

T.C.
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SOSYAL BİLİMLER ENSTİTÜSÜ
KAMU YÖNETİMİ ANABİLİM DALI
HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT
BİLİM DALI

**INTERVIEW TECHNIQUES IN PERSONNEL SELECTION PROCESS
AND A CASE STUDY IN A CONSULTING COMPANY**

Yüksek Lisans Tezi

RANA KARAOĞLU

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Marmara Üniversitesi
Sosyal Bilimler Enstitüsü Müdürlüğü

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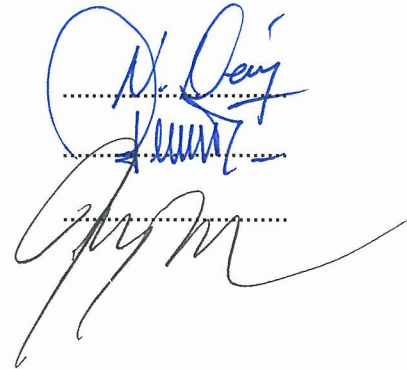


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ÖZET

Kar amacı güden ya da güdmeyen bir sosyal varlık olarak tanımlanan örgüt; sanayi devriminden sonra, yönetimin temel birimi olarak kabul edilmiştir. Bu sebeple, firmalar insan sermayesine önem vermenin rekabetçi ortamda vazgeçilmez bir yöntem olduğunu anlamaya başlamışlardır. Etkili mülakat yöntemleriyle de en uygun kişiyi işe almaya daha fazla özen göstermişlerdir. Bu yöntemler üç bölümde incelenebilir.

“*Interview Techniques in Personnel Selection Process and a Case Study in a Consulting Company*” isimli bu tez çalışmasının ilk bölümünde, personel seçim süreçleri hakkında genel bilgi verilmiştir. Bu bölümde, seçim kriterleri ve değerlendirme standartları ele alındıktan sonra, personel seçim sürecinde uygulanan yaklaşımlar incelenmiştir. Daha sonra sırasıyla, personel seçme yöntem ve prosedürleri açıklanmıştır.

İkinci bölüm, “*The Scope of Interviews*” başlığı altında hazırlanmıştır. Bu bölümde; mülakat yapmanın faydaları, sınırlamaları, çeşitleri ve olası mülakat hataları vurgulanmış, mülakat teknikleri ve değerlendirme süreçleri incelenmiştir.

Üçüncü bölümde; bir danışmanlık firması hakkında bilgi, bu firmada hali hazırda kullanılan ve şirketlere insan kaynakları ve istihdam konusunda önemli katkıları olan “*Targeted Selection*” yöntemi ve *STAR* tekniği anlatılmıştır. Tez çalışması hakkındaki yorum ve değerlendirmelere ise “*Conclusion*” kısmında yer verilmiştir.

ABSTRACT

After the industry revolution, the organization which is a social entity including both profit or non-profit is assumed the basic figure in management. For this reason, companies have started to realize that giving importance to human capital is the essential way surviving in competitive environment. And they began to pay much greater attention to hire more fitting people for their business through using effective interview methods. These methods should be analysed in three parts.

In the first chapter of this “*Interview Techniques in Personnel Selection Process and a Case Study in a Consulting Company*” thesis, general information about the personnel selection process is given. In this chapter, after the selection criteria and standards of evaluation are explained, the approaches applied during personnel selection are mentioned. Next, personnel selection methods and procedures are discussed respectively.

The second chapter is prepared under “*The Scope of Interviews*” title. In this chapter; the benefits, restrictions, types of interview and interview mistakes are emphasized; interview techniques and interview evaluation processes are mentioned.

In the third chapter, information about a consulting company, the details of “*Targeted Selection*”, “*STAR*” technique that is currently using in this firm, which has important contributions to business enterprises about human resources and employment issues, is given. The comment and evaluation about the information obtained throughout the thesis is revealed in “*Conclusion*” part.

INTRODUCTION

Today's business management experiences a rapid transformation. Enterprises are in a merciless competition with their products and services. In this competition, which is made in respect of quality, the primary capital of the businesses is human capital. The corporations which want to go one step further than their competitors must employ the people who are expert in their fields.

By raising importance of qualified and expert employees and managers for the businesses, they start to scrutinize while hiring personnel. In order to hire the most fitting managers and employees, business enterprises employ various methods. Interview method is one and the most important of them.

Business enterprises get difficult-to-access information about the applicants through interview method. Interviews are usually made more than once, and for each interview, different people are assigned to make and evaluate the interview frequently. In this way it is targeted to increase the validity and accuracy of the interview.

During interviews, the people make interviews -namely the interviewer takes important roles. It is an essential to be objective and not to behave prejudged to the candidates. A biased and prejudged attitude will prevent interview to achieve its purpose, thus it will diverge from the objective. Owing to this situation, it is important to select the interviewer from educated people. Furthermore, the people arrange the interview must be careful at some issues. For instance, they have an important advantage by taking notes during the interviews because any information which is not recorded on a sheet will be subjective as it is kept in interviewer's mind, and we should remember that every person has certain capacity of memory. Another issue the interviewers must be careful about is that they should not make interview with many people one after the other. If the interviewers make interview with many candidates just one after the other, the risk of confusing the information about candidates will arise. In that case, the best thing to do is making interview with certain number of candidate with certain time periods.

Today, many interview techniques are implemented by the business enterprises for employment issues. Interviews are carried out as face-to-face. The common side of all interviews is that the questions are picked up diligently. There will be no unnecessary question in interview questions. The questions are selected as they could be given a score during evaluation. Due to the fact that, these scores are represented in tables and graphs, thus it becomes easier to make comparison among the candidates.

Interview techniques are vital to find the true personnel for the positions which prevent time and money wasting for companies. And also skilled employees provide the huge advantages for companies in the competitive market. In order to figure out interview techniques in personnel selection process, it is necessary to analyse that the evaluation and criterias of personal selection, all aspects of interviews and the targeted selection sample including STAR technique.

I.

PERSONNEL SELECTION

I. PERSONNEL SELECTION

1. IMPORTANCE OF PERSONNEL SELECTION

Due to changing face of today's business management, and increasing competition enterprises are forced to select the most suitable employees for them. Having skilled and sufficient employees provide enterprises with advantage in this competitive environment. When enterprises want to hire personnel into departments they need, they apply advertising channels; personnel advertisements address candidates in published or internet media. In the result of the enterprises' efforts for searching and finding the candidates various applications are submitted. The responds given to advertisements by candidates constitute the first data for the enterprise. The applications submitted upon the job advertisements are gathered in a pool (candidate group) by the company. The next step is determining the suitable people will be hired. This step is called 'personnel/human resource selection' or 'hiring'.¹

In today's business management hiring of the most suitable personnel, taking right decisions for selection gain high importance for companies. Determining personality traits, likes, and range of skills of the personnel will be hired is important in order to get maximum benefit in hiring process.²

The maximum efficiency from the person is derived if he likes his job, and fits well for job. If person is forced to work in a job in which he could not exhibit his skills adequately, the work he is carrying will not satisfy him, therefore his efficiency will decrease. As a matter of fact every employee wants a job environment in which he

¹ Kaynak, Tuğray, Adal, Zeki, Ataay İsmail, Uyargil, Cavide, Sadullah, Ömer, Acar, Ahmet Cevat, Özçelik, Oya, Dünder, Gönen and Uluhan Reha. **Human Resources Management**. I.U. Faculty of Business, Human Resources Management Science Programme, Issue No: 276, Istanbul 1998, p.143.

² Freiberg, Jackie. Look to the Attitudes during Hiring, **Executive Excellence**, 3 (28) 7.99, Fas. No: 7/1999, 1997 SB 87, p.19.

could show his aptitude. If person does not work in job suitable for his skills, he will lose his self-confidence and this will cause him to fail.³

If employees are not pleased from their job, this will be disclosed with some indications throughout the time. These are boredom, feeling depressed, attention decline, etc. This is called alienation in behavior sciences. That is to say workers get reutilized.⁴

Again being not pleased from the job causes employee to lose desire for job, and see himself insignificant. Furthermore it is well-known that when an employee is not pleased from his job, the work accidents increase.

Another factor causing lower efficiency in employees is getting them working on jobs over their skills. Efficiency of the employee declines in such cases. When person works on a job over his skills, this situation is reflected with job success decrease, the signs of getting tired early, weariness, and demoralization.

At this point the importance of personnel selecting becomes visible. Personnel selection is selecting of the person with abilities necessary to perform the job successfully.⁵ Also it is important for enterprises to determine the most appropriate personnel selection methods during hiring, and then to implement them. That is because assigning the proper personnel selection method will minimize the problems that employees are likely to experience in job environment.

Personnel selection is the process of determining who among the candidates is the most compatible with organization's needs.⁶ It requires taking the individual differences into account in selection and placement processes in the organizations.

The reason of individual differences could be associated with two main reasons: from employee side; from employer and economic side.⁷

³ Cüceloglu, Dogan. **Communication Fit-outs for a Life without 'If Only'**. Remzi Bookstore, 9th Edition, Remzi Bookstore, Istanbul 2002, pp.118-119.

⁴ Drake, Richard I. and Smith, Peter. **Behavior Sciences in the Industry**. (Trans. Kemâl Tosun and oth.), Istanbul University Publications No. 2459, Fatih Publishidng House Press, Istanbul 1978, pp.73-75.

⁵ Çetinkaya, Şafak. As a Staff Selection Technique the Interview. **Air Force Magazine**, (332) 2.99, Fas. No: 5/2001, **1956 SA 66**, p.55.

⁶ Bartol, Kathryn M. and Martin, David C. **Management**, 3rd Ed., Irwin McGraw-Hill, New York, USA, 1998, p.325.

1.1. Employee Side

The satisfaction a person derives from a job is mostly associated with his ability to carry that job. Owing to this situation for the person selecting the most appropriate job for himself is one of the most important factors increasing the satisfaction. If person's ability level is higher or less than the job requires, in both situations the person will fail to show the efficiency expected from the job. Abilities include a large field. This could be a wide frame varying from mechanical aptitude, to getting on well with people, and from numerical intelligence to manual dexterity.⁸ Again some people have aptitude on collaboration, and some do not.⁹

Today business enterprises apply various methods in order to estimate the performance and abilities of the employees and thus placing them in the most appropriate positions for them. One of them is performance appraisal system which gives place to questionnaires.

Another resorted method is assessment center applications, and this evaluates the development potential of the employees. In this method employees are tested in job environments similar to those they will work in.¹⁰ Assessment center applications are used in the companies such as: AT&T, Standard Oil, IBM, Sears and GE. An example to assessment center applications in Turkey is Astra Zeneca. Assessment center application is used effectively as part of personal development program in manager appointments, and selections made for critical roles.¹¹ Job rotation is one such method that companies applies. This method aims that assigning employees to different positions thus increasing their experiences and satisfaction.¹²

⁷ Bilgin, Nuri, **Industry and Organization Psychology**, Ege University Faculty of Literature, Department of Psychology, İzmir 1992, p.139.

⁸ Drake, Richard I and Smith, Peter J. **op.cit.**, pp.63-64.

⁹ Axelrod, Robert. **The Evolution of Cooperation**. BasicBooks, Harper Collins Publishers, USA, 1984, pp.146-147.

¹⁰ Schermerhorn, John R. **Management**, 5th Ed., John Wiley and Sons Inc., New York, 1996, p.292.

¹¹ Paşalar, Ceyda, *Astra Zeneca Assessment Center Application*, **Peryön**, (9), Fas No. 10/2003, 2002, SB 226, pp.60-61.

¹² Wheelen, Thomas L. and Hunger, J. David. **Strategic Management and Business Policy, Entering 21st Century Global Society**. Sixth Edition, Addison-Wesley Longman, Inc., New York 1998, p.211.

1.2. Employer and Economical Side

In general all companies are focused on getting the maximum efficiency from all resources including human resources. Namely when there is a personnel need, they must hire the personnel which are most efficient from economics aspect. An appropriate selection will increase the satisfaction of the person; thus that person will work for long time. Otherwise with an improper selection the person will not be pleased from the job he performs and will switch from one job to other very often. As a matter of fact the employees not pleased from his job, observed in situation such as being unsatisfied, bored, overexertion, and employees become alienated with their jobs.¹³

Placement stage is an important stage will affect both the decision of personnel for continuing in the enterprise, and their success; the first impression of the person newly started to work in the enterprise will affect him throughout his working time. This stage is also the stage during which the person decides whether he will continue to work in the enterprise, namely too work there for long time.

In this stage the candidates who are hired, must be accustomed to the enterprise and their job. No matter how talented the person hired is he might not be fitting into structure of the enterprise. This process is called socialization. Socialization process is identified as gathering of the following components.

- The integrating of information, abilities and education of the new personnel by other personnel
- Adapting to the situation and the environment he is in
- Establishing interpersonal relations
- Acquisition of the attitude, value, and capacity which will enable him to learn the behaviors about the roles expected form him.¹⁴

¹³ Drake, Richard I and Smith, Peter J. **op.cit.**, pp.73-75.

¹⁴ Dincer, Ömer and Fidan, Yahya, **İşletme Yönetimi**, 1st Ed., Beta Basım, İstanbul, 1996, p.270.

Business enterprises always desire employees to be continuous in their jobs because for every employee who left the enterprise must find a new person, and this implies cost, and waste of time for them. Enterprises will make new interview for each hiring process, apply tests, examine their health, and implement training process.^{15, 16} It is also same for employees. Finding a new job will require some time for adapting the job, and cause some material losses.

2. PERSONNEL SELECTION APPROACHES

2.1. Structure Based Approaches

During personnel selection companies can embrace two following approaches:

- Formal/Structured (Systematic) Approach
- Informal/Unstructured Approach.¹⁷

2.1.1. Unstructured Approach

In informal/unstructured approach, the decision maker is generally employer or the manager. The decision maker makes interviews with candidates, and evaluates them. The selection decision is also taken by this employer or manager. In small enterprises this approach is valid.¹⁸

2.1.2. Structured Approach

The formal/structured (systematic) approach, which was developed during First and Second World Wars, and embraced mostly by larger organizations, includes the following stages and activities:

¹⁵ Schermerhorn, John R. **op.cit.** p.293.

¹⁶ Bartol, Kathryn M. and Martin, David C. **op.cit.** p.329.

¹⁷ Kaynak, Tuğray at all. **op.cit.** p.143.

¹⁸ Alpugan, Oktay. **Small Enterprises, Its Concept, Foundation and Administration.** 3rd Ed., Per Publication, Özgün Print, İzmir 1998, p.3.

- Acceptance of applications and first interview
- Filling the application form
- Examination/Test Application
- Hiring Interview
- Researching of the Background and References of candidate
- Health Examination and other processes
- Hiring Decision (and job offer)
- Placement.¹⁹

Although hiring process is realized more or less with this procedure and at this order, different examples could be observed in practice. Although hiring process is realized more or less with this procedure and at this order, different examples could be observed in practice.

2.2. Source Oriented Approaches

In personnel selection companies adopt two main approaches based upon sources. These are eliminative approach, and holistic approach. Which approach will be adopted is determined by various factors. They are listed below:

- The quantity, quality, and urgency of the need for employee
- Suitability, and cost of the method
- The presence/quality of the elements will be used for selection
- The validity and reliability of the method
- Candidates' attitude towards selection method.²⁰

¹⁹ Kaynak, Tuğray at all. **op.cit.** p.143.

2.2.1. Eliminative Approach

This approach is adopted when company selects the new personnel among its current personnel. The current personnel compose the internal resources of the company.²¹

When there is a vacant position in the company, it is possible to meet it with internal sources. Through this method which is called as “internal transfer” the employee not pleased from his current place is placed to another position which is more suitable for him. Thus company does not lose that staff. Another application field of internal transfer is observed in promoting of the employees. We see another application of this method in inter-company rotations.²²

Another benefit of filling a vacant position in the company with internal resources is that it is less costly than personnel outsourcing. Moreover it implies time saving for the company.

The methods employed in inter-company transfers could be as the following;

- Top management decisions
- Advertisements published on company board or newspaper/magazine.²³

2.2.2. Holistic Approach

This approach is adopted when company makes personnel selection outside of the company. Namely it is mentioned when company applies outsourcing for personnel selection. This method is also called “external transfer”. In the case of personnel searching from external sources, the expectations of company, and expectations and preferences of the candidates must be defined and aligned with each other.

²⁰ Kaynak, Tuğray at all. **op.cit.** p.144.

²¹ Akdemir, Ali, Introduction to Business Science, Concepts, Functions and Discussion, Birlik Offset, Eskişehir, 1999, p.376.

²² Bartol, Kathryn M. and Martin, David C. **op.cit.** p.320.

²³ Andersen, Arthur. Staff Selection and Hiring Methods. **Human Resources**, 4 (5) 9/10.2000, Fas. No: 9/2000, 1997 SB 110, p.30.

The companies need outsourcing personnel announce this by means of the following tools:

- Put in an advertisement
- Applying to employment agency
- Establishing dialogue with schools, and universities
- Asking from people who know
- Put an advertisements in daily newspapers, professional and commercial journals,
- Making announcements through television and radio,
- Put an advertisement in internet.²⁴

2.2.3. Other Approaches

During personnel selection companies obey some rules. One of them is making “*manpower planning*.”²⁵ At this point the tasks of the corporation are defined; the attributes of the personnel will be assigned to these tasks, and corporation’s personnel need for the current and future years are estimated.

The essential thing for the enterprises is hiring personnel to the required tasks. The face of the enterprise must be oriented “*hire person for work, not to hire work for person*.”²⁶

Some enterprises give credits to experience rather than diploma during hiring process. This system, in which there is no nepotism, is called “*specialist system*.” This system really enables to select the talented people. It is widely used in USA and Canada.

²⁴ Akdemir, Ali. **op.cit.** p.376.

²⁵ Schermerhorn, John R. **op.cit.** p.289.

²⁶ Tortop, Nuri. *The Rules that should be observed during Personnel Selection*. **Contemporary Local Administrations**, 6(1) 1.97, Fas. No: 1/1997, 1992 SA 38, p.16.

Another system used in personnel hiring is “*central system*.” In central system, the candidates passed successfully the examinations organized by a central institution are assigned to the corporations determined again by this institution. Central system is most of the time criticized for not truly measuring the abilities of the people will be hired.

A system called “*decentralization*” enables all corporations and even sub-unites of the corporation to select its own personnel. System is being applied in Turkey and in many European countries. This system could present a convenient environment for selection of skilled people.²⁷

As seen above, the rules that companies should obey during personnel recruitment are generally associated with choosing the appropriate person. The best estimation of the person’s abilities is the main purpose of the hiring procedures.

According to Freiberg in order for enterprises to hire the best personnel they must follow the “*four key rules*.” Freiberg explains them as following:

- Determine the people still working in your corporation, and possessing the sort of attitudes you like. Find out the superstars in your company. Ask customers working with them, their colleagues, subordinates, and supervisors which attributes make them (superstars) so effective, and so easy to work together. Then form a personality profile, and evaluate the job applications according to this profile.
- To ensure the applying of appropriate people make use of smartly and creatively prepared advertisements. Your advertisements should be amazing, thought-provoking, and funny. Look for innovative people pushing the borders of traditional thought. Next time, when you recruit personnel ask yourself: “does the job advertisement fully reflect the quality requirements?” If you can not answer this question “yes” try to

²⁷ Tortop, Nuri. **op.cit.** p.17.

be more creative in order to attract the people with ability requirements, and proper attitudes.

