefits</b>	<b>Shortfalls</b>
★ Chance to assess personal presentation	●* Subjective
★ Enables instinctive judgement	●* Process depends heavily on the candidates personality and interview skills
★ Enables judgement of interpersonal skills	●* Proven to be unreliable: between 20% (normal) and 50% (at best)*
★ Give opportunity to probe and get explanation of facts on CV	●* Short time window
★ Provides the candidate with a chance to meet you and possibly look round the company	●* Distortion: candidates may be on best behaviour or behaving unusually, or poorly because of nerves

\* A study by Smith (1988) compared the relative effectiveness of different methods of assessment. He found the following:

<b>Method of Assessment – reliability /100</b>	
Assessment Centre	65%
Work Sampling	54%
Psychometric Ability tests	53%
Structured interviews	50%
Personality Tests	39%
Biographical data	38%
References	23%
Real interviews	19%