- Investigate the level of some attitudes in the candidates such as; not being egoist, flexibility, sense of humor, aptitude for using initiative or taking risk. In order to understand whether or not the applicants possess the “*correct material*” ask questions aimed at target of disclosing the attitudes you look for.
- Take the applicants back to the examples unique to the situations they exhibit the attitudes you ask for. The behaviors in the past help to predict the achievement potential in future. Try to have the candidates talking about what they did in the past rather than what they will do when they are hired.²⁸

3. PERSONNEL SELECTION CRITERIAS

When job relating information about the individual is needed, it is important to diligently selecting of the criteria will be used or developed. During selection the following points are taken into consideration:

- *Suitability of the criteria:* The variable chosen as criteria must be suitable with the objective of measuring. For instance if job requires being tall, the criteria must be height.
- *Criteria must be free from bias:* While determining the criteria some issues must be taken into account. Owing to this, biased behaviors must be avoided during measuring. The various excuses out of employees’ control might decrease the success of the job. Environmental factors are one of them. For instance if a person given poor quality material, it is impossible for the worker to derive a

²⁸ Freiberg, Jackie. *op.cit.* p.19.

successful result from this job. In this case the fault must be sought not in the employee but in the conditions surrounding him.

- *Reliability of the criteria:* The criteria which is applied must be consistent in itself. We can neither make healthy evaluations, nor derive true conclusions with an inconsistent criteria. Attention must be paid to carry out all measurement at the same level of consistence. Otherwise the results will be misleading. The consistency of the criteria is called reliability of the criteria, and evaluated with various methods.²⁹

3.1. Behavioral Criterias

These are criteria embracing visible behaviors. For instance the amount of production is this kind of criteria. Some examples to these visible criteria could be given as following: continuing to job, finishing the job on time, carrying out the responsibilities, giving tasks to others whenever required, having the initiative, analyzing the written material, controlling the others, taking appropriate decisions, ability to take the responsibility of the decisions, collaborating, ability to create flexibility, producing new ideas, promoting others to being creativity, communicating with others, establishing good dialogues with colleagues and supervisors, establishing dialogues with those outside the company, making the working environment tidy etc.³⁰ In some cases some behaviors may require to be considered as criteria. These cases are for example; visual discrimination (in different lightening options), reaction time etc.³¹

3.2. Subjective Criterias

These are the criteria including the subjective reactions of the individual. As an example to this type of criteria; individuals' dispositions, ideas, judgments, etc. preference could be given. Interview technique provides important benefit in determining this kind of attributes of the individuals. In spite of the prevalent opinion

²⁹ Bilgin, Nuri. **op.cit.** p.139

³⁰ Akdemir, Ali. **op.cit.** p.375.

³¹ Bilgin, Nuri. **op.cit.** p.137.

that job performance is insufficient for arguing from, the reason or interview's being so important during personnel selection is the employers' need for a face-to-face contact with candidates.³² Furthermore questionnaires and evaluation forms are also used to find out this kind of attributes.

Subjective criteria must be resorted when environmental and situational stimulants' influences on the individual are examined. Again the subjective criteria seem to be the most suitable criteria to be used in researches about job security. When for the security more than one conditions or methods are compared also these criteria are used.³³

3.3. Job Success Related Criterias

The job success related criteria are used while determining whether the individual is close or not to the success level that job requires. The criteria used to measure the job success are listed below. They are:

- *Amount of work:* It is used in some enterprises to estimate the individual's success. However it causes to mistakes in environments without regular production records.
- *The quality of the job:* If the records are kept regularly this might be reliable criteria. Records could be kept in various forms such as: the number of accepted units in production, number of deductions from produced ones, number of useless ones at the end of the production.
- *The expenditures made during the personnel training:* All other things held constant, the worker requiring minimum expenditure must be hired. This is the implication for worker's aptitude for learning. During hiring process, decisions concerning this issue are important because

³² Çetinkaya, Şafak. **op.cit.** p.55.

³³ Bilgin, Nuri. **op.cit.** p.138.

once a costly worker hired, firing him becomes difficult for various reasons. It is the best to make this at the very beginning.³⁴

- *Employment period:* Long employment period is the indicator showing that the worker learned the job. According to this, the person quitted early did not learn the job. In this case the company must invest in worker will work for long period.
- *Absence:* this is the criteria formed by calculating the percentage of the days that employee worked. According to this, those continuing to their job are preferred to those generally absent.
- *Promotion:* Successful candidates are promoted. Personnel with abilities are selected to be promoted. The successful employee is the one who contribute to enterprise beyond its standards, is continuously learning, and open to discussion.³⁵
- *Sample job:* When the amount and quality of the goods produced are not possible to estimate, we resort at sample job. In the result of analyses made through this method, various outcomes are derived.
- *Evaluation:* Supervisors often evaluate the employees. However it must be noted that this is not a subjective evaluation.³⁶ Job evaluations must be definitely based on job analyses.³⁷

4. PERSONNEL SELECTION PROCESS

The personnel selection is aimed at determining among the applicants who possesses the necessary information, abilities and skills to perform the job. Namely the

³⁴ McCormack, Mark H, **Başarılı Yönetim Teknikleri**, Form Yayıncılık, Translator: Erdoğan Ağca, 2000, p.183.

³⁵ Akdemir, Ali. **op.cit.** p.14.

³⁶ Bilgin, Nuri. **op.cit.** p.138.

³⁷ Akdemir, Ali. **op.cit.** p.373

personnel selection is the process of evaluating the personal attributes and abilities.³⁸ Ability is special skill.^{39, 40} In order to take right decisions, data about personnel that will be collected and gathered is required.⁴¹ This gathered data is the raw shape of the information. This means information is processed data.⁴² The truly determining of the information about personnel is necessary for a successful evaluation.⁴³ Companies select the personnel they will hire according to this information, and this affects the efficiency of the job and the company. When right personnel are selected, the efficiency of the company goes in positive direction; if wrong decision is taken, the efficiency might fall. Here the objective of the company is selecting the right personnel to achieve optimum efficiency, and maximum benefit.

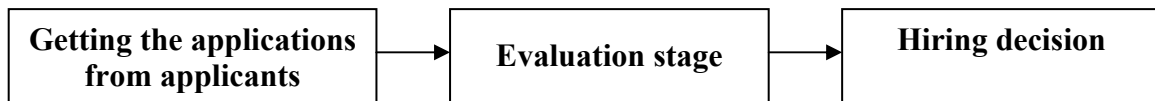


Figure 1: Hiring Process

Resource: Tuğray Kaynak and oth., **Human Resources Management**, I.U. Faculty of Business, Human Resources Management Science Programme, Issue No: 276, Istanbul 1998, p.143.

As seen from the Figure 1 above, hiring process includes the following phases;

- Getting the applications from applicants and accepting them
- Evaluation stage
- Making decision to hiring.⁴⁴

³⁸ Kaynak, Tuğray at all. **op.cit.** p.143.

³⁹ Drake, Richard I. and Smith, Peter. **op.cit.** p.63.

⁴⁰ Covey, Stephen R., **Principle-Centered Leadership, A Philosophy for Life and for Success in Business**, 4th Ed., Simon & Schuster, Butler & Tanner Ltd, London 1996, p.237.

⁴¹ Oakland, John S. **Statistical Process Control**. 4th Ed., Butterworth-Heinemann, Reed Educational and Professional Publishing Ltd., Biddles Ltd., Oxford, England, 1999, p.43.

⁴² Aktan, Coşkun Can and Vural, İstiklal Y. **Information Age, Information Management and Information Systems**. 1st Ed., Çizgi Bookstore, Dizgi Offset, Konya, February 2005, p.4.

⁴³ Tutar, Hasan. **Management Information System**. Seçkin Publishing, Sözkese Press, Ankara, 2006, p.66.

⁴⁴ Kaynak, Tuğray at all. **op.cit.** p.143.

Between these three main phases, efforts are given to determine the personnel fitting for work with various methods. The purpose is determining the most suitable candidates fitting for job.

In order to take right decision during hiring, applicants are subjected to a research. Research procedure is composed of the following elements;

- Collecting information about the person
- Linking these attributes with job requirements
- Anticipating the probability of success for each individual.⁴⁵
- Personnel selecting process follows the stages below given according to priority:
- Making job analysis, determining the abilities and attributes necessary to perform the job.
- Classification of the attitudes exhibited by participants into meaningful and relevant categories
- In order to choose best fitting people among the applicants developing some techniques or selecting the appropriate ones among existing techniques. For example one of them, simulation method is aimed at estimating the job relating performance of the participants by observing their behavioral responses.
- Forming the organization and time plan. At this stage every detail must be taken into account.
- Preparing the candidates' behaviors-oriented forms, getting these forms filled by participants under observer surveillance, and finally subjecting them to an objective evaluation. ^{46,47}

⁴⁵ Bilgin, Nuri, **op.cit.**, p.136.

There is a typical personnel selection processes is mentioned below:

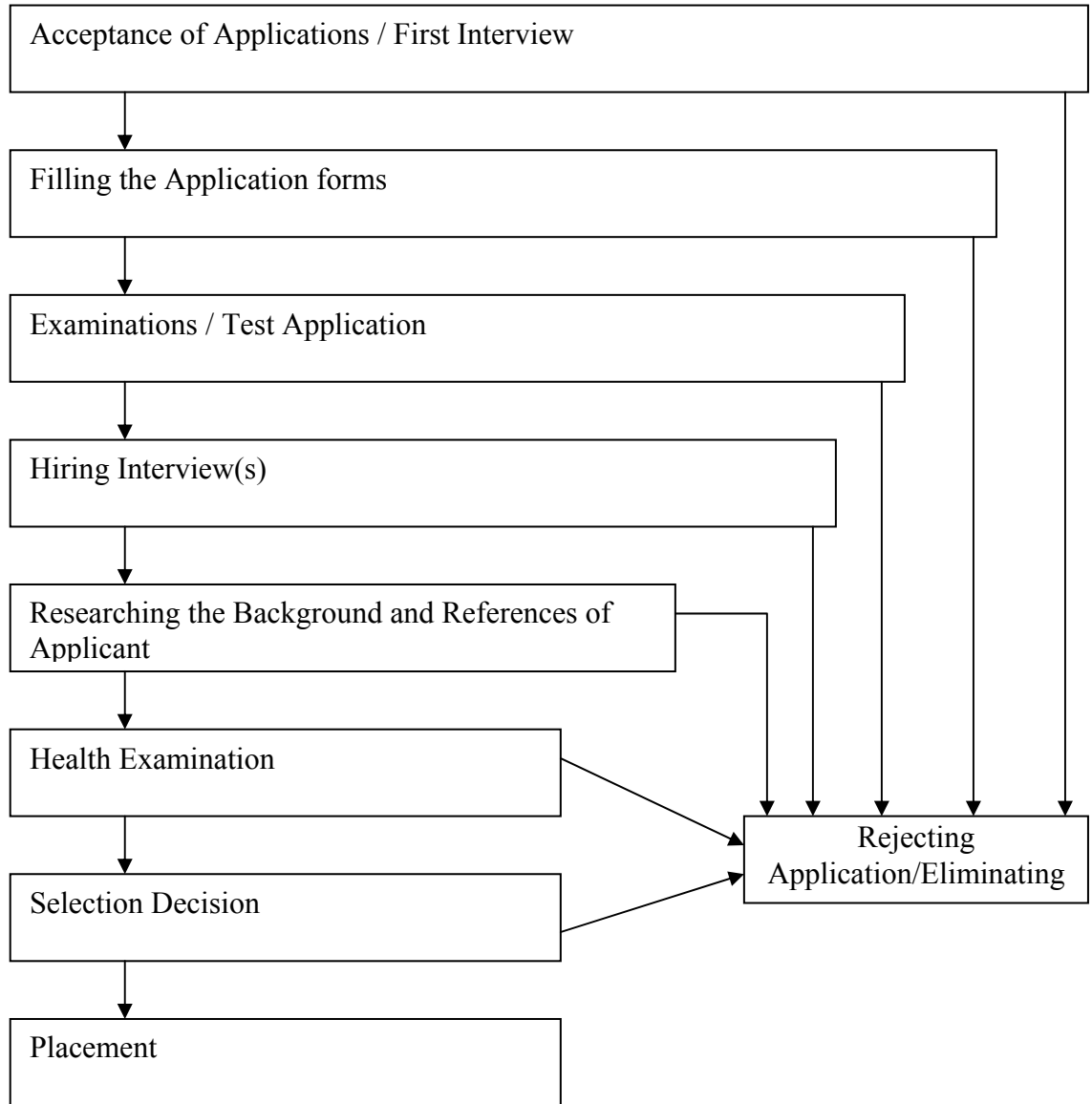


Figure 2: Typical Employee Selection Process

Source: Tuğray Kaynak and at all., **Human Resources Management**, I.U. Faculty of Business, Human Resources Management Science Programme, Issue No: 276, Istanbul 1998, p.144.

⁴⁶ Drake, Richard I. and Smith, Peter. **op.cit.** p.64.

⁴⁷ Paşalar, Ceyda, **op.cit.**, p.61.

In this chapter these processes will be detailed with the components as mentioned below:

- Job analysis
- Job application
- Application form
- Interview
- Conducting tests
- Checking references and investigating the background
- Physical and health examination
- Hiring decision, the approval of top managers, and starting to work.

48, 49

4.1. Job Analysis

Job analysis gives possibility to determine the abilities of the personnel will be selected. By comparing the attributes of the job and person, the best fitting person is tried to be selected. For instance, if a weaver will be hired, firstly whether that person has manual dexterity or not must be investigated. Tests applied to understand this. Manual dexterity test shows up at this point. By applying this test to the candidates, the person with highest manual dexterity is tried to be found. Normally each employee has own personal abilities and desires to practice them. This is normal requirement of human being.⁵⁰ What is important here is determining the abilities of candidates during hiring interviews, and estimating in which fields they are skilled.

⁴⁸Daft, Richard L. and Marcic, Dorothy, **Management: The New Workplace**, Thomson South-Western, USA, 2007, pp.337-340.

⁴⁹ Dincer, Ömer and Fidan, Yahya. **op.cit.** p.270.

⁵⁰ Drake, Richard I. and Smith, Peter. **op.cit.** p.101.

Job analyses take important roles in defining the attributes of job. Job analysis is: “the research made by collecting information about all jobs in the organization, in order to identify the person, ability and responsibility that enable the best performing of the job; and define a relative value to the job by linking the job to other jobs”.^{51, 52}

Attributes of job, if defines the necessary skills and abilities to perform a job, holds property of being the description of a real staff. The preparing of such description provides benefits in selecting and hiring new staff.⁵³

Job analysis is like preliminary preparation of selection system, the result is not a process. It is only a tool utilized for achieving ending process. Job analysis is the process of collecting reliable information about a job.⁵⁴

In order to carry selection process properly, detailed information about job is required. Job analysis are conducted for getting information about what the job is, and under what circumstances it is performed.⁵⁵ Any selection made without this information would imply that the job is left to chance. In today’s more competitive environment enterprises do not have such luxury option. It is true that the companies took right hiring decisions will go one step further. The reason behind this is that personnel directly affect the achievement or failure of the company.⁵⁶

Another benefit of the job analysis is that it brings standardization about the jobs the employees perform. Today business management is realized with scientific methods. Today attributes and abilities that job require could be estimated scientifically. The standards put forth as a result of job analyses, explain in detail what the people performing similar jobs must do.

As a process of reaching and gathering the reliable information about job, job analyses include the following components:

⁵¹ Covey, Stephen R. **op.cit.**, p.237.

⁵² Bilgin, Nuri. **op.cit.** p.137.

⁵³ Akdemir, Ali, **op.cit.**, p.374.

⁵⁴ Bartol, Kathryn M. and Martin, David C. **op.cit.**, p.318.

⁵⁵ Akdemir, Ali. **op.cit.** p.373.

⁵⁶ Akdemir, Ali. **op.cit.** p.29.

- Job type
- The department in which the job is performed
- The time spent for job
- Necessary machinery, equipment and tools
- How long it will take to learn the job
- The responsibilities exercised
- Under what circumstances the job will be performed
- The unfavorable situation that job might create, and precautions.⁵⁷

Every job is analyzed from these standard attributes aspect. Through analyses the distinctive properties of the job are put forth.

There is also psychological dimension of job analysis. In this context researches about investigating what the employees do during job, the affects of performed job to individual's learning process, and the activities providing habits, are made.

Following the job analysis there is job evaluation stage. Job evaluation is said to comparing the jobs in a company and determining their importance level. Factors such as education, abilities, and experience are taken into account in during evaluation. Job evaluation is used for employing the labor force in the places suitable to their skills.

The methods applied in job analysis could be listed as below:

- Examining the previous job evaluations and descriptions,
- The questionnaires that staff performing the job, and managers will fill,
- Recording the efforts during job on a film.⁵⁸

⁵⁷ Akdemir, Ali. **op.cit.** p.373.

4.2. Job Advertisement

Putting an advertisement in newspaper is the most common way the companies apply. The issues that companies should take into account while putting an advertisement in newspapers are the followings:

- Putting the advertisement at most appropriate place and time for the target audience
- The content of the advertisement must be prepared as motivating the prospective applicants to apply
- And discouraging the unsuitable candidates to apply.⁵⁹

Attraction of the prospective candidates for applying, personnel selection and placement are three successive and firmly attached activities of the human resources management. Personnel attraction is a process including providing the applying of prospective candidates.⁶⁰

The most widely used method in Turkey during hiring process is to asking acquaintances to mediate. If the position does not call for confidence, companies often apply this method. The researches conducted in West show that the people applied to placed they worked before, and the personnel selected upon recommendation are more successful.⁶¹ The biggest advantage of hiring upon recommendation or reference method is that they provide company with costless hiring solutions. The point, which must be taken into account while hiring process is realized through reference method, is the reliability of the reference.⁶²

Today, internet has become the advertisement channel that companies prefer utmost during hiring process. The reason behind this is the various advantages provided

⁵⁸ Akdemir, Ali. **op.cit.** p.373.

⁵⁹ Andersen, Arthur. **op.cit.** p.30.

⁶⁰ Çetinkaya, Şafak. **op.cit.** p.55.

⁶¹ Çetinkaya, Şafak. **op.cit.** p.55.

⁶² Schermerhorn, John R. **op.cit.**, p.293.

to companies putting advertisement in internet. The advantages of the internet for the companies are listed below:

- It is fast,
- Reliable,
- Easily accessible,
- Advantageous from the cost aspect,
- Every time there is a handiness portfolio,
- An updated data source,
- Easiness to find the qualified personnel you look for at shortest time,
- By expressing the criteria requirements in more it provides the applying of more appropriate people,
- Decrease in paper and fax traffic,
- More safety storage,
- Returns are easier and faster.⁶³

As time passed putting advertisement in internet has become the alternative of other advertisement means. The advantages and conveniences such as; putting advertisement in internet is less costly than in other written pressed media, and the information in the internet is renewed easily are the main reasons of this situation. Today hundreds of web sites present fast solutions to the employee searching enterprises, and job searching employees. Although putting advertisement in internet continues to being a rapidly rising alternative, Human Resources Managers still believe that newspaper advertisements, and getting consultancy service from consulting firms are more effective. Giving advertisement through internet will increase more

⁶³ Efeoğlu, Esra, Internet Usage in Human Resources. **Human Resources**, 4 (4) 7/8.2000, Fas. No: 9/2000, 1997 SB 110, p.48.

throughout the time. However companies must be careful at some points for this issue. For instance companies could make their web sites more attractive. Again these sites could be prepared more detailed, and vacant positions could be described in detail. Another issue must be paid attention during personnel searching in internet is that the web site must not be outdated. A web site with defective, faulty or outdated information will create bad impression about the owner institution.⁶⁴

4.3. Job Applications

Job application is a personal aim to be hired and to work in the organization. This demand begins with the publication of the firms' job announcement that includes personnel requirements.⁶⁵

The next step is screening and examining the applications. The screening and examining of the applications are composed of following components:

- Applications are listed alphabetically or by date order.
- If there is missing information in the application forms, they should be sent back to applicants and ask them to fill the blanks.
- The candidates are compared according to the criterias in job description
- The long list of those selected for interview is prepared.
- Inviting the selected candidates for the interview⁶⁶

The first impression of the candidates during job application, and the continuing of this impression is important both for the candidate themselves and the business. The information, that candidate obtained about employer and the enterprises, has an important influence on shaping their ideas because this first impression is later

⁶⁴ Günay, Günhan, *The Place of Technology during the Stage of Staff Selection and Placement*, Peryön, 2002, Fas.No: 2 / Winter 2002 SB 226, February, p.12.

⁶⁵ Kaynak, Tuğray at all. *op.cit.* p.145.

⁶⁶ Hamamcı, Kazım, *Personel Selection and Methods in Human Resources Management*, Kimyatek and Chemist, (17) 7/8, 96, Fas. No.2, 2002, SB 226, p.92.

determining the attitudes in the organization. Attitudes are difficult-to-change belief.^{67,}
68

4.3.1. Job Application Forms

By determining the criteria for the selection of applicants the selection process is run. Different methods applied in selection process. The most widely applied methods are comparing the job and the candidate; and application forms.⁶⁹

There are various ways of collecting information about candidates. These are interview techniques, and tests as well as some individual data such as application form, source people, background investigation, physical fitness of the person, previous job status.^{70,71,72}

Filling of application forms is a tool widely used in personnel selection. It is called in different ways such as “application forms”, and “application blanks” etc. Job application form is used to collect information about the education, job experience and other (required) qualifications of the candidate. Application forms enable getting detailed and extra information about the candidate.

Another purpose of application forms is formalizing and the applications making them valid. As a matter of fact candidates place their promises and signatures in most of these application forms. Application form means formalization of the application of the candidate. In the application form there are background and qualifications of the person. Usually curriculum vitae are attached with job application forms. This important document must perfectly summarize the special qualifications of the person. Owing to this reason CVs must be prepared with great diligence.⁷³

Job application forms (CVs) provide important information to the companies about selected people. In application form there are candidate's name, surname,

⁶⁷ Drake, Richard I. and Smith, Peter J. **op.cit.** pp.65-66.

⁶⁸ Freiberg, Jackie, **op.cit.** p.19.

⁶⁹ Schermerhorn, John R. **op.cit.** p.291.

⁷⁰ Akdemir, Ali. **op.cit.**, pp.376-377.

⁷¹ Daft, Richard L. and Marcic, Dorothy, **op.cit.**, p.337.

⁷² Dincer, Ömer and Fidan, Yahya, **op.cit.**, p.270.

⁷³ Schermerhorn, John R. **op.cit.** p.291.

telephone number, date of birth, marital status, physical fitness, education status, job experience (his position, name and address of the employer, date of start and leaving job reasons for leaving for the last employment place), the salary he desires, references, hobbies, social activities.

The characteristics given place on application forms are listed below:

- Identity of the candidate
- Schools at which he studied
- The courses he attended
- The certificates he received
- The foreign languages he knew and their level
- The level of computer use
- The office machines he could use
- Jobs and employment times he worked before
- References.⁷⁴

Under increased competition circumstances the major helper of the companies is again their qualified human resources. In intensive competition environment, the companies with qualified, creative, dynamic, open to development, efficient, and inclined to teamwork human resources, have more chance compared to their competitors.⁷⁵ Owing to this situation, gathering, evaluating, and storing -for reuse- of the information gathered during hiring process gain high importance for companies.⁷⁶ A skills inventory is data bank (usually computerized) containing basic information about each employee that can be used to assess the likely availability of individuals for

⁷⁴ Akdemir, Ali. **op.cit.** p.376-377.

⁵⁸ Çetinkaya, Şafak. **op.cit.** p.55.

⁷⁵ Deniz, Nevin, Marmara University Social Sciences Institute Human Resources Management and Development Programme, **Peryön**, 2002, Fas. No.5, 2002 SB 226, p.72.

⁷⁶ Drake, Richard I. and Smith, Peter. **op.cit.** p.46

meeting current and future human resource needs.⁷⁷ Today databanks used widely from social researches to enterprise circles, especially computer based databanks.^{78, 79} By the reason of the importance of gathering and protecting the information's about workers in businesses environment, in recently years very much businesses have been used the human resources information systems in their businesses.⁸⁰ If used businesses the human resources information systems in its environment, then could implement its hiring related decision processes very effectively and successfully.⁸¹

The next step is eliminating and examining the applications. During this process enterprises must taken into account the following matters:

- The applications must be listed in chronological or alphabetic order.
- If there is missing information in applications forms they must be sent to applicants and taken back as filled.
- The applications must be compared according to the criteria in job description.
- The adjusted list of those selected for interview must be determined.
- The selected candidates must be called for interview.⁸²

⁷⁷ Bartol, Kathryn M. and Martin, David C. **op.cit.** p.320.

⁷⁸ Chandler, Alfred D. **Scale and Scope: The Dynamics of Industrial Capitalism**. The Belknap Press of Harvard University Press, Massachusetts, USA, 1996, p.608.

⁷⁹ Tek, Ömer Baybars. **Marketing Principles, Turkey Applications of Global Managerial Approach**. 7thEd., Cem Offset, Izmir, 1997, p.129.

⁸⁰ Tutar, Hasan. **op.cit.**, pp.222-223.

⁸¹ Aktan, Coşkun Can and Vural, İstiklal Y. **op.cit.**, pp.14-112.

In Table 1 a sample job application form, given by companies to candidates to fill during application process, is exhibited.

Table 1: Sample Job Application Form

Name Surname:	
Home Address:	
Home Phone:	Emergency Contact Person:
Marital Status:	Nationality:
Date Of Birth:	Place Of Birth:
Education Status:	Military Status:
Foreign Language Skills:	
Courses Attended:	
Certificates:	
Computer Skills:	
Driving License:	Blood Type:
<u>Previous Firms You Worked:</u> <u>References:</u> 1) 2) 3)	
Total Professional Service Period:	Salary Desired:

In application forms; name, surname, home address, age, gender, marital status, place of birth, military status, information about other members of the family, education status, previous and current jobs, for which job he applies, and how much salary he asks for, activities outside the job, memberships, special skills, and certificates for them, time of start if he is hired, references etc. are questioned.^{83,84} The amount of the information in the application form depends on how much information the company wants to obtain in this way. However in general companies prepare these forms as detailed. Nevertheless the important point to take into account while preparing application form is the questions' relevance with the job.

After the applications are made the following step is evaluation. During evaluation step the companies compare the information given by candidates in the application forms with qualifications that job requires; thus determine the suitability of the applicants for job. At this point enterprises make the evaluation of whether the person is suitable for organization structure and objectives.^{85,86} The reason behind this is compatibility with the structure and objectives of the organization will increase the achievement and efficiency of the candidate in future; because it is well known that employees have direct influence on success or failure of the enterprise.⁸⁷

An advanced type of this job application form is "scored or weighted application form". In scored or weighted application forms each question and answer item is given a grade according to correlation between the personal attributes of the candidate and his job performance (estimated in previous applications). These scores are used in evaluating the applications of candidates. Weighted or scored type application forms are assessment tools which requires systematic and intense preliminary work for its development; however once designed it gives more valid results.⁸⁸

⁸³ Daft, Richard L. and Marcic, Dorothy. **op.cit.** p.337.

⁸⁴ Akdemir, Ali. **op.cit.** pp.376-377.

⁸⁵ Daft, Richard L. and Marcic, Dorothy. **op.cit.** p.337.

⁸⁶ Dincer, Ömer and Fidan, Yahya. **op.cit.** p.270.

⁸⁷ Akdemir, Ali. **op.cit.** p.29.

⁸⁸ Kaynak, Tuğray at all. **op.cit.** p.150.

4.4. Selection Methods

While obtaining information about people during provision, selection of personnel, and applications various methods are employed. In first stage information about the candidate personnel is obtained, in the second stage, the suitability of the information with the qualities, defined in job description, is checked.

4.4.1. Interviews

The means used while collecting information about the candidates are consisted processes such as; first interview, telephone interviews, filling application forms, taking curriculum vitas.

While gathering information about the candidates, in first interview the enterprises should pay attention to following issues.

- Human resources managers should arrange a certain time and place for first interview.
- Candidates must be interviewed for quality requirements for job.
- For every interview with candidates equal time must be spared.⁸⁹

During telephone interview human resources managers learn the name, surname, address, telephone number, current work place, present position, the wage he receives, why he is interested in this job and his suitability with quality requirements for job, desired salary; and by paying attention to his speech style manager decides whether or not calling him for face-to-face interview. After the candidates, who will be invited for interview, are determined, they are given place and date of the interview.

After accepting applications, they begin to be investigated. Investigating or evaluation is made through examining the written application and/or first interview. First interview is made for estimating the validity of the candidates' applications. If the application does not contain sufficient information, first interviews conducted. The

⁸⁹Hamamcı, Kazım, **op.cit.**, p.92.

purpose of first interview is screening the candidates do not have the easily determined minimum qualifications that job requires. Due to this situation, this stage is called “initial screening”. Through applications and curriculum vitae or first interviews the people who are determined lacking minimum education, experience, and physical conditions that job requires are eliminated. Sometimes these people could be seen appropriate for the jobs other than they applied.

Interview is made because the employers want to meet face-to-face with candidates.⁹⁰ Interview is a human relationship consists of face-to-face conversation of the individuals in order to realize an object.^{91, 92} Interview technique could be implemented into any job area in the businesses.⁹³

In the first interview, must be paid attention. If first interview is positive, following step comes. The candidates whose applications are rejected at this stage must be returned and informed properly either written or verbally.⁹⁴

Interview process including techniques will be detailed in Chapter II.

4.4.2. References and Biographical Data

Just a few employers would think of hiring someone without an interview, nearly all employers also use some method for getting background information an applicants before an interview. This information can be solicited from the people who know the candidate through reference checks.⁹⁵

The evidence of the utility of biographical information collected directly from job applicants is much more positive, especially for certain occupational categories such as clerical and sales jobs.⁹⁶

⁹⁰ Hamamcı, Kazım, **op.cit.**, p.92.

⁹¹ Bartol, Kathryn M. and Martin, David C. **op.cit.** p.326.

⁹² Schermerhorn, John R. **op.cit.** p.292.

⁹³ Daft, Richard L. and Marcic, Dorothy. **op.cit.** p.338.

⁹⁴ Kaynak, Tuğray at all. **op.cit.** p.146

⁹⁵ Kramar, De Cieri. **Human Resource Management in Australia.**, Mc Graw Hill, Australia, 2003, pp.208-209

⁹⁶ Hunter, Reilly, R.R., Chao G.T. Validity and Fairness of Some Alternative Employee Selection Prosedures. **Personel Psychology** 35. 1982.

The biographical information form also provides a written document that the organization can verify via outside checks. By the way, people conducting selection process should be aware of the legal requirements that pertain to their circumstances.

4.4.3. Work Samples

Work-sample tests and job-performance tests attempt to simulate the job in miniaturized form.

Many organizations use an *in basket* test when assessing people who are applying for managerial jobs. In this test, job candidates are asked to respond to memos that typify the problems confronted by those who already hold the job. The key point is the behavioral consistency between the requirements of the job and requirements of the test.⁹⁷

In managerial selection, work-sample tests are typically the cornerstone in *assessment centers*. Generally, the term “assessment center” is used to describe a wide variety of specific selection programs that employ multiple selection methods to rate either applications or job incumbents on their managerial potential. Someone attending an assessment center would typically experience work-sample tests such as an *in-basket* test and several tests of more general abilities and personality. Because assessment centers employ multiple selection methods, their criterion-related validity tends to be quite high. Indeed, research in the case that one of the best combinations of selection methods includes work-sample tests with a highly structure interview and a measure of general cognitive ability.⁹⁸

4.5. Examinations and Test Applications

Test application might be called also “job entry examination”. There might be open and close ended questions in the tests. The purpose in the test method is assessing the information and abilities of the candidates on certain issues.⁹⁹ In this context

⁹⁷ Wernimont, P.F., Campbell. *Signs, Samples and Criteria*. **Journal of Applied Psychology** 46. 1968, p.19.

⁹⁸ Schimidit, F.L., Hunter J.E., The Validiy and Utility of Selection Method and Personal Psychology: Practical and Therotical Implications of 85 Years of Research Findings. **Psychological Bulleting** 124, 1998, p.74.

⁹⁹ Boone, Louis E. and Kurtz, David L. **op.cit.** p.299.

intelligence, ability, success, interest, and personality test could be applied to candidates.¹⁰⁰ Test concept basically has two meanings. The first one is used to tell “examining, trying, controlling, assessing, testing and applying test” namely an action and application. In the second meaning test refers an “assessment tool” used for any evaluation and identification process.¹⁰¹ There are various tests implemented by businesses. High validity and accurateness is expected and required attribution for the tests from the enterprises’ aspect.^{102, 103, 104} high consistency and validity with the tests is an indicator for the enterprises that they took appropriate hiring decisions.

In recent years, tests are widely used by enterprises for purposes of personnel hiring, rearing, placing; and evaluating job success. Taking bad decisions during hiring process bring enterprise quiet heavy fiscal burdens. Due to this situation, in recent years, businesses resort at tests frequently.¹⁰⁵ In the tests, there are open and close-ended questions through which the candidates’ information on certain issues is measured.¹⁰⁶

An important issue for the tests applied is validity and reliability of the tests.¹⁰⁷ Any test which is not valid and reliable will be insufficient in estimating the effectiveness of human power, thus will fail. The validity of the test is proved with how much the test is close to the objective it aimed to achieve. For instance the validity of the tests used in personnel selection will depend on how accurate it has measured the information, skills, abilities asked from candidates and related with their job performance. If the score which is given to candidate during selection process is positively related with job performance of the candidate after he started working, this will imply that selection process is highly valid.¹⁰⁸ The validity of the tests about employment is experimentally determined in two ways:

¹⁰⁰ Hamamcı, Kazım. **loc.cit.** p.94.

¹⁰¹ Kaynak, Tuğray at all. **op.cit.** p.151.

¹⁰² Bartol, Kathryn M. and Martin, David C. **op.cit.** p.325.

¹⁰³ Schermerhorn, John R. **op.cit.** p.292.

¹⁰⁴ Bilgin, Nuri. **op.cit.** pp.146-147.

¹⁰⁵ Boone, Louis E. and Kurtz, David L., **op.cit.**, p.299.

¹⁰⁶ Kaynak, Tuğray at all. **op.cit.** pp.150-151.

¹⁰⁷ Bartol, Kathryn M. and Martin, David C. **op.cit.** p.325.

¹⁰⁸ Daft, Richard L., Marcic, Dorothy. **op.cit.** p.337.

- Tests are implemented on candidates, after a while the job success of those hired are evaluated. If there exists a positive and high correlation between evaluation results and the scores that candidate took form tests; namely if hose successful in tests were successful also on job; and those took lower scores poorly performed on job, the test will be valid. This is called *predictive validity*.
- Tests are implemented on current employees and test results are compared with job success of the personnel on question. Again, if there is a high positive correlation between tests and job success, test will most probably be valid. This is called *concurrent validity*.¹⁰⁹

The reliability of the test related with how consistently it measured the thing it intended to measure. “Reliability” means for test results to be true. A test is reliable if it gives similar and close results when it is applied to the person at different times.^{110, 111}

Test method is serious and difficult. In test method the characteristics of all individuals must be measured and evaluated accurately. This is why it is difficult to apply. During test assessments many characteristics of the individuals are searched. This could be tests measuring computer use aptitude, eye-hand coordination skills, manual dexterity or personality, humor, character, and intelligence as well as the health examination tests. Furthermore test technique brings a cost burden to enterprise. Again it is important to select the people who will apply the tests among those received special raining about the issue, and are experienced. At this point enterprises could apply at external consulting services.¹¹²

When the number of applicants is more than vacancies, selection rate is employed with tests according to the number of people will be hired. This is also named as setting the level of difficulty.

¹⁰⁹ Kaynak, Tuğray at all. **op.cit.** p.154.

¹¹⁰ Schermerhorn, John R. **op.cit.** p.292.

¹¹¹ Bilgin, Nuri. **op.cit.** p.147.

¹¹² Aytar, Dündar. **What is Consultancy? What not?** 1st Ed., Rota Publishing, Kelebek Print, Istanbul, 1999, p.24, 68.

The rate of personnel satisfied from his job, composes another factor affecting personnel test, and giving information about work place.

Examination or test method is a method that companies apply during personnel selection.¹¹³ These tests could be in various forms. Some sample tests applied by enterprises are explained below:

The tests which answer the questions like what an ordinary personnel can do, is called as *ability tests*.

- *Intelligence tests*: Companies apply these tests in order to measure intellectual and judicial abilities, and vocabulary. It could take between 10 and 20 minutes. Companies often apply intelligence tests; however some segments deprecate these tests.¹¹⁴
- *General ability tests*: After individuals using machinery, equipment or tool received a specific training; in order to understand whether or not they will be able to do the job asked from them, particularly these tests are applied.
- *Academical ability tests*
- *Achievement, information, and handicrafts tests*: These tests are applied to asses the achievement level of the individual in works he knows well, performs or claims that he could perform. These are tests aimed at measuring what individual acquired after they received training. They answer the question of how much of those anticipated has been achieved. Job tests compose typical example of these tests. For example: typing, machinist, electronics manufacturers etc.
- *Cognitive Ability Tests*: These are differential individuals on their mental rafter than physical capacities. It is focused on only three

¹¹³ Schermerhorn, John R. **op.cit.** p.292.

¹¹⁴ Oleron, Pierre. **Intelligence.**, trans. Ela Gungoren, Iletisim Publication, Presses Universitaires de France, Pocket University, Yeni Yüzyıl Library, Istanbul 1992, pp.5-6.

dominant ones: Verbal comprehension, quantitative ability, reasoning ability.¹¹⁵

- *Physical Ability Tests:* Although automation and other advances in technology have eliminated or modified many physically demanding occupational tasks, many jobs still require certain physical abilities. In these cases test of physical abilities may be relevant not only to predicting performance but to predicting occupational injuries and disabilities as well.¹¹⁶ There are seven classes of tests in this area: Muscular tension, muscular power, muscular endurance, cardiovascular endurance, flexibility, balance, coordination¹¹⁷

Tests answers the questions like how individual behaves under certain conditions are called typical *behavior tests*. Typical behavior tests are classified into three. They are:

- *Personality Tests:* Some people although they are intelligent, talented, and experienced, can not get along and agree with people around them; and this affects their job adversely and they might fail in their jobs. This situation is about their personality. The tests trying to identify the presence/absence of such cases in the candidates are called personality tests.^{118,119}
- *Interest Inventories:* This is the assessment and evaluation of the level of individuals' interest in the job they will perform.
- *Attitude measures.*¹²⁰

¹¹⁵ Nunnally, J.C., **Psychometric Theory**, Mc Graw Hill, New York, 1978.

¹¹⁶ Dougherty, T.W., Turban D.B., Callender, J.C., Confirming First Impressions in the Employment Interview: A Field Study of Interviewer Behavior, **Journal of Applied Psychology** 48., 1995, p.33.

¹¹⁷ Hogan, J. *Structure of Physical Performance in Occupational Tasks*, **Journal of Applied Psychology** 79, 1994, p.65.

¹¹⁸ Hamamcı, Kazım, **op.cit.**, p.94.

¹¹⁹ Bartol, Kathryn M. and Martin, David C., **op.cit.**, p.328.

¹²⁰ Bilgin, Nuri, **op.cit.**, p.143.

Ability tests aims at measuring the potential abilities of the individual who will carry out certain tasks. The qualifications that an individual has when he was placed to a position; prior to any special training he received. Ability is a special skill, aptitude, or a natural understanding. Although it is known as being natural, it could be developed through training.¹²¹

The purpose of ability tests is making estimations about the efficiency, and effectiveness of the performance personnel could exhibit if he receives training, and deriving results before training the personnel. As a matter of fact the abilities of the people are different from each other.

Abilities could be gathered under four following groups: Mental abilities, mechanics and abilities about them, psycho-motor abilities, special abilities.¹²²

Tests measuring mental abilities are used to determine the level of mental attributes such as thinking capacity of the individual, his memory, understanding, learning ability, social perceptions etc.

When mechanic tools and parts are on the question, the abilities about these are investigated. There are two types of abilities about mechanic works. These are: mental abilities, and psycho-motor ad physical abilities. Mental abilities could be defined as ability of understanding and learning of mechanics concept, and mechanics principles. Motor and physical abilities are examined under some factors. Some of them are; ability of manipulating visual images in some directions, and ability of comprehending mechanical relations.

When ability tests anticipated measuring physical status, and different physical functions of the individual such as seeing, hearing, and balance, this time psycho-motor abilities are investigated. There is a strong relationship between physical development and sensuous functions. Motor functions do not have any relation with mental functions. For instance someone could be very smart but not good at handicrafts.

¹²¹ Drake, Richard I., Smith, Peter J., **op.cit.**, p.63.

¹²² Bilgin, Nuri, **op.cit.**, p.143.

Psycho-motor abilities include motor abilities like sensitivity of sense organs, using hands and feet, physiological power and endurance, and other abilities like reaction time, gathering your attention, spreading your attention. The abilities like manual dexterity, manipulating, eye-hand coordination and muscle behaviors are also in this group.

In order to measure psycho-motor abilities various tools are developed up to this date. Some of them: Turner tool, poly reaction graph (a common attention test) omega tests, Greek maze, and dynamometers measuring hand strength.

With psychomotor ability tests following properties are measured:

- Natural physical activities
- Learning and internalizing perceptual abilities
- Continuity level of the performance
- Learning speed
- Natural and acquired coordination level.¹²³

Businesses apply at different methods other than interview and tests in selection, placement, and promotion operations. These are different methods such as work sampling, assessment centers, self assessment, miniature job training, and assessment method, lie machine (polygraph or Lie-detector machine), handwriting analysis (or graphology).¹²⁴

Work sampling, assessment center, and miniature job training and assessment methods are methods giving more valid results among the others.

In work sampling, some important qualification of the person will be hired is performed in controlled environments and their performances are examined.

¹²³ Bilgin, Nuri, **op.cit.**, p.145.

¹²⁴ Kaynak, Tuğray at all. **op.cit.**, p.153.

Assessment center method is an approach through which various assessment and evaluation tools; which are used especially for assessment and development of the candidate managers provided by promotion method; like interview, test application, business games, group discussions etc.

In miniature job training and assessment method candidate initially receives a short training before he was assigned to some important tasks, later he is supposed to make the work shown to him, and his competency is evaluated according to his performance.¹²⁵

4.6. Reference Check

Checking the references are other stages of the selection process. Reference check is asking for written information about the performance and personality of the candidate from his previous work places to confirm the references candidates wrote on application forms.¹²⁶

At this stage, enterprises turn towards various researches about the candidates. For example, they investigate whether the references given in the application form of the candidate is healthy. By calling the telephone numbers the accuracy of the information is tried to be confirmed. Again at this point the feed backs which will be obtained form the previous work place of the candidate are important guides for the enterprises during the stage of taking hiring decision. Some researches could apply even the ideas of the colleagues of the candidate in his previous work place.¹²⁷ If the references and feed backs form previous work place are negative the candidate is not hired, if positive he is hired.

The enterprises' reference collecting procedures:

- Recommendation letter could be asked from previous job address of the candidate.

¹²⁵ Schermerhorn, John R. **op.cit.**, p.292.

¹²⁶ Hamamcı, Kazım, **op.cit.**, p.92.

¹²⁷ Schermerhorn, John R., **op.cit.**, p.293.

- The information asked about candidate could be obtained form telephone interviews made with people he provided as reference or authorized people in previous work place.
- Writing about the working and personality of the candidate could be asked form precious work addresses of the candidate.
- The authorized person in the work place could establish direct relation with reference people, or meet face-to-face.
- References must be used with the approval of candidate.

In total reference must provide information about the title of the candidate in his previous job, working time, the job he performed, the wage he received, his continuity within last one year, his aptitude for team-work, whether or not he will be hired again, if not the reasons behind it.¹²⁸

If job position is important, this time the researches are made more diligently, and research could take longer. Again during applications for important and critical tasks the enterprise will not be convinced only with recommendation letters and testimonials, and they will investigate the personality, previous experiences, and other attributions of the candidate in more detail. These researches might contain face-to-face interviews with those provided reference, asking for criminal record, making security investigation, searching of financial records, behaviors and private family life if needed.¹²⁹

4.7. Health Examination

Health examination is made in order to evaluate physical and psychological health status of the individuals. These examinations could be made briefly, and more detailed if needed.

¹²⁸ Hamamcı, Kazım, **op.cit.**, pp.92-94.

¹²⁹ Kaynak, Tuğray at all. **op.cit.**, p.161.

Health examinations could be asked for both before and after hiring decision and job offer.

Enterprises apply health examinations for two reasons:

- Determining the suitability of the candidate for job,
- Obtaining the documents to resort at problems about job security and health of the employee.^{130, 131}

In health examination at first, it is investigated whether the candidates have the health condition that job requires. The candidates with physical and psychological obstacle are not hired. The candidates pass through the health examinations successfully start their new job. Moreover these health examination reports are determinative in having employees working in the jobs appropriate for their body.¹³²

Today organization must reserve some quota for the “handicapped” people. Another purpose of health examination is determining the level of disablement. Furthermore health examinations provide information to the enterprises also whether the candidates are alcohol addict, and carry dangerous diseases such as aids.

4.8. Hiring Decision

The last ring of this process is the sage in which recruiting decisions are taken, job offers are made, and recruited personnel is placed into positions.

¹³⁰ Schermerhorn, John R., **op.cit.** p.293.

¹³¹ Kaynak, Tuğray at all. **op.cit.** p.162.

¹³² Kaynak, Tuğray at all. **op.cit.** p.162.

Here is the place of hiring decision in a selection cycle below:

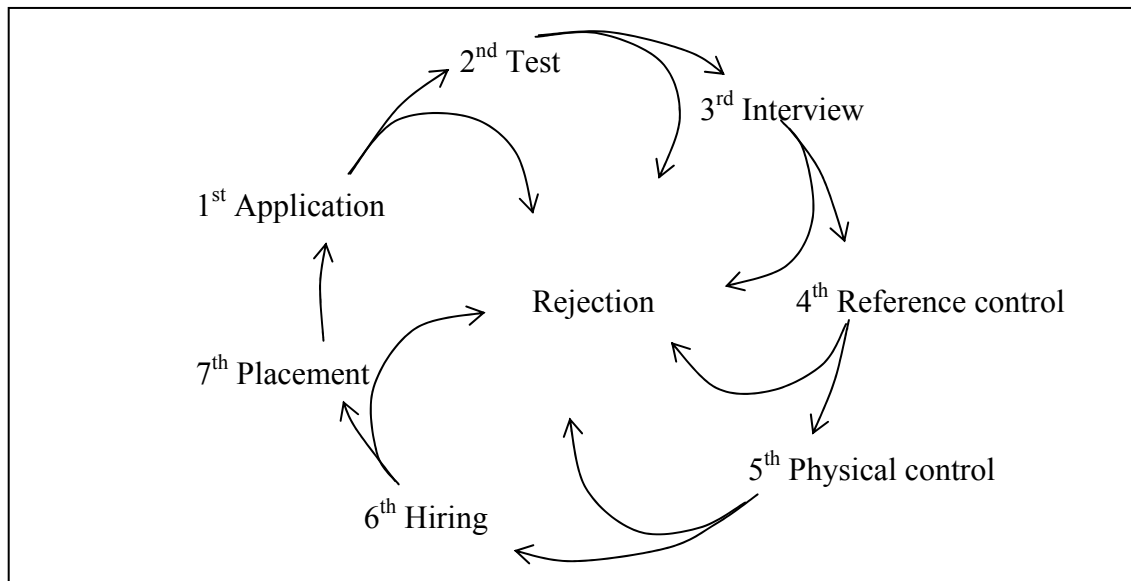


Figure 3: Personnel Selection Cycle

Source: Dincer, Ömer and Fidan, Yahya. **Introduction to Business Management.** 4th Edition, Beta Printing Publishing Distributing Co., October 1999, Istanbul, p.271.

In the result of the evaluations made the candidates, fitting for job, and job position, are determined. In the next step candidates receive job offers. When companies intended to make a job offer to the candidates, who are found successful in the result of evaluations, they write a letter of job offer. This job offer includes the following issues:

- The name and responsibility of the job offered
- The salary will be paid
- Social Benefit
- Date of start
- The certificates and documents asked for the job. ¹³³

¹³³ Hamamcı, Kazım, **op.cit.** p.95.

In addition, for unsuccessful candidates letter of rejection is written.

The personnel, who will be hired, meet his manager before starting to job or expiration of adaptation period. Otherwise, department manager might think that the person is hired without asking his idea. This will lay the ground for uneasiness likely to arise between manager and the employee as time passes. The best way for avoiding this is employee's meeting his department manager before staring to work.

The hired personnel are later placed into positions suitable for them, which are in their working place. The hired personnel absolutely pass through a health test before starting to work. Thus whether or not there exists an obstacle for the person will perform the job is found out.¹³⁴

Furthermore today human resources managers are responsible for providing the hired personnel with some information about the job. At this point some training given to employees could be determined as; attributes of workplace, working conditions, work objectives, and activities relating trainings. This type of trainings is also called "orientation training".¹³⁵

The involvement of a department manager into hiring process is an important issue because it is important for the efficiently performing of the job that department manager and the person will be hired get along with each other. Hiring an employee in the department without awareness of the department supervisor will lay the ground for the conflicts likely to occur in the future between supervisor and the worker. The shortest cut of avoiding this situation is bringing the employee and the supervisor together to meet face-to-face, and the best way is involvement of supervisor in the decision process. Owing to this situation in many enterprises department managers have a voice in decisions, and even take decisions by themselves. In some cases the opinion of the people will be work together with the new comer, are taken.¹³⁶ Another way of involving the supervisors in the decision process is "supervisory interview". In this interview supervisor tries to evaluate the technical competency, capacity and general

¹³⁴ Schermerhorn, John R. **op.cit.**, p.293.

¹³⁵ Hamamcı, Kazım, **op.cit.**, p.95.

¹³⁶ Schermerhorn, John R., **op.cit.**, p.293.

suitability of the candidate with various questions. This enables candidates seeing their job in advance and having an idea about their job environment.¹³⁷

Apart from department manager human resources managers, other managers and concerned experts are desired to be involved in selection process. The involvement of the human resources manager in the decision is important because of his functional role and expertness, test specialists and consultants make important contributions with their expertness, and comments, suggestions on test results.¹³⁸

At the end of the selection process those will be hired receive job offers and it is recommended to give feed back also to people will not be hired.¹³⁹

4.9. Placement

Next stage right after decision of who will be hired is taken is placing the candidates to their job positions and places. Generally the people newly hired are asked to start working on a certain date.

There are two approaches employed in placing people newly hired. These are structured and unstructured approaches. *In structured approach*, employees are met with their colleagues and their job introduced to them. In structured approach, new employees start working after they went through orientation programs likely to differentiate in terms of concept and time.^{140, 141}

The process of giving training to employees in their work place before they start working is called on-job-training. *In on-job-training method*, employees carry out their tasks under the supervision and control of a person more experienced than them. Thus they get the possibility of utilizing from the experiences of those people. They work and receive training at the same time.^{142, 143} Namely the experience of the

¹³⁷ Kaynak, Tuğray at all. **op.cit.**, p.163.

¹³⁸ Aytar, Dündar, **op.cit.**, p.68.

¹³⁹ Hamamcı, Kazım, **op.cit.**, p.95.

¹⁴⁰ Daft, Richard L., **op.cit.**, p.422.

¹⁴¹ Kaynak, Tuğray at all. **op.cit.** p.164

¹⁴² Boone, Louis E. and Kurtz, David L., **op.cit.** p.300.

¹⁴³ Daft, Richard L. and Marcic, Dorothy, **op.cit.** p.340.

employee changes and develops with on-job-training.¹⁴⁴ This type of training and development programs of the enterprises are the result of enterprises' initially planned efforts to increase the performance of their employees.¹⁴⁵ In recent years enterprises start to give high importance this kind of training activities, and there have been increases in budgets allocated to trainings in this direction.¹⁴⁶

Some of frequently using training methods which used in business environment is;

- *Orientation training*, in which newcomers are introduced to the organization's culture, standards, and goals
- *Classroom training*, including lectures, films, audiovisual techniques, and simulations
- *Self-directed learning* also called programmed instruction, which involves the use of books, manuals, or computers to provide subject matter in highly organized and logical sequences that require employees to answer a series of questions about the material.
- *Computer-based training*, sometimes called e-training, including computer-assisted instructions, web-based training etc.¹⁴⁷

Showing employee his job environment in advance is important both for enterprise and him in order to understand whether he could adapt to that environment because, it is known that this first impression is maintained later.

The employee started working is subjected to a probation stage which takes certain time. In this stage enterprises access first information about the performance of new employees. If the performance of the employee is high they continue; employees performing poorly compose those eliminated on probation stage.

¹⁴⁴ Freiberg, Jackie, **op.cit.**, p.19.

¹⁴⁵ Bartol, Kathryn M. and Martin, David C., **op.cit.**, p.329.

¹⁴⁶ Wheelen, Thomas L., Hunger, J. David, **op.cit.**, p.208.

¹⁴⁷ Daft, Richard L., Marcic, Dorothy. **op.cit.**, p.341.

II.
THE SCOPE OF INTERVIEWS

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1. OVERVIEW

Today, interviews are seen as most useful tools for discovering the abilities of candidates or staffs from businesses. An interview can be briefly defined as 'conversation, usually between two people, that is confined to a specific subject.'¹⁴⁸

During the interview the interviewer pays attention to courtesy, respect, the way he sits and stands, and then he tries to have an opinion whether or not this person is suitable for the job.¹⁴⁹

Interviewer looks at if the interviewee sits up. He observes if interviewee is focused on interview. The reason behind this, whether interviewee is concentrated on interview will provide interviewer with clues if the person will focus on the job he will perform. For instance if the interviewee plays with his fingers on his face, this indicates that his motivation is low. Playing with the pencil in hand and twiddling his thumbs is an indicator of his anxiety. Playing with the ash-tray or any other staff on the table will imply that the attention is distracted.

Again the interviewer examines how diligently the candidate prepared himself for interview. For instance whether the candidate cleaned up his mouth is looked. If interviewee's breath whiffs, this will be unfavorable at this point.

The attitude of the interviewee during the interview or in the breaks will be determinative for the decision of interviewer. For example if the interviewee crushes out his cigarette, it will be a minus point for him.¹⁵⁰

Interviewee's enthusiasm for work, looking at directly in interviewer's eyes, behaving honestly will impress the interviewer.

¹⁴⁸ Black, James Menzies. **How to Get Results from Interviewing: A Practical Guide for Operating Management**. 2nd Ed., Robert E. Krieger Publishing Company, Inc., Malabar, Florida USA, 1982, p.13.

¹⁴⁹ Eder, Robert W., Harris, Michael M., **The Employment Interview Handbook**, Sage Publications, International Educational and Publisher, Thousand Oaks London New Delhi, 1989, pp.108-109.

¹⁵⁰ Eder and Harris. **op.cit.** p.108.

Interviews could be made by more than one interviewer as well as one. These could act and decide together or separately as well. According to this the interviews could be made in three forms: one-to-one interview, panel interview, and group interview.¹⁵¹ In order to avoid them from affecting each other it is suggested to conduct interviews separately.

1.1. Definition of Interview

Job interview is a process in which a potential employee is evaluated by an employer for prospective employment in their company or organization.

An interview is a meeting between an employer and an applicant to talk about a job. A job interview is your opportunity to present your skills to an employer in person. During the interview, an employer judges your qualifications, appearance, and general fitness for the job opening. The interview is your opportunity to convince the employer that you are right for the job.

The interview also gives you a chance to evaluate the job, the employer, and the company. The interview helps you decide if the job meets your career needs and interests.

A selection interview has been defined as “a dialogue initiated by one or more people to gather information and evaluate the qualifications of an applicant for employment.”¹⁵²

Generally interview can define as ‘Interview is an interaction process which conducted with two or much then people, who’re coming face to face with a common subject and used verbal and non-verbal behaviors and techniques.’¹⁵³

¹⁵¹ Corbridge, Marjorie and Pilbeam, Stephen. **Employment Resourcing**. 1st Ed., Financial Times – Prentice Hall, An Imprint of Pearson Education, Harlow, Essex, England, 1998, p.108.

¹⁵² Dipboye, R. L. **Selection Interviews: Process Perspectives**, South-Western, Cincinnati, OH, 1991.

¹⁵³ Kekezoğlu, Evrim, “The Interview Process at Recruitment and a Research”, MU Social Sciences Institute, (Advisor: Prof. Canan Çetin), Istanbul 2004, p.23.

1.2. Importance of Interview

Nowadays, the importance of making interviews to give decisions about recruitment, promotion etc. on its candidates or stuffs for firms are increased. The aim of arranged interviews is discovering the abilities of candidates or stuffs.

Interviews are most popular and most traditional tools used during hiring process. Researches indicate that 80% of European employers make interview during hiring process.¹⁵⁴ Interviews are made for certain purposes. With respect to evaluations made as a result of the interviews it is decided whether the applicant will be hired or not.¹⁵⁵ The benefits of good interviewing are obvious.

During the interviews personality traits of the candidates are investigated. That is because what makes up their achievement is their personality traits. Any person successful in the past is expected to be successful in the future as well.¹⁵⁶

Interview is the first exam that the applicant takes for the job he wants to be hired. During the interview, interviewer and the interviewee could talk face-to-face, and interviewee could listen to the interviewer without any attention disrupt. Owing to this situation interviews become a very useful tool during hiring process.¹⁵⁷

1.3. Benefits of Interview

The benefits of interview for the company are countless. They are summarized below;

- During the interview any difficult-to-access information about the candidate could be obtained.

¹⁵⁴ Cook, Mark, **Personnel Selection, Adding Value Through People**, 4th Ed., John Wiley & Sons, Ltd., Chichester, West Sussex, England, 2004, p.38.

¹⁵⁵ Searle, Rosalind H., **Selection and Recruitment: A Critical Text**, Palgrave Macmillan, in association with The Open University, Milton Keynes, United Kingdom, 2003, p.99.

¹⁵⁶ Eder, Robert W. and Harris, Michael M., **op.cit.**, 1989, pp.99-100.

¹⁵⁷ Bilgin. **op.cit.** p.140.

- Interviewer could interfere from the attitudes and behaviors the interviewee exhibits, whether the interview is capable of meeting job requirements.
- By means of face-to-face interview the interviewer could observe interviewee thus could get significant impressions about his psychological state; bilateral relations, his sociability, concentration strength etc.
- The first impressions got about the interviewee is generally same for his entire work life, thus the company does not encounter with any surprising situation.
- The suitability of the candidate with job could be tested.^{158, 159, 160}

1.4. Factors Restricting the Efficiency of Interviews

On the other hand there are some restrictive sides of interviews, summarized hereunder:

- The interviewer could behave interviewees prejudiced.
- When interviewers make interviews one after the other the expected benefit form interview is taken under risk. There will be a probability that the interviewer will be under the influence of previous interview.
- The drawbacks arose when the interviewers lack the education about the issue.
- When questions prepared for the interview have no objective, the failure of the interview to achieve its objective.

¹⁵⁸ Bilgin, *op.cit.* p.140.

¹⁵⁹ Searle, *op.cit.* pp.101-103.

¹⁶⁰ Cook, *op.cit.* p.42.

- When questions are not restricted in advance, there will be no depth in questions, thus it will be difficult to decide.
- When the questions prepared are not clear and descriptive, the expected benefit from the interview will go down.
- If the questions asked are so long the interviewee could be confused, and might prefer giving short answers.
- If the interviewee is exposed to unsuitable questions he might change his position to defend himself.
- After identifying important factors for hiring, the interviewee has tendency to exhibit his attributes in the direction of those factors rather than his real attributes.
- Being so much inclined to interpret from the appearance and attitudes during interview.
- The probability of wrong or twisted answers by interviewee.¹⁶¹

2. APPLICATION FIELDS OF THE INTERVIEW

There are many application fields of interviews in the human resources departments of businesses, such as promotion interview, performance evaluation interview, dismissal interview, discipline oriented interviews etc.

2.1. Promotion Interviews

The candidates of promotion interviews are the people to be candidates for working an upper position according to the promotion policies of business. During interview the candidates are evaluated from department managements who've enough experiment and possible supervisors of will promote a person. During this evaluation

¹⁶¹ Bilgin, *op.cit.* pp.141-142.

are researched whether the candidates are ready to get duty in an upper position, how about they can harmonize to the change, what they thoughts are for their new duties. As a result of these the most appropriate candidate is determined and promoted.¹⁶²

2.2. Performance Evaluation Interviews

The goal of performance evaluation interviews is examining the performance of the stuffs during an evaluated period. These interviews are included some subjects like successes, absent sides and performance level of personnel relating to the evaluated period. During the interview, on the one hand personnel's' successes are cheered, and on the other hand are determined whether there is need to education or not for their absent sides. Besides of these, are handled some other subjects in these interviews including personnel's' future oriented objectives and career development.

These interviews are very important to the subordinates in terms of learning of how evaluated the top managers it's, and if they have any defects or should develop sides.¹⁶³

2.3. Dismissal Interviews

The goal of dismissal interviews are changed with the reason of releases of personnel's. If any firm should oblige to do dismiss by reasons of work slowdowns, economic crisis's, etc., with these kind interviews are aimed giving information about the reason of dismissal to the personnel.¹⁶⁴ To give consultancy services to the dismissed personnel in these interviews is very important. Because; at first the dismissed personnel's are coerced to cope with some impressions like shock, anger, guiltiness, insecurity etc.¹⁶⁵

¹⁶² Kekezoğlu, **op.cit.** p.25.

¹⁶³ Kekezoğlu, **op.cit.** p.25.

¹⁶⁴ Flippo, Edwin B., **Principles of Personel Management**, 4th Ed., Mc Graw-Hill Co., 1976, p.169.

¹⁶⁵ Pont, Tony, Pont, William, **Inteview Skills for Managers**, Great Britain, The Bath Press, 1998, p.66-67.

Targeted to provide quality an environment and quality programmes to its personnel firms, could determine its imperfect points with looking the results of dismissal interviews, whereby with take action could develop it themselves.¹⁶⁶

2.4. Discipline Oriented Interviews

The goal of discipline oriented interviews is by dealing personnel's disharmonies and discipline questions in the work life, studying to resolve these questions.

Discipline oriented interviews are applied with two different way. First one is the formally applied interviews and targeted to get quickest rid from question and to the question caused personnel. Also the second one is the interviews that made informally with the personnel's who're the workers the firm wants not lose them, but they should develop its quickly.¹⁶⁷

The goal of these interviews is not punishing the personnel being not accordance with the disciplinary regulations formed in direction of firm culture and structure. The goal here is resolving the questions that sourced from personnel and providing performance increases.¹⁶⁸

3. FORMS OF INTERVIEW

We could classify the forms of interview into three groups as structured, unstructured and mixed interviews.¹⁶⁹

3.1. Unstructured Interviews

Unstructured interview contain those not planned and settled in advance. In this type of interview the topic are not determined beforehand. In unstructured interview, the interview develops in a quick and uncontrolled way. In this type of interview the

¹⁶⁶ Kekezoğlu, *op.cit.* pp.25-26.

¹⁶⁷ Hodgson, Philip, *A Practical Guide to Successful Interviewing*, UK, Mc Graw-Hill Book Co., 1987, p.67.

¹⁶⁸ Pont, *op.cit.* p.129-130.

¹⁶⁹ Cook, *op.cit.* p.38.

answers are not restricted and interview proceeds without any rule. Owing to this situation the desired efficiency could not be achieved. In order to administer an unstructured interview more skills and time are required.¹⁷⁰

3.2. Structured Interviews

Structured interviews are those planned in advance. There are two certain types of questions in structured interviews. These are situational interview questions and descriptive interview questions.¹⁷¹ Structured interviews are classified into three as; focused interviews those whose topic are determined but private questions are not included, semi-structured interviews whose topic and questions are settled beforehand, fully structured interviews whose questions and answers as well are determined. During fully structured interviews “the closed questions” are used.¹⁷²

Structured questions furthermore divided into three as follows;

- Biographical interview
- Past oriented interview
- Future oriented interview.¹⁷³

3.3. Mixed Interviews

Mixed interview means, both structured and unstructured interview techniques used together in an interview. In fact, nowadays the interviews applied generally as mixed. Here is the aim removing the defects of structured or unstructured interviews. Because both structured and unstructured interviews have some disadvantages.

¹⁷⁰ Searle, **op.cit.**, p.104.

¹⁷¹ Eder and Harris. **op.cit.** p.144.

¹⁷² Searle, **op.cit.**, pp.104-105.

¹⁷³ Wood, Robert and Payne, Tim. **Competency Based Recruitment and Selection Practical Guide.** (edit. Neil Anderson), John Wiley & Sons, The Wiley Series in Strategic Human Resource Management, Chichester, England, 1998.

4. TYPES OF INTERVIEW

There are many different approaches of interviews. Organizational culture and target are the most determinant factors for selecting the appropriate approach or method.

4.1. Situational Interviews

In the situational interview, where applicants are asked to say how they would behave in certain (hypothetical) situations, assume that actual behavior is in line with intentions.¹⁷⁴ In this approach of the interview, applicants are interviewed about what actions they would take in various job-related situations. This questions focus on the applicant's ability to project what his or her behavior would be in a given situation.¹⁷⁵

Situational interview questions give applicants a situation to act for dealing the problems.¹⁷⁶

4.2. Biographical Interviews

The biographical interview bases mainly on the curriculum vitae. In biographical interview, the interviewer looks through the resume and talks about the history from the applicant's education and work experiences. This kind of the interview may lack the focus on skills and experience that are most relevant to the position.

4.3. Critical Incidents

In critical incidents, the interviewer focuses on what he or she perceives as being the critical experiences for the position to be filled. The topic includes difficulties of the job requirements, skills or abilities.

¹⁷⁴ Barclay, Jean M., Improving Selection Interviews with Structure: Organizations' use of "Behavioral" Interviews Personnel Review, **Farnborough**: Vol: 30, Iss. 1, 2001, p.95.

¹⁷⁵ Dessler, Gary, **Essentials of Human Resources Management**, Prentice Hall, Inc., New Jersey, 1999, p.106.

¹⁷⁶ Deborah L. Whetzel, Laura E. Baranowski, Jillian M. Petro, Patrick J. Curtin, and Jennifer L. Fisher, *A Written Structured Interview by Any Other Name is Stil a Selection Instrument*, **Applied H.R.M. Research**, Caliber Associates, Vol.8 Number 1, 2003, pp.1-16.

4.4. Comprehensive Structured Interviews

Applicants are asked questions pertaining to how they would handle job-related situations, job knowledge, worker requirements, and how the applicant would perform various job simulations.

4.5. Consider Criteria-Based Interview

This kind of interview investigates the skills and requirements making the person successful in a specific position. The advantage of consider criteria-based interview is having opportunity to test the applicant's knowledge through a series of rigid and structured questioning.¹⁷⁷

4.6. Behavior Description Interviews

The behavior description interviews owe its name the style of questions it uses. Behavioral questions ask applicants to think of a time when they had to deal with a particular set of circumstances similar to what they will encounter on the job for which they are being considered. By the way applicants are asked to explain the circumstances, his or her specific actions and the results.

This method works on the premise that the way an applicant worked in past will dictate performance in future.¹⁷⁸

5. INTERVIEW TECHNIQUES

Face-to-face relation is a relation through which interviewer and interviewee not only hear but also see each other. The most useful property of the face-to-face interview is that the interviewer is able to hear answers and observe behaviors. By means of face-to-face interview nonverbal communication and body language could be observed. Nonverbal communication is defined as everything through which people

¹⁷⁷ Jeffords, Raymond. "Effective Interview Techniques for Hiring Internal Auditors." [Http://www.hayspersonnel.com/uk/empindex.jsp?Content=/uk/employers](http://www.hayspersonnel.com/uk/empindex.jsp?Content=/uk/employers). (26.04.2008).

¹⁷⁸ Koprulu, Meryem, "The Competency-Based Interviewing Technique and an Application", Marmara University, Istanbul, 2004, pp.27-28.

could send and receive their messages without speaking and writing. Nonverbal communication provides information about physical appearance, position, expression, eye movements, gestures and dressing etc.

Mainly interviews could be made in three forms: one-to-one interview, panel interview, and group interview.¹⁷⁹ Besides of these there are stress interviews, colleague group, sequential interview, assessment centers, competency-based interviews and telephone interviews.

5.1. One-to-One Interviews

One to one relation is conducting of the interview between two people. In this kind of interview, there is a single interviewer.¹⁸⁰

During one to one relation the interviewer and interviewee could impress and understand each other more easily. Throughout the one to one relation both parties are influenced from each other. The results of the one to one interview could vary from person to person significantly. Here the behavior of the interviewer is determining factor.¹⁸¹ Every interview is so special relation that could not be examined by handling interviewees and interviewer one by one.

Although the interview relations could change, we could mention that every one to one interview relation is effective.

5.2. Group Interviews

Group interview is an interview type in which one or more interviewer is made conversation with a group candidate. It is generally used for recruiting large number of applicants. Evaluating the candidates as groups, on the one hand provide time saving, on the other hand by creating an discussion platform to the candidates, given possibility

¹⁷⁹ Corbridge, and Pilbeam. **op.cit.** p.108.

¹⁸⁰ Berzek, Mehmet Nail, **Human Resources Management**, Marmara University, İstanbul, 1993, p.75.

¹⁸¹ Cook. **op.cit.** p.42.

to each one affecting the other, establishing good connection, social participation and observation of leadership features.¹⁸²

This technique gives an opportunity to observe the applicants doing different tasks with other people. Generally a common topic is given to the applicants to discuss and to provide a solution like they are in a business environment.

In group interviews, an interviewer can question questions by intervene to the interview time to time or if there are non-participant candidates to the interview he/she can prompt them into the interview with questioning them.¹⁸³

Group interviews can be in structured or unstructured formats.

5.3. Panel Interviews

A panel interview is an interview type in which there are two or more than interviewer. Because of candidates are observed and evaluated from a group, in panel interviews give possibility to the interviewers discussing and confronting its opinions.¹⁸⁴

Generally each member of the panel has a role to perform and then they rate each interviewee on previously set criteria.

An interviewer group can formed with experiments or managers who're chiefs of will employee candidates departments. In an interviewer group is selected one president. This president is both connected the first connection with the candidates and directed the interview.

In the panel interviews, it's extremely important to have enough knowledge and experiment of interviewer group, in terms of providing coordination and performing the interview as planned.¹⁸⁵

¹⁸² Torrington, Derek, Hall, Laura, **Personel Management: A New Approach**, 2nd Ed., Prentice Hall, New York, 1991, p.316.

¹⁸³ Kekezoğlu. **op.cit.** p.33.

¹⁸⁴ Savaş, A. Tuğrul, **Eleman Seçiminde Yetkinlik Bazlı Mülakat Teknikleri**, 1st Ed., Anka Matbaacılık, İstanbul, 2006, p.41-42.

¹⁸⁵ Kekezoğlu. **op.cit.** p.33.

5.4. Stress Interviews

Stress interview method is method that puts the applicant under pressure to determine whether he or she is highly emotional. The interviewer tries to annoy, embarrass, and frustrate the applicant, seeks to cause the applicant to lose control of his or her emotions. The interview consists of a series of harsh questions asked in rapid-fire succession and in an unfriendly manner.¹⁸⁶

The goal of performing stress interviews is seeing how one candidate poise its balance, its adaptability, and how quick collect it oneself against unexpected events. On this account by showing from friendly behavior to hostile attribute various behavior shapes to the candidate, are observed its reaction and self-defense shapes of it.¹⁸⁷

5.5. Co-Workers Group

This method is a reflection of team mentality -which' importance is increased in business environment into the personnel selection system in recent years. Selection range is on the hand of team members that a candidate will work with them together in the future.

Most important advantage of applying this method is in this way, the candidates are deeply researched and observed what degree they harmonized with their co workers, and what degree accepted them its co workers, when they recruited in a position.

As for another important advantage of this method is by adding the personnel into the hiring decisions, with make a feel on being included with decisions, thereby increasing the motivation.

¹⁸⁶ Werther, William B., Davis, Keith, **Human Resources and Personel Management**. Third Ed., McGraw-Hill, Inc., UK, 1989, p. 192.

¹⁸⁷ Kekezoğlu. **op.cit.** p.34.

5.6. Sequential Interview

In a sequential interview, the applicant is interviewed by several people in sequences before a selection decision is made.¹⁸⁸ Each interviewer evaluates, rates the applicants separately in different rooms. Later on all of them compare their ratings.

In an unstructured sequential interview, each interviewer may look at the applicant from his or her own point of view, ask different questions, and form an independent opinion of the applicant. Whereas in the structured sequential interview, each interviewer rates the applicant on a standard evaluation form, and the ratings are compared before the hiring decision is made.¹⁸⁹

As not all the interviewers hear the answer of the applicant at the same time, the applicant may be prepared for the next interview. This is especially the case, if it is a structured one, which determines the reliability of the interview.¹⁹⁰

5.7. Assessment Centers

Assessment centers application is based on observing the applicants those acting the scenarios like they are in a real business environment.¹⁹¹

This method includes job-related simulations, working groups, job/computer simulations, role playing, problem solving, leadership applications etc. Job Simulations are used to evaluate candidates on behaviors relevant to the most critical aspects (or competencies) of the job.

Mainly there are more than three observers to evaluate the applicants' performances. In discussion among assessors, comprehensive accounts of behavior, often including ratings, are pooled.

¹⁸⁸ Dessler, Gary, **Essential of Human Resources Management**, New Jersey, Prentice Hall, Inc., 1999, p. 106.

¹⁸⁹ Dessler, Gary, **Essential of Human Resources Management**, New Jersey, Prentice Hall, Inc., 2004.

¹⁹⁰ Köprülü, Meryem, **op.cit.**, 2004, p.31.

¹⁹¹ Yüksel, Öznur, **İnsan Kaynakları Yönetimi**, 2nd Ed., Gazi Kitabevi, 1998, p.108.

By evaluation the applicants, all observers compares their own decisions to score the performances.¹⁹² The discussion results in evaluations of the performance of the applicants on the dimensions or other variables.

The leaderless group discussion is a type of assessment center exercise where groups of applicants meet as a group to discuss an actual job-related problem. As the meeting proceeds, the behavior of the candidates is observed to see how they interact and what leadership and communications skills each person displays.¹⁹³

Role playing is a type of assessment center exercise where the candidate assumes the role of the incumbent of the position and must deal with another person in a job- related situation. A trained role player is used and responds "in character" to the actions of the candidate. Performance is assessed by observing raters.

In a traditional *in-basket exercise*, candidates are given time to review the material and initiate in writing whatever actions they believe to be most appropriate in relation to each in-basket item. When time is called for the exercise, the in-basket materials and any notes, letters, memos, or other correspondence written by the candidate are collected for review by one or more assessors. Often the candidates are then interviewed to ensure that the assessor(s) understand actions taken by the candidate and the rationale for the actions. If an interview is not possible, it is also quite common to have the candidate complete a summary sheet.

Common forms of *oral exercises* include press conference exercises, formal presentations, and informal presentations (briefing exercise). In oral presentation exercises, candidates are given a brief period of time in which to plan/organize their thoughts, make notes, etc., for the presentation/briefing. Traditionally, the audience is played by the assessor(s) who observes the presentation and makes ratings. Candidates may also be asked a series of questions following their briefing/presentation. The questions may or may not relate directly to the topic of the presentation.

¹⁹² Aldemir, Ceyhan, Ataol, Alpay, Budak, Gönül, **İnsan Kaynakları Yönetimi**, İzmir, 2001, p. 124-125.

¹⁹³ Savaş, A. Tuğrul, **op.cit.**, p.43.

The current trend is in the development of assessment centers amenable to mass testing. The traditional assessment center exercises require the use of live raters, and generally are not able to assess more than a few candidates per day. This then becomes an extremely costly form of selection for organizations. Today, the use of audio taping, and the use of objectively scored in-basket exercises permits the assessment of a much larger number of candidates per day, because the rating of the exercise takes place at a later date. This allows a more widespread use of the assessment center technique, because it is becoming a more time and cost effective method.¹⁹⁴

5.8. Telephone Interviews

Telephone interviews is a interview type which used in the condition of there is not possibility for the interviewer and candidate to come together by reason of limited time, high-application in number or geographical distance or an actual process before arranging appointments with the most promising applicants.

Telephone interviews can take a variety of forms:

- Pre-arranged telephone interviews
- Ad hoc telephone interviews.

Pre-arranged telephone interviews, may be conducted using any of the interview technique those mentioned.

Ad hoc telephone interviews are such where interviewers respond to a faxed or mailed resume with a phone call asking a few basic questions to confirm details of the CV.¹⁹⁵

Thought that interviews can apply with the aim of putting the candidates to pre-elimination, its can also be pioneer to the face-to-face conservation.¹⁹⁶

¹⁹⁴ “Personnel Selection: Methods: Assessment Centers.” [Http://www.hr-guide.com/data/G318.htm](http://www.hr-guide.com/data/G318.htm). (04.05.2008).

¹⁹⁵ Koprulu, Meryem, **op.cit.**, p.32.

5.9. Competency-Based Interviews / Targeted Selection

Competency-based selection system (targeted selection) focuses on the key competencies (dimensions) and attributes required for the position. Questions are designed to pick up on the applicant's competencies through a description of the actions the individual took in a given past situation.

The most effective selection systems share three goals:

- Accuracy
- Equity
- Buy-in

Accuracy is the ability of your selection process to validly predict applicants' job performance.

Equity is the assurance that your selection system gives every qualified applicant a fair and equal chance to be selected.

Buy-in is the extent to which people involved in the selection process perceive its worth.¹⁹⁷

5.9.1. Importance of Targeted Selection

Organizations are under increasing pressure to achieve these three goals. Organizations need an effective selection process that identifies people who can and will do the job over a period of time. Without an effective selection system, organizations risk:

- Increased cost (A hiring mistakes cost an estimated 40 percent to 60 percent of the position's total annual compensation.)¹⁹⁸
- Low morale
- Disrupted customer service

¹⁹⁶ Kekezoğlu, *op.cit.* p.36.

¹⁹⁷ Byham, William, *op.cit.*, pp.1-27.

¹⁹⁸ Byham, William, *op.cit.*, pp.3-27.

- Unexpected openings that require leaders to focus on filling the position rather than coaching team members and contributing to organizational initiatives

In addition, hiring the wrong person for the job can be costly. Consider the time and expense associated with interviewing candidates, training new hires, advertising, and related administrative activities.

Achieving the three- accuracy, equity, and buy-in – hinges on abilities to overcome the following common selection problems.

- Interviewers miss important information.
- Interviewers overlook job fit and organization fit.
- Interviewers ask illegal, non-job-related questions.
- Interviewers' coverage overlaps.
- Interviewers have not organized selection elements into a system.
- Candidates are turned off by the selection process.
- Biases and stereotypes affect judgment.
- Interviewers take insufficient notes.
- Interviewers misinterpret applicant information.
- Interviewers make snap decisions about applicants.
- Organizations rely exclusively on interview.
- Interviewers' hiring discussions are not systematic.

5.9.2. Origin of Dimensions / Competencies

Dimensions (competencies), targets for a specific job, are obtained through a process called dimension analysis. A dimension analysis can be conducted either manually or on the computer. Most of the analyst uses the following process:

- Activities/behaviors, knowledge, and motivations for a target job or role are gather from people working in the target job, their leaders, and others familiar with the job. The activities/behaviors, knowledge,

and motivations for the target job or role are analyzed and grouped into a tentative list of dimension.

- The activities/ behaviors, knowledge, and motivations for the target group or role are analyzed and grouped into a tentative list of dimension.
- Managers and supervisors familiar with the job or role rate each dimension on how important it is to job success and then rank the dimensions in order of importance.
- A statistical analysis is applied to the ratings and rankings, and a final list of dimensions is produced.¹⁹⁹

The dimension analysis determines two things: *the appropriateness of a dimension for a particular job* and *which dimensions are most important for success in the job*. The dimension analysis also expands and tailors the dimension definition to the job by identifying job-specific activities and knowledge areas that are required in the target job or role.

The dimension analysis typically identifies several behavioral dimensions, at least one technical knowledge dimension, and up to three motivation dimensions.

5.9.3. Benefits of Using Dimensions / Competencies

Using dimensions will help you achieve the three goals of *accuracy, equity and buy-in* by:

- Focusing on the most important job-related information to predict how a candidate will perform in the target job or role.
- Preventing performance in a single dimension from overly influencing the hiring decision all important dimensions will be assessed.

¹⁹⁹ Byham, William, **Targeted Selection**, Development Dimensions International Inc.,Pittsburg, Pennsylvania.

- Ensuring that candidate information is collected and evaluated against consistent and fair standards.

One of the technique of competency-based interviews (targeted selection interviews), STAR, will be detailed in chapter III.

6. INTERVIEW PROCESS

The information about the candidates which is obtained during the interviews is kept later by the enterprises. This preserved information is disclosed again in the future whenever it is necessary to take decision about the candidate, and the interview information and the performance of the person are compared. If there is existing consistency between interview information and performance of the candidate, this implies that the company takes the right decision during hiring procedure. This interview information could be used later in all decisions concerning that person. For instance in promotion and orientation processes this information is being resorted to frequently.

6.1. Preparation for Interviews

6.1.1. Applicant Side

Today candidates get quite ready for the interviews. For example they collect information about the company which is obviously a preparation for the interview. Some people go beyond that and try to find information about the person he will meet and search his personal attributions. After identifying what this person is pleased of they start to behave in that way. For example they dress up in the way this person likes.

The preparations interviewees must make before they come to interview could listed as; identifying whether or not they are suitable with job requirements, preparing curriculum vitae, collecting information about company, getting in first touch with the company, examining of job description, and getting ready for the interview.

6.1.1.1. Personal Evaluation

The first step of interview preparations of candidates is personal evaluation. Of person personal evaluation is covered its own abilities, skills and successes. With this evaluation a candidate is become aware of its own features and in which subjects it's good. Became aware of it's a candidate can give most accurate and detailed knowledge related with the work, such as in which job can it get success, what efforts like it, and what will be its future expectations.

6.1.1.2. Company and Position Details

Of candidates should gather general information about from its betaken firm and job' position in advance. Obtaining information about firm and position, will provide to a candidate both whether he/she wants or not being a member of this firm; giving this' decision, and giving aware and net answers to the 'Why are you select our firm?' type questions which can came from firm.

Of candidates should also gather information about the position including job environment, possibilities of promotion and career development, for the position required features and responsibilities, etc.²⁰⁰

6.1.1.3. Preparation of Interview Questions

In the interviews firms are tried to select the candidates who's reliable, responsible, and intelligent, qualified and can add contribution to the firm people. When looked from this angle, the candidates should given answers to the questions as answers clarifying its abilities, skills, and personal features evidently.

Of candidates attempts to expect the possibly could be ask questions in advance, then from its made preparations will be provide convenience to a candidate by shortening the separated time for thinking and remembering during a interview.²⁰¹

²⁰⁰ Kekezoğlu. **op.cit.** p.50.

²⁰¹ Çetin Gürer, Canan, **Personel Seçiminde Görüşme İlke ve Teknikleri**, 1st Ed., Çağlayan Basımevi, İstanbul, 1990, p.28,29.

6.1.1.4. Interview Place

Of candidates attempts to learning the full address of interview place, during to this place gone from it's could use transportation vehicles, and how long is the distance; this knowledge's are removed the risks of being late or gone too soon to an interview.

Being late to the interview is not accepted delightful and seen as an irresponsibility sample; exceptional circumstances are adverse weather condition etc. - which are very special conditions-. Alike, because of the firms usually wants encounters of the candidates with each other, it's also not desired arrive of candidates long before to the interview place.²⁰²

6.1.1.5. Preparation of Documents

Before the interview, the interviewees should prepare some documents which must at hand of interviewees during interview. These documents could be varied from one firm to the other. Of interviewee at the hand should be some documents that are; belonging from he/she last finished school' original diploma and its copy, residence permit, driving license and its copy, reference letters, copy of resume, portrait for application form, notebook, pencil, etc.

6.1.2. Interviewer Side

Interviewers in advance should be ready to the interviews. They certainly should have an interview plan.²⁰³ Also they should be determined their aims from interviews. And they should act according to these aims during an interview. Every interview has a serious objective as general and subjective. These general and subjective objectives could change as interview proceeds even the change of purpose could be planned in advance for some interviews. For example during hiring interview,

²⁰² Kekezoğlu, **op.cit.** p.52.

²⁰³ Black, **op.cit.** p.55.

interviewers could have the objective of gathering information about the candidate at first, and giving information about the company towards the end.²⁰⁴

Since the interview has a definite objective, the relation also requires to be planned in advance. The planning of the relation in advance helps interviewers to achieve their objectives. The better the content of the relation is planned, the higher the probability that interviewer will succeed.

There should be preparations for interview. According to the interview method adopted at this stage, standard interview forms must be formed, the information about candidates and jobs must be examined, the program of the interview must be determined and when, where, with whom it will be made should be announced to whom it might concern.²⁰⁵

Both the interviewee and interviewer make some preparations before they go to interview.

Preparing the interview is the job of interviewer and it requires talent. Interviewers must be trained about interview techniques in advance.²⁰⁶ The purpose of these preliminaries to influence interviewee and preparing the questions will be asked to them. If the preliminaries stage is not given sufficient importance the interview will fail. The interviewer must be prepared against any trouble likely to occur during interview, he must have foresight and a plan in hand. Such a preparation will also be an indicator that interviewee is valued.

Interviewee must prepare himself psychologically ready for the interview. Interviewer must estimate his minuses and pluses very well. Being indulged, exhibiting tolerance, not to behave prejudiced, and not to be intervener to the interview are some attitudes expected from interviewer.²⁰⁷ As for the attitudes expected from interviewee are; persuasiveness, cleverness, trust and dynamism.

²⁰⁴ Wood, Robert and Payne, Tim, **op.cit.**, pp.95-96.

²⁰⁵ Bilgin, **op.cit.** p.157.

²⁰⁶ Searle, **op.cit.** p.124.

²⁰⁷ Cook, **op.cit.** p.42.

At the preliminary stage how the interview will be started, which questions will be asked and how the questions will be recorded are planned beforehand.

Interviewer before he enters interview collects subjective and objective information about the candidate. Objective information includes demographic information such as; name, age, gender, height, weight, education history etc. some other objective information types; any issue recorded, criminal records, previous job records, health history etc. objective information is obtained from written documents, observations or interviews made with their parties.

Birth records, identity documents, school or health records, references, legal contracts, military service documents, bank documents, applications etc. are the written documents. Interviewing with third people is another way of collecting information about the candidate. During this, friends of the interviewee who knew him well, previous employers and other people keep in touch with him could be talked with. Talking with third parties could provide interviewer with many subjective and objective information.

Collecting of the subjective information is more difficult. The subjective information is obtained partly from documents and observations and partly from the third parties. However the best subjective information about the candidate could be obtained by reciprocal speeches with him. Meanwhile the candidate is asked about his own ideas.

6.1.2.1. Job Requirements

Job analysis is a systematic research to obtain required data's for any job. With this research are getting data's on some subjects such as used job vehicles and materials, for a job required skills and responsibilities, in which conditions is made a job, etc. With the purpose of determining the features and skills who's required in personnel selection prepared an analyses form must include some information's like; the business title, job analysis specialist, department of performed job, job title, the title of head supervisor, generally the description of the job, applying shape of the job, for the job

used tool-device and materials, duties and responsibilities, personal features, for the job required experiment and skills, and analyzers.²⁰⁸

6.1.2.3. Evaluation of the Job Application Forms

After job analyzes are made, and job advertisements are published, there will be some applicants. Organizations have the applicants fill an application form. Application forms are prepared diligently and aimed at obtaining various types of information about candidates. The application and resume give certain specific information about an applicant. It should be included the applicants' age, social security number (ID number), marital status, educational background, business experience, personal career objectives, references, sometimes hobbies and situation of physical condition.²⁰⁹

Next step is evaluating the applications. At this time from applicants have to get information's are very important and useful. But from applicants have to get these information's are required to control. Next step is included the control phase.

In this step, telephone interview is a useful tool to complete the vacancies or unclear details. Telephone interviews are also generally used to organize face to face interviews, such a material for pre-elimination tool.

6.1.2.4. Interview Plan

After all these steps are completed, it is time to organize interviews. At this time, there should be a specified interview plan. Interview plans are include all items that should be in an interview. They describe the phases of interviews. The phases of a classic interview are listed below:

- Preliminaries for the interview
- Time of the interview
- Place of the interview

²⁰⁸ Kekezoğlu, Evrim. **op.cit.** pp.7-8.

²⁰⁹ Black. **op.cit.** p.47.

- The interview structure
- The interview technique
- Definition of the information that questions will cover
- Determining the order of the questions
- Introduction of the interview
- Closing the interview
- Information gathering obtained from interview
- Information evaluation of interview.

6.1.2.5. Interview Environment

At the starting step of the interview the preparing of interview environment and developing good relations are important. The atmosphere of interview is called interview environment. Interview environment is the summation of all visible and invisible powers affecting both interviewer and interviewee. Although some of these powers such as age, gender, etc. are not under the control of interviewee, determining the place and time of the interview is under the control of interviewer. Interview environment must be neither very hot nor cold but warm.

Forming of an informal interview environment requires planned attitudes. If interviewer calls interview with his first name this will be an indicator that the interview takes place in an informal and warm environment. If interviewer calls interviewee as Mr. or Mrs. /Miss then the interview will be formal.

Interviewee must have interviewer often talking in order to make interview out of formality. As long as he talks interviewee will be relaxed. Meanwhile he will feel that he is valued and this will constitute the beginning of good relations between interviewer and interviewee. The basic condition for establishment of good relations between two

people now knowing each other is to respect each other. Respect will bring harmony and trust nearby.

Interview environment must be determined according to people, type and objective of interview. Interviewer has a big role in preparing the interview environment.

6.1.2.5.1. Time Concept

Time of the interview should be in a time slot which is convenient for both interviewee and interviewer. The most appropriate time for the interview is the early hours of the day. Those interviews at early hours will be energetic and alert, and more information will be provided. Furthermore, a sufficient time must be allocated for the interview. The reason for this is hiring decision is very important because the human resources have a significant effect on productivity of organizations.

Some interviews can take less than thirty minutes, and some could go beyond two hours. Generally interview duration is one hour. For each issue a 10-12 minutes period is allocated. If many topics are covered in the interview, it could last more than one hour.²¹⁰

6.1.2.5.2. Location Concept

Location is important by the way. That place should be convenient for both the interviewer and interviewee. The selection of the place could cause to significant results. Interview environment must enable to create an environment clear, honest to complete information.²¹¹

Interviews could be made in an office at work place, in meeting hall, in café etc. Sometimes there may be some cases that the interviews of the top-level personnel are made by arranging cocktail or dining parties. During these unstructured interviews information about social side, and family of the interviewee could be obtained.

²¹⁰ Cook. **op.cit.** p.38.

²¹¹ Bilgin. **op.cit.** p.157.

In interview places there must be comfortable chairs and no desk or table between interviewer and interviewee.²¹² If desk or table is necessary during the interview, the interviewer and interviewee must sit face-to-face at side of the table. By letting the entire width of the table to be between interviewer and interviewee, the interviewer must sit on the other side of the table. During the interview there must not be pile of papers on the desk. Interview room must be sufficiently lighted. It must be painted with soft color tones. This will create a calming effect. The other elements in the interview room such as painting or flowerpots are also calming.

If the chairs in interview environment are quite well order, it will indicate to formality and interviewee will feel tense. Owing to this there must be a more comfortable and flexible seating. If interviewer sits very close to interviewee the interview will deviate from formality. If there is table or any other obstacle between interviewer and interviewee, a warm relation could be established after that is removed.

Giving place for coffee and various beverages will provide interview to develop in a friendly and sincere environment. Another issue that must be paid attention during interview is that the interview must not be interrupted for any reasons. For the sake of this reason the interviewers could put a “do not disturb” message on the door. Furthermore this will make interviewee feel as he is special and perceive that he is valued.

The places which are unsuitable for the interviews are; crowded rooms, or places those others can hear what is talked inside. This will make interviewee anxious.

6.1.2.6. Interview Guide

Interview guide is the study through which the interviewer prepares the questions he will ask before meeting candidate. Interviewer follows up this guide and remembers the details or the order of the instructions. Namely the interview guide is a useful tool for interviewer. A well-prepared interview guide provides a smooth communication.

²¹² Black. *op.cit.* p.19.

All interview guides are developed regarding to objective of the interview. Due to this, after the objective is defined, the first decision to take is which topics will be covered in order to achieve the objective.

Table 2: How to Conduct Job Interviews

<i>Plan ahead.</i>	Review the job specifications and job description, as well as the candidate's application.
<i>Create a good interview climate.</i>	Allow sufficient time; choose a quiet place; be friendly and show interest; give the candidate your full attention.
<i>Conduct a goal-oriented interview.</i>	Know what information you need, and get it; look for creativity, independence, and a high energy level.
<i>Avoid questions that may imply discrimination.</i>	Focus all questioning on the job applied for and the candidate's <i>true</i> qualifications for it.
<i>Answer the questions asked of you ... answer others that may not be asked.</i>	Do your part to create a realistic job preview.
<i>Write notes on the interview immediately upon completion.</i>	Document details and impressions for later deliberation and decision making.

Source: Schermerhorn, John R. **Management**. Fifth Edition, John Wiley & Sons, Inc., New York 1996, p.292.

If the number of the topics will be covered in interview are too many, there might be two or more separated interviews can be arranged. The scope of topic will be interviewed depends on the amount of objective information must be collected. Some topics might require collecting more comprehensive objective information.

6.2. Starting the Interview

The first a few seconds are very important in interview because it is the stage in which first impressions are formed. These first impressions are effective also in later course of interview. Here the person starting the interview bears more work. If interviewee started the communication, this will be determining for him. When interviewer starts to interview the results will be better. The reason for this is interviewees are generally tense and angry during the first minutes of the interview. An experienced interviewer will calm down interviewee and enable interview passing more positively. Here interviewer must be tolerant and give time to interviewee.

A short conversation before the interview will provide relations developing in good way. Developing good relations during interview will be effective for interview's success. The formality of interview must be moderate. The harmony and understanding between interviewer and interviewee is called good relation. Interviews will progress better when the environment is informal.

In order to determine appropriate level of formality, skilled interviewers use non-verbal techniques. For instance when interviewer smiles or shakes the hand of interviewee the environment will become comfortable.

6.3. Interview Questions

Interviewer must absolutely not behave interviewee prejudiced throughout the interview because this will cause interview to fail.²¹³ Even if the first impression about interviewee is bad, interviewer should give a right for say to interview and later make his decision.²¹⁴

Throughout the interview interviewer asks questions he prepared in advance to interviewee. Questions and answers constitute fundamental part of an interview. Interviewer should avoid from losing too much time while asking questions. The

²¹³ Black. *op.cit.* p.24.

²¹⁴ Cook. *op.cit.* p.42.

longer the time to relax, the more information from interviewee will be obtained. Moreover interviewers need to be good listeners.

Preparing the questions in advance will enable to allocate more time for relaxing. However the questions must be well prepared as well because interviewees will answer well prepared questions more easily and completely. Interviewer should pay attention to use soft tone of his voice while asking questions to interviewee. The questions of interview must not be perceived as unpleasant, leading, or judging questions.

Interviewer could make some additions to the questions he prepared. For instance after the interviewee answered he could produce a new question from that answer. Thus more explanatory information will be obtained from interviewee. Probing is a method implemented by interviewer at this time. Probing is asking questions one after the other so as to expand topic more. Again the interviewer could change his questions according to course of environment.

A good answer for the interviewer is the one providing the desired information. The bad answer is the one not including this information. Thus the worst and most difficult case for interviewer is partially twisted, twisted or wrong answers.

Asking to interviewees very detailed questions will make them feel bored. Thus their attention will disrupt and concentration will decrease. Hence very detailed questions must not be asked to interviewees. The details of the questions could be determined by asking interviewees how detailed questions they want. Neither less nor much detailed questions must be asked to interviewees.

During interviews answers are desired to be with high qualitative value. Thus interviewees' answers must be clear. Examples, using details will provide clear answers. Clarity requires being concise. Then estimations and attributions should be eliminated from answers as much as possible. Good answers require carefully listening and thinking.

During the interview interviewers take some notes or they record the interview. This records help them not to forget information^{215, 216}.

6.3.1. Questioning Order

Topic depth is the amount of subjective information for each topic. The topics might be in-depth or shallow. The topics with shallow scope might acquire depth by interviewer's putting forth his or her feelings about the topic. The order of the interview's topics could be made in five ways. These are:

- Chronological order,
- Topic by topic order,
- Order regarding to difficulty factor,
- Causal link ordering
- Problem solution order.

In chronological order, the chronologically ordered topics are handled regarding to their time and order of occurrence. Chronological ordering might include years, months, weeks, days, minutes even seconds. For instance during a selecting interview, interviewer could ask interviewee to list his previous jobs in chronological order. Chronological ordering because it could be easily followed also by interviewees is useful.

Topic by topic ordering, which will be first, second third or last in the order does not matter. In some cases in order to avoid some prejudices likely to arise from one certain way of ordering, the ordering might change. This type of ordering is particularly useful when there are topics which are similar or parallel with each other, one group of topic brought together.

²¹⁵ Wood and Payne. **op.cit.** p.117.

²¹⁶ Cook. **op.cit.** p.48.

Order regarding to difficulty factor is applied when objective of the interview includes one or more than one very complex topics. Order regarding to difficulty factor starts with the easiest topic and is followed by more difficult topics. This ordering makes interviewee relaxed before scary topics come.

The main topics of the *causal link order* are causes and effects. In causal link order, the order might be from causes to effects form effects to causes. This type of ordering helps to search for both causes and possible effects of the topic.

Problem solution order, however, is an ordering type which helps to find out the problem, understand what it is, and find a solution for it.

Developing topic composes a very important phase while the guide is prepared. Converting the raw information obtained from documents, observations, and interviews with third parties into a productive guide takes place at this phase.

6.3.2. Question Types

After the topics will be covered in the interview guide are determined, questions which will uncover the needed information over each topic, are selected. At this point the type of necessary information is determined.

6.3.2.1. Open-Ended Questions

The questions do not restrict and limit possible answers are open-ended questions. The questions preferred for the interviews are mostly open-ended questions. The reason for asking open-ended questions is that interviewee could answer them in more detail.²¹⁷ By means of these detailed answers the desire of the candidate, his interest and speech abilities could be estimated. Questions of this type are valuable because they provide information about interviewee's general information level, world view etc. On the other hand open-ended questions are not scary and they are easy-to-answer. One other characteristic of the open-ended questions are they enable interviewees to talk much. This will help to obtain more information about interviewee.

²¹⁷ Wood and Payne. *op.cit.* p.110.

Through this way we could learn about emotional state, vocabulary, and prejudices of interviewee. Extensive use of open-ended questions in an interview will imply that the interview is not a router type.

Open-ended questions are generally used at the beginning of interviews and each topic.

Drawbacks of the open-ended questions are as follows; it gives more control to the interviewee, directing the progressing of the interview, and controlling it becomes hard, the threat for sliding towards unforeseen branches, giving mixed, unordered answers so it becomes difficult to record and analyze information, and it takes much more time, some interviewees' giving short-cut answers.²¹⁸

6.3.2.2 Close-Ended Questions

The questions restricting and limiting possible answers are close-ended questions. Close-ended questions provide more control. During the interviews the candidates could be asked many close-ended questions. When the purpose is to achieve comprehensive objective information about the candidate, the close-ended questions are used.

Close-ended questions are easily answered by interviewee, and easily recorded and analyzed by the interviewer. Because the answers of close-ended questions are short, right after them another question could be asked to interviewee. Thus sufficient information is tried to be obtained.

Types of close-ended questions are; two-tipped the close-ended whose answer choices are listed or those whose answer choices are not listed.

Two-tipped questions are those including only “yes” and “no” answers.²¹⁹ This type of questions must be selected very carefully.²²⁰

²¹⁸ Goodworth, Clive T., **Effective Interviewing for Employment Selection**, Brookfield Publication Co., London, 1983, p.118.

²¹⁹ Wood and Payne. **op.cit.** p.111.

The close-ended questions whose answer choices are listed are restrictive almost as two-tipped questions, and they present different alternatives according to one dimension of a certain concept. Close-ended questions with listed answer choices are suitable for statistical analysis. They are used to determine behavior densities, belief levels, and behavior frequencies.

The close-ended questions without any listed answer choices present to interviewees various alternatives each representing different choices. By means of this type of questions interviewee is enabled to make various comparisons in his mind so these questions are more difficult for the interviewees. The reason behind this it requires evaluation of different concepts. This type of questions must be prepared very comprehensively. Owing to this situation these questions are difficult to prepare. Questions of this type are used to determine preferences or which options are preferred among the others.

Each close-ended question is designed so as to compensate the insufficiency of the previous. The drawback of the close-ended questions is they are asked one after by other. This might scare interviewee and as a result he might start to offend himself.

6.3.2.3. Multiple Questions

Multiple questions occur when two or more questions are asked at one time. Candidates will normally only answer one of them – the one they find easiest or heard last. These types of questions should not be used in interviews.²²⁰

6.3.2.4. Leading Questions

In router interview structure the interviewer has a higher control. In this type of interview interviewer determines a certain objective and prepares the interview guide so as to achieve this objective.

In non-router interview structures the control of the interviewee is higher.

²²⁰ Allen, Jeffrey G., **The Five Hundred Interview Questions and How to Answer Them**, John Wiley and Sons Inc., New York, 1988, p.101.

²²¹ Okur Erser, Sema. "Interview Techniques", Marmara University Social Sciences Institute, (Advisor: Mina Özevren), Istanbul, 2002, p.11.

Each structure has advantages and drawbacks. A router interviewer structure serves as a guide and makes interviewee feel himself safety. Router type interviews requires interviewer to make more planning and preliminaries. Owing to this, if interviewer is inexperienced, he will spend more time to establish this structure. Interviews might not be completely router or non-router types. With the application of both structures as a mix enables interview to be more successful.²²²

6.3.2.5. Hypothetical Questions

Hypothetical questions are asked from interviewers to candidates, for illustrating special conditions of candidates. These questions are not included the existing and reality, depended on hypothesizes. Mostly hypothetical questions including a condition in which a candidate is faced with different problems, and observed how the candidate reflects.²²³ Hypothetical is where the interviewer describes a situation to the candidate and asks him/her how he/she would respond. Too many of this type should be avoided as the reply might be completely different from what the candidate would actually do, and interviewer has no way of evaluating the answer consistently.²²⁴

6.3.2.6. Behavioral Questions

Behavioral questions are designed so as to learn what individuals did in past, what are they doing right now, and what they plan to do in future. A behavior question investigates how did interviewee behaves or how to behave he is thinking to behave. Behavior questions are concurrent questions.

6.3.2.7 Probing Questions

Probing questions are used to follow up after receiving answers to open questions, in order to explore an area in more depth. The questions should be designed to 'funnel' the information obtained from general to specific information.

²²² Eder and Harris. **op.cit.** pp.116-117.

²²³ Black. **op.cit.** p.169.

²²⁴ Okur Erser, Sema, **op.cit.** p.12.

6.3.2.8 Reflective Questions

Reflective questions are powerful and seldom used with skill or consistency. Each question is based on the previous answer and reflects its content.²²⁵

6.3.2.9. Information Questions

During the interviews four types of information are tried to be obtained from interviewees. These are, information related with attitudes of people, their beliefs, behaviors and qualities.

Attitude questions aim at uncovering the feelings of the person about a person or something. They are subjective. They are designed to get the information impossible-to-obtain in any other way. The reason behind this, the information is kept in the mind of interviewee. The attitudes questions could be asked to people whether something is good or bad.

Belief questions have the objective of disclosing the opinions about what is wrong what is right. Belief questions ask people only whether something exists or not. Belief questions are more objective than attitude questions because generally the answer of the interview is documented, and observed.

Behavior questions are designed so as to learn what individuals did in past, what are they doing right now, and what they plan to do in future. A behavior question investigates how did interviewee behaves or how to behave he is thinking to behave. Behavior questions are concurrent questions.

Quality questions, however, aim at revealing the attributes of the people. Quality questions are known as personal or demographic information questions as well. The objective of the quality questions is to better evaluate information about behavior, belief, attitude etc.

In the face-to-face interviews with candidates several questions might be asked about determinateness, initiative, innovative, creativity, flexibility, and attributes related

²²⁵ Okur Erser, Sema, **op.cit.** p.12.

with job etc. Moreover they might be asked questions which will provide more explanatory information about issues such as education, job knowledge, and job experience.

When the selecting of upper level personnel is on question the questions might be composed of those related with management functions such as; using of conceptual abilities, planning, leadership, organizing, control and communication.

Some other interview issues might be composed of these; job responsibility, functions related with job, wage and personal rights, working conditions, personality of the candidate, his attitude, abilities, success level in previous jobs, ability to get along with current employees, probability to success the job, interest fields, trustworthiness, the possibilities he might obtain in the organization in future and continuity and safety of the job he will be hired etc.

After it is decided which information will obtained from the interview, the structure of the questions is determined. The structure of the question is closely related with structure of the interview.²²⁶ The type of the question could be determined according to the attributions of the interviewee and objective and structure of the interview and depth of topic as well. Interview questions could be composed of open- vs. close-ended questions.

6.3.2.10. Objective Questions

In interviews the questions containing two main information types are included; objective and subjective information. When subjective information is meant to be assessed questions are composed of those about effective field, when subjective information is intended to be assessed the interview questions are consisted of those about conceptual field.

In the interviews constituted of objective questions, those below take place;

- Knowledge questions

²²⁶ Çetin Gürer, Canan, *op.cit.*, p.42,43.

- Comprehension questions
- Application questions
- Analyze questions
- Synthesis questions
- Evaluation questions.

Each question level is necessary for the latter level. Questions could be open- and close-ended at each level.

Knowledge questions constitute the foundation of deal between interviewer and interviewee. Knowledge questions identify if interviewee has definite knowledge. The effectiveness of the knowledge questions is determined by the objective of interviewer. When the objective is to determine knowledge base of interviewee, knowledge questions are useful. If the knowledge base of interviewee is understood to be low, asking these questions will be meaningless.

Knowledge questions could be also prepared about company results or in order to learn whether the interview has any knowledge about the principles of the company.

Knowledge questions are generally asked at the beginning of the interview, and help to identify the level of knowledge level of the interviewee. The level of the knowledge questions could be increased during interview upon the desire of interviewer.

Comprehension questions are aimed at assessing the perception level of the interviewee. After knowledge level is determined, the perception levels could be assessed. Perception levels of interviewees could be examined by asking them to explain the knowledge they have with their own words.

Application questions are asked after it is ensured that interviewees have understood and known the topic, and they include application of the information. Application questions are those make you thinking.

Application questions could cover very wide fields. Through application questions interviewees are generally requested to apply their knowledge to the situation likely to arise at office, public, or in the country. Application questions could be fact-based as well as imaginary. The question “If you were manager what would you do in this situation?” is example of application questions.

Analyze questions are useful for determining how interviewees organize the information and how they think. Moreover analyze questions help interviewer and interviewee to distinguish factual and imaginary results, supportive phenomena, relevant and irrelevant information, significant and insignificant information. Analyze questions divides the idea of interviewer and interviewee into various parts, helps the disclosing of the information between these parts. Logic is very important for analyze questions. Analyze questions reveal whether they have logic knowledge or not.

Synthesis questions disclose the specific attributes of the interview. In synthesis questions the interviewee is asked to define the frame himself. Interviewees are given freedom for producing answers which could not be determined by the interview during process. Hence the answers become the output of the interviewee’s own idea, feeling and experiences. Synthesis questions take long time to answer. The limits of the response time are determined with ability of the interviewee, his interest over topic, and time allocated to questions. At this level interviewees examine their own thinking process.

Evaluation questions are called as swimming questions because they could be used at any level. In evaluation questions the interviewee could continuously evaluate the communication and could ask questions about this evaluation. Meanwhile the factors affecting the evaluation of the interviewee are composed of perceived threat, closeness with interviewer, formality degree of interview and other factors. While making evaluations evaluators somehow make their ideas concurrent. That is to say their evaluation will be based on conscious criteria. This criteria could be internal as well as external. For example question of “how do you find your job performance is an evaluation question.

6.3.2.11. Subjective Questions

After asking evaluation questions those being evaluated could be also asked subjective questions. The subjective questions could be asked to those evaluated at this stage, are as follows; behaviors, values, likes, hate and love related questions.

In the interviews constituted of subjective questions those below take place:

- Attention questions
- Interest questions
- Value judgment questions
- Organizing questions
- Qualification questions.

Attention questions are aimed at assessing the interest of the interviewee over the topic, how much they are concerned with it. Attention questions form the beginning of the subjective questions. Those being evaluated are asked attention questions and results obtained are classified as excessively uninterested and passive or excessively active.

Interest questions assess the perception level of interviewees. It is based on the logic that if the interest of interviewee is high, he will understand the issue easily. At this point the interviewee's answering questions is an implication for their interest over the issue. Sometimes interviewees not only answer the questions but also they want to accomplish them after the interview is over. Here the interviewer has an impact. For instance an interviewer could make an interviewee more eager to answer. Taking information from the interview is somehow the first objective of the interviewer.

Value judgment questions are composed of those aiming at assessing value judgments, behaviors, beliefs of the interviewee. Knowing value judgments of interviewee are important in terms of the facilitating preparing the direction, progress of

the interview; the questions and the changing of the topic. As an example to this type of questions is as follows; “do you believe that honesty is something good?.”

Organizing questions are used to uncover the value systems of interviewees. Attitudes are most hardly changing motives.²²⁷ Organizing questions are used to determine attitudes, behavior systems of interviewee. The objective in that is to put forth value system of interviewee consistently. The fact that should not be ignored at this point is that the attitude of the person being evaluated could be influenced from his mode and environmental factors. With organizing questions those being evaluated are provided with choices, and they mark one of them.

Organizing questions generally get starts with asking person whether or not he made something, he made an offer, made a plan, argued from. Organizing questions do not directly investigate value systems but give good idea about value systems through questions asked.

Qualification questions are similar with synthesis and evaluation questions asked in order to obtain objective information. Through qualification questions the values or value sets of the interviewees are tried to be qualified. In other words qualification questions are aimed at revealing the structures of behavior and belief. By means of qualification questions the world view of the person is tried to be understood.

Qualification questions start with asking interviewees what do they have to or will they do in a certain situation. Questions of this kind are generally difficult for interviewees because their personality will be disclosed in this way. In this case some interviewees might resort at lying, or misdirect the information. This might cause the interview to progress badly.²²⁸ The common view is the acceptance of all information interviewer provided, by evaluator objectively. Otherwise conflict will arise.

During the interview if subjective information is being gathered the environment in which the question is asked will be important. There will be different

²²⁷ Drake, Richard I., Smith, Peter J., *op.cit.*, s.66.

²²⁸ Cook. *op.cit.* p.43.

results when a subjective question is asked to interviewee at the beginning or at the end of the interview.

Both subjective and objective questions are asked during an interview frequently. The priority is given to obtaining the objective information, then trying to learn about subjective feelings.

6.3.3. Restriction of Questions

Restriction of questions composes the most technical phase of the question preparing. This is the process of determining the question form in each topic. Questions could be restricted as:

- Funnel
- Pyramid
- Quintet design
- Tunnel.

The most commonly used ordering forms are funnel and pyramid.

In funnel form more common questions are followed by more restrictive ones. Funnel ordering generally starts with open-ended questions and ends with close-ended questions.²²⁹

While deciding funnel form question ordering the interviewee and interview issue are taken into account.²³⁰

Funnel form is particularly useful when desired information is about attributions of the interview, his vocabulary knowledge, common knowledge, the environment he came from, and his emotional state.

²²⁹ Savaş, A. Tuğrul, **op.cit.**, p.64.

²³⁰ Çetin, Gürer, **op.cit.**, p.49.

The property of funnel form ordering is being time saving. In this type of ordering form the interviewees in advance answer the questions will be asked later.

Pyramid form is also called upside down funnel form. Pyramid form orders to start with subjective questions and moves towards open-ended questions. Namely in this ordering form inductive logic is applied.²³¹

Pyramid ordering is applied when interviewees are so prejudiced in a certain issue. The benefit of the pyramid ordering is by asking close-ended question it makes interviewees thinking and thus their thinking system could be understood.

When pyramid method is preferred each question is selected and expressed carefully because in this ordering form previous questions might affect the latter ones.

Disadvantages of the pyramid ordering are; when the questions are not prepared carefully, the interviewee could predict which answer he has to give, asking close-ended questions one after the other might distress interviewees and make them feeling as they are interrogated.

Quintet design form is a less used form and applied to identify the emotional and behavioral strength of the people. Quintet design orders to follow a conceptual and effective investigating strategy. In this form, the interviewees are firstly asked whether they know the topic discussed. Then a general behavior question is asked. Later the interviewees are requested to express their definite ideas. Following this they should be asked why they have these ideas. The fifth and the last ring is constituted by the question aiming at revealing the power of idea. Through quintet design ordering form less to more there is an increasing level of information access. In this ordering form the objective is to reach step by step to detailed information.

Tunnel form, is also one of the rarely used forms, the questions are entirely either open- or close-ended questions. In this form of question no matter which question comes first or later. Tunnel form is applied when a topic is desired to be known in advance. Tunnel form generally starts with close-ended questions.

²³¹ Savaş, A. Tuğrul, **op.cit.**, p.66.

6.3.4. The Importance of Word Selection

An important issue for interview is selecting words. The words that interviewer selects during interview must be understandable by interviewee. If interviewer is a good observer and could comprehend the cultural level of the person at opposite there will not be any problem. He could set his vocabulary according to that person. However, if interviewer lacks this skill, the best thing to do is not selecting the words among those have many meanings. On the other hand some words might sound very abstract to interviewee. Owing to this situation, the interviewer must select simple words rather than complex ones as much as possible.

Interviewees should avoid from using simple words throughout the interview. A drawback of using simple words is short sentences might be converted into long ones. The second drawback of using simple words is it makes interviewees feel as they are treated as kids. Thus interviewer must pay attention to carefully select the complexity level of his words according to the each interviewee.²³²

The questions asked by interview to interviewees must have a unique meaning. Questions with multiple meanings will create multi-meaning answers and this will hinder to take a clear answer from the interviewee. Thus particular attention must be paid for questions not to be multi-meaning.

Meanwhile interviews should elaborate not using terminological words and especially avoid using slang. Special terminology also includes some abbreviations. Abbreviations could be used during interviews if only they have been defined initially and long names they stand for are avoided to be repeated.²³³

6.4. Closing the Interview

Right after the interview is concluded; interviewer should write or mark interviewee's answers on interview form. After interviews ended, the information obtained from interview, and evaluations are made. At the end of this evaluation those

²³² Byham, William, **Targeted Selection**, Development Dimensions International Inc.,Pittsburg, Pennysylvania.

²³³ Çetin Güner, Canan, **op.cit.**, pp.57-59.

applicants are suitable for job are determined and hiring decisions are taken. Interviewers are also involved in evaluating process. The reason for this, they are the ones meet with candidate and thereby reached many information and idea about them.²³⁴ The information obtained from interview is kept because they could be used in later company decisions. For this purpose archives and recently the computers are used intensively. Information systems of the organizations realize this function.

The methods of concluding interview differ according to wording of interviewers. The way interview concluded affects the performance expected from interview.

The success of an interview depends on if there is anything the interviewees are affected and remember. These are generally issues discussed at the end of the interview.

There are four stages of concluding interview; concluding preliminaries, last summary, tending towards objective and discussion after the interview.

Interviewer must explain at the very beginning how the interview will be concluded in advance, and also how long the interview will take, and which issues will be discussed.²³⁵

The decision of concluding interview must be taken by both interviewer and interviewee. Both must perceive a stop point and be prepared to conclude. After all topics are covered the end should come.

Sometimes interview might conclude earlier. Each of interviewer or interviewee might want to conclude the interview before the natural end point is reached. In many cases when interview is concluded early, it is assumed to be interrupted not finished. Real concluding could be after all topic and matters are covered.

²³⁴ Cook. **op.cit.** pp.54-55.

²³⁵ Wood and Payne. **op.cit.** p.109.

Interviewer might conclude interview early in many cases. For example the interviewee might lack necessary knowledge. Maybe some matters could be arisen which requires to obtain information from other sources without continuing interview. Another reason is before the topics in the interview guide are covered time is over. In such a case the interviewer should state that he was willing to continue but the time was not enough.

Interviewee might want to conclude the interview for various reasons. As the first reason he might have been felt disappointed, ashamed, worried or insufficient. The second reason is time might be over. This situation arises from interviewer's fault. It indicates that he did not plan well. Interview is responsible for concluding interview within allocated time. If he realizes that the time will be insufficient, he could ask for time or make plan for later continuing interview. When interviewees want to conclude early interviewer should ask the reason for that, and might be bale to convince them to continue.

Either interviewer or interviewee wanted to conclude interview early might create some unfavorable effects. If interview requires to be interrupted, the last minutes must be made positive as much as possible thus an ordinary concluding could be made.

The way interview is concluded depends on type and objective of interview.

Interview takes either long or short, towards the end the environment must be paid attention particularly. Environment must reflect those happened in advance, at opening and during interview process. Concluding interview is the responsibility of interviewer. Interviewer must start to get ready before five or ten minutes the concluding time arrives. The topics discussed towards the end must be selected from simple ones. There are series of methods for preparing concluding. Tone of voice, changing the position frequently, arranging notes, raising pencil, looking at watch are the indicators of the end.

At the end of every interview topic there comes a summary part. At the end of the interview the complete summary of the interview must take place. The objective of this final summary is to gather the central theme of the summaries given at the end of

each topic and giving an overall picture of the previous ones. Summarizing makes it easy to go towards concluding interview. The final summary helps both interviewee and interviewer to organize their ideas, and catching those floating in the air. Final summary is bringing together of all interview ideas.

Turning towards objective could come at the end of each topic or just before the conclusion and a part of conclusion as well. The method and content of turning towards objective depend on the main objective of the interview. In order to succeed turning towards objective, the reason, time, how, and why of every objective be known by both interviewer and interviewee. No matter how clear it is, any unrealistic objective will be failed to achieve.

The ways objectives can not be realistic are as follows; if very further future is targeted, if it is based on an unrealistic support by one of interviewee or interviewer; if requires impossible-to-obtain resource; if it calls for very absolute changes in personality and behaviors.

“After interview” starts when notebook is closed or tape is turned off. This stage of interview could be started with the question of “Are you pleased that it is over?”. Interviewees will be comfortable at this time because whatever they say will be out of record, thus they could talk about the factors disturbing them. When interviewer understands that interviewee wants to tell him something, he should leave some time for after interview discussion. Interviewer could obtain important information from interviewee in this process.

6.5. Informing the Applicants

After the information got from the interview is gathered, results are produced from them thus the most suitable candidate is determined hence hiring decision is taken.

After hiring decision is taken the next step will be communicating of this decisions to the concerning candidates, this forms the hiring procedure. At this stage people decided to be hired are notified that they could start working. For this purpose an elaborate letter could be written or organization reaches candidates by phone.

Here is the place of rejection step in a personnel selection process:

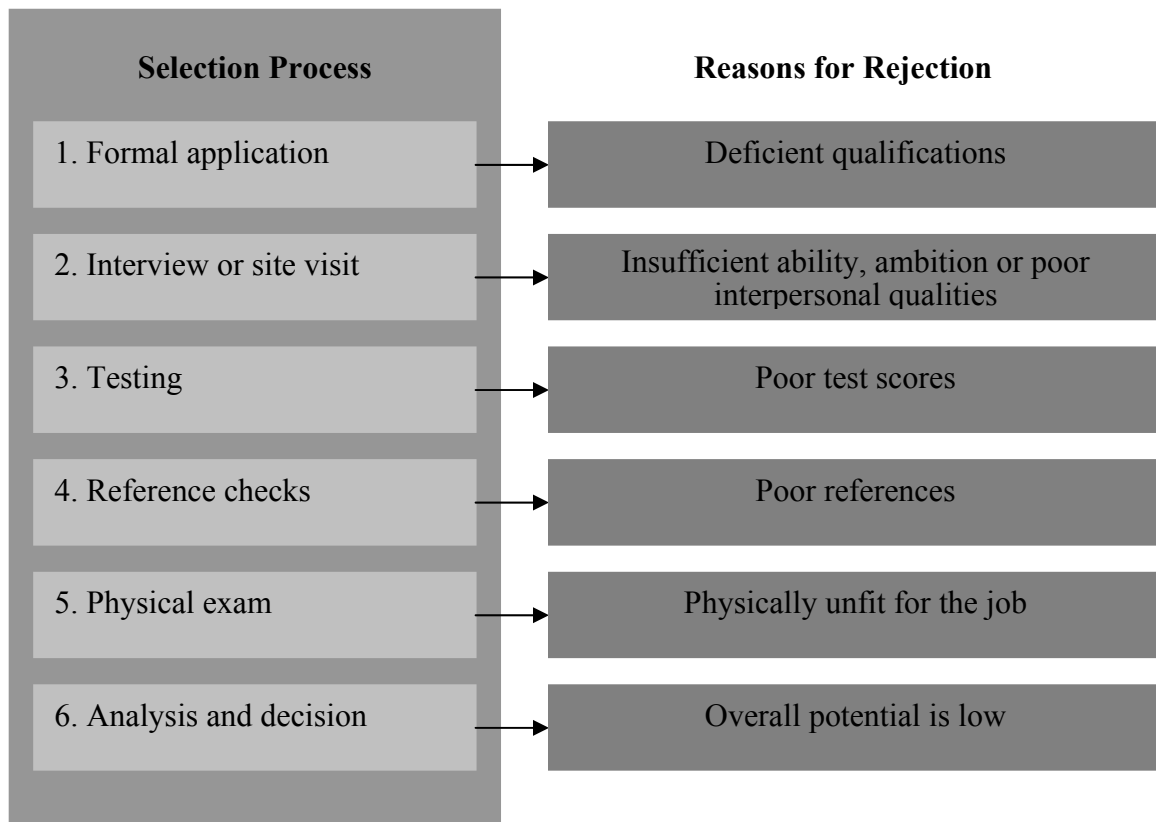


Figure 4: Steps in the Typical Selection Process: The Case of a Rejected Job Applicant
Source: Schermerhorn, John R. **Management.** Fifth Edition, John Wiley & Sons, Inc., New York 1996, p.293.

7. INTERVIEW DEFECTS

During an interview, can come into some defects including interviewer mistakes, and some interview lacks that affected getting healthy results from a interview.²³⁶ Therefore, interviewers should have an interview plan in advance, and they should be well-prepared for the interview. Interviewers should prepare their interview questions beforehand, and should be perceptive and dainty to the candidates or stuffs. Personal prejudgments are not desired for a healthy interview. To decrease the interview faults most useful way is arranging training programs which related with the interview. With these training programs the interview defects can decrease drastically.

²³⁶ Black, James Menzies. **op.cit.** p.viii.

Interview defects could arise owing to many reasons. The most common interview defects are; allocating insufficient time for interview, coinciding of the interview with a very busy period for both interviewer and interviewee, or the defects stemming from interviewer's prejudiced attitude toward interviewee. Discriminating with respect to race, and gender are also among interview defects.^{237, 238} Because interview is the responsibility of interviewer, he constitutes source for interview defects. Interview defects generally occur because the interviewer did not get prepared well, or approached carelessly. Owing to this situation it is important to select interviewer among those who received education about this, and are experienced. It is obvious that with educated and experienced interviewers fewer defects are likely to occur, and thus the interview will achieve its objective at a high rate.²³⁹

The reason for increase of interviewer's defects during interview is their attention is lowered. Owing to this, interviewers should not leave any space for their morale going down.

Interviewee has also a role for an interview with minimum defects. If interviewee does not answer questions accurately, the rate of defects will increase.

Occurrence of interview defects is unfavorable, because it will affect the validity and reliability of interview negatively.²⁴⁰

²³⁷ Searle, *op.cit.*, p.114.

²³⁸ Cook. *op.cit.*, p.57.

²³⁹ Searle, *op.cit.*, p.124.

²⁴⁰ Cook. *op.cit.*, pp.39-40.

III.
CASE STUDY IN A CONSULTING COMPANY

III. CASE STUDY IN A CONSULTING COMPANY

1. PURPOSE AND METHOD

This study is aimed to demonstrate how the system works in a consulting company that utilizes competency approach with STAR technique in recruitment processes. Also it is aimed to analyze how competencies are evaluated in this technique.

Data which is stated in the application section is obtained by participating as an observer in the targeted selection interviews which recruitment consultants in Randstad Work Solutions carried out. Following the interviews, details of recruitment technique applied are cited in the study after attending the data evolution and integration stage as an observer. In addition, all documentation about the technique applied in Randstad Work Solutions is examined in detail.

2. INFORMATION ABOUT THE CONSULTING COMPANY: RANDSTAD WORK SOLUTIONS

Randstad was founded in the Netherlands in 1960. Since then Randstad has steadily expanded in 53 countries that represent more than 80% of the global market for Randstad's services.

Randstad Holding nv is an international supplier of services to businesses and institutions. The company is active in Europe, North America and Asia. The Randstad Group is one of the largest temporary and contract staffing organizations in the world. It is market leader in the Netherlands, Belgium, Germany and in the South-East of the United States.

Randstad is ranked number two in the world in terms of revenue. Randstad is the market leader in the Netherlands, Germany, Belgium, and the southeastern United States, and have a growing presence in Canada, China, Denmark, France, Hungary, India, Italy, Japan, Luxembourg, Poland, Portugal, Spain, Sweden, Switzerland, Turkey and the United Kingdom.

The Randstad Group is one of the world's largest providers of flexible staffing and other HR services. Randstad offers an extensive portfolio of HR services, from regular temporary staffing and permanent placement (which is calling 'mass-customized'), through consultants provided on site (inhouse services), to seconded specialists (interim professionals), the recruitment of middle and senior managers (search & selection) and a comprehensive range of specialized HR services (HR Solutions).

2.1. Core Values of Randstad

The Randstad Group's mission is to be a world leader in matching supply and demand in the labor market and in HR services.

First and foremost, Randstad is known for having adhered to and lived by its core values for the last 47 years: *to know, serve and trust, striving for perfection and simultaneous promotion of all interests.*

Randstad aspires to distinguish itself through the high quality of its services. For that reason, striving for perfection is essential to our corporate culture and continuity goals, and is therefore firmly embedded in all of our aims and objectives.

The Randstad Group is an integral part of the business and social environment in all its markets. Consequently, Randstad aims to take into account the interests of all of our stakeholders. This is extended to acting responsibly towards our living and working environment, and to applying our competencies as a means of alleviating poverty and disadvantage.²⁴¹

2.2. Unit Structure in Randstad

A second key factor that makes Randstad different is the unit structure Randstad deploys in the mass-customized segment, which represents about three-quarters of our business. Each unit (Sales and Marketing, Finance and Accounting, Admin, IT) consists of two consultants who are responsible for both client service and

²⁴¹ Randstad Annual Report 2007

candidate selection. They work as a team, ensuring one is always available to their clients and candidates, and are often dedicated to specific specialties. The client's consultants are the same people who recruit candidates for them and make the match. They are experts in the local labor market, and become experts in their clients' businesses, understanding their needs and the candidate profile that will best meet them.

2.3. Strategy of Randstad

Randstad's strategy is based on four building blocks: *strong concepts, best people, excellent execution and superior brands*.

Randstad offers five strong service concepts to our clients and candidates: mass-customized, inhouse services, interim professionals, search & selection and HR Solutions. All are based on best practice and proven procedures, ensuring efficient working methods and excellence in service delivery. They can rapidly be replicated and leveraged in other markets, and are relatively easy to adapt to meet specific needs. The consistency of Randstad's service concepts and quality around the world means our international clients know they can trust Randstad to meet their needs anywhere.

All of the corporate employees benefit from the focus on their development and the opportunities we provide to achieve their potential. Our clients benefit from the continuous development of our consultants, who are well educated and have specialized market or sector knowledge. By having the best consultants, we ensure they better understand their clients and their needs. Retention is a priority at Randstad, so Randstad offers a wide variety of training and career development opportunities to all of the corporate employees. Randstad's goal is to fill at least 80% of management vacancies through internal promotion. This secures continuity of our corporate culture and strategy.

All of the activities are supported by selected standardized work processes, stimulating efficiency and delivering a consistently high service quality. Productivity management via the unit steering model and integrated risk management are other components of this building block.

Randstad focuses on a select group of recognizable and superior brands ensures that clients know who is Randstad people act in the knowledge that they represent a world leader in staffing and HR services. They are helped Randstad to ensure that attraction the best flexworkers, interim professionals, recruitment candidates and corporate employees.²⁴²

2.4. Randstad Services

2.4.1. Mass-Customized

This is Randstad's regular business – staffing, permanent placement and (high-volume) specialties – which is offered through Randstad's well-known network of high street and suburban branches. It is structured according to our unique unit approach. Expert consultants in teams of two form the unit. They provide our clients with temporary employees (flexworkers) and permanent employees, making the match based on knowledge of both the client's needs and the candidate's skills, capabilities and requirements. Working units work with an extensive range of general job profiles, but also often have specialized expertise in a specific business sector or job profile.

2.4.2. In-House Services

This is a very efficient solution for managing a high-quality workforce with client-specific skill sets, aimed at improving labor flexibility, retention, productivity and efficiency. Randstad works on site exclusively for one client, usually providing a large number of flex workers with a limited number of well-defined job profiles. We often work with the client to determine specific performance criteria, and we provide total HR management, including recruitment & selection, training, planning, retention and management reporting.

²⁴² “Corporate Information About Randstad Holding.” <http://www.randstad.com/holding/corporate-information/company-information/vision-and-strategy.xml> (04.05.2008)

2.4.3. Interim Professionals

Randstad provides flexible capacity to our clients through experienced and well educated interim professionals. These can be specialists in engineering, IT or finance, or professionals from a growing number of other disciplines such as HR, legal and marketing & communications. They are often on Randstad's payroll and are seconded to our clients. The roles they fulfill are those of interim managers, project managers or specialist project team members, at middle and senior management level.

2.4.4. Hr Solutions

Randstad offers a comprehensive range of HR project management, HR management and HR consultancy services that are based on Randstad extensive experience in this field. The range – from outplacement, career management and payroll management for small and medium sized enterprises to major HR process-outsourcing services for large corporations – frees up time to allow our client HR managers to concentrate on essential strategic HR issues for their company. These services are usually provided separately from our regular staffing and permanent placement offerings, and are almost always based on a fixed fee.

2.4.5. Search and Selection

For middle and senior management positions, Randstad's handles the recruitment of employees with professional qualifications for permanent positions with clients. These services are often based on a fixed fee, and include a number of related recruitment and training programs.²⁴³

²⁴³ Randstad Annual Report 2007

3. PROCESS FLOW AND SELECTION PROCESS IN RANDSTAD WORK SOLUTIONS

3.1. Process Flow in Randstad

The process flow chart of Randstad is shown below:



Figure 5: Process Flow in Randstad

3.1.1. Registration Client Data

Each company will be added within the CRM system. That should include insofar as details about each client. These are mentioned below:

- Administrative data
- Invoicing data
- Details of contact persons

- Details about company size
- Information about competitors
- Commercial planning (visits, mailings, telephone calls)

3.1.2. Preparing the Contract

There are three main kind of contracts mentioned below:

- Search and Selection: For permanent placement
- Staffing: For temporary staffing (This could be turned to permanent placement as well)
- Payroll: For payrolling service (This does not include staffing or placement service)

3.1.3. Defining the Position

After the approval the appropriate contract; contact person of the client will be visited by related unit consultant to collect the details of the vacant position.

3.1.4. Vacancies for the Website

All vacancies that cannot be fulfilled with the current database of applicants have to be published on the Randstad website and the other web portals as well (*V. Appendix I*).

While publishing a new job order, there are some critical points that should take into consideration:

- Date of publishing
- Determine title (position): This will be shown on the overview of available vacancies
- Determine sector. The vacancies will be grouped by sector:
 - a) Administration
 - b) Banking and Finance
 - c) Call Center
 - d) Catering

- e) IT
 - f) Logistics
 - g) Manufacturing
 - h) Marketing
 - i) Medical
 - j) Reception
 - k) Sales
 - l) Secretarial
 - m) Others
- Location
 - Number of hours per week
 - Description of the position

3.1.5. Evaluating the Applicants

Applicant evaluating process follows these steps that mentioned below:

- The “Resume Received Letter” is sent to all of the applicants (*V. Appendix II*).
- Searching and eliminating all of the applications (CVs) depend on the criterias that job required.
- After the CV elimination, telephone interview is made to the rest of the applicants.
- Face to face interviews are organized with the candidates whom evaluated positive in telephone interview.
- In face to face interviews, targeted selection tools are used.

3.1.6. Presenting the Short List Candidates

After evaluation of targeted selection interviews, CVs (in Randstad format) of positive candidates are presented with the client.

After CV (with Randstad report) elimination of the client, next interviews are organised between client and the candidates. Client feedbacks of the candidates are followed up. If it is necessary, second interviews are organised between the client and candidate whom evaluated positive in his/her first interview of the client.

At the same time, all of the candidates whom evaluated negatively in the interviews (both in Randstad and client interviews) are informed (*V. Appendix XV*).

3.1.7. Job Offer

After all of the recruitment processes are completed. Client of Randstad offers employment to the candidate(s) whom fits best to the vacancy and the organization. Job offers should include all of the job and job-related details. It is important to clarify the starting-date of the candidate. Other common points that should take into consideration on job offering had detailed in “*Hiring Decision*” part of first chapter of this study (pp.50-51).

3.1.8. Invoicing

On starting date of the candidate, Randstad makes out an invoice to the client depends on their contractual commitments.

3.2. Targeted Selection Interviews

In this section, a targeted selection interview process will be detailed.

3.2.1. Data Types in Interview Process

An interviewer plays a central role in the success of the selection system. In interviews, interviewers should collect much of the information used to evaluate candidates and decide whom to hire.

There are three types of candidate information available to interviewers.

3.2.1.1. Work Experience / Educational History / Certifications / Skills

The candidate’s broad, general background the facts on resume. For example:

- Where a candidate went to school
- Number of years of service with a company
- Number of job changes
- Licenses and certifications

- Ability to use specific computer software
- Familiarity with industry procedures
- Ability to operate specialized equipment

This information tells whether the candidate seems to have the experience and general qualifications to do the job. Often it's the information we use to decide whether a candidate warrants further consideration.

Specific Experiences: Specific things the candidate has done in his or her jobs or other relevant history. For example:

- The time the candidate led a quality improvement team.
- A major sale the candidate closed.
- The time the candidate resolved a complaint from an important customer.

This type of information gives us a closer look at what the candidate has done in past jobs and experiences. It provides the "who," "what," "when," "where," and "how" information that lies beneath the facts on the resume.

Interests / Desires: What the candidate is looking for in job, organization, and location.

Information about candidates' likes and dislikes is a good starting point for determining his or her motivations to do a job (*V. Appendix III*).

3.2.1.2. Dimensions

Dimensions describe the knowledge, motivations, and behaviors associated with success or failure in a job.

Primary responsibility of a Targeted Selection interviewer is to collect information about a candidate's:

- Knowledge
- Behaviors
- Motivations

During interviews you have a list of *dimensions** that serve as targets for collecting data about these three categories. A *dimension-based interviewing*** format focuses our questions on the particular knowledge, motivations, and behaviors important in the target job or role and eliminates unrelated questions that waste time.

As an IT vacancy sample (Application Development Specialist), these dimensions can be used as mentioned below:

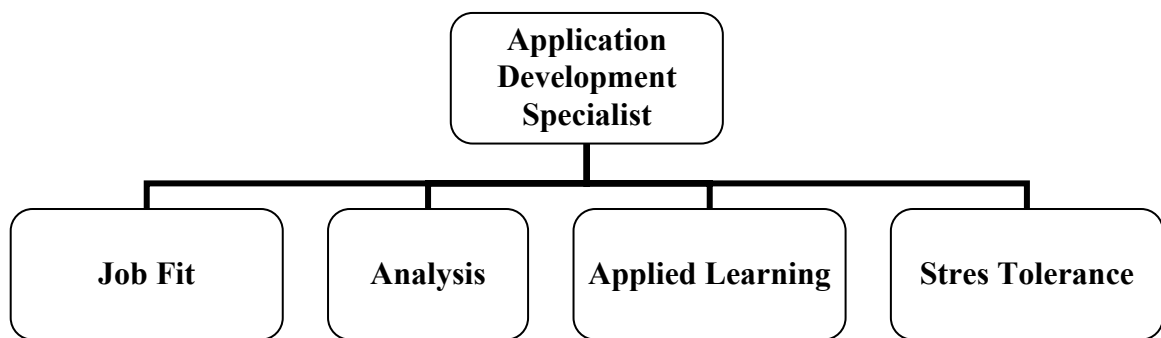


Figure 6: Selected Dimensions Sample

In Randstad case, dimensions that will be using for the vacancy are specified by reaching consensus between Randstad consultants and client requests.

To see the list of the main dimensions for variety of jobs (V. *Appendix IV*)²⁴⁴

²⁴⁵ ²⁴⁶

* Competencies

** Competency-Based Interviewing

²⁴⁴ Byham, William, **op.cit.**, pp.28-61.

²⁴⁵ www.cbi-smart.com

²⁴⁶ Savaş, A. Tuğrul, **op.cit.** pp.101-104.

3.3. Interview Guide

The interview guide is your plan of action for the interview. It contains everything necessary to prepare for and conduct interview, including time-tested planned behavioral questions designed to get STARS in assigned dimensions.

The Interview Guide contains everything that can be needed to prepare for and conduct the interview, including well-thought-out, probing questions planned especially for the target job (V. Appendix V).

Follow-up questioning helps to gather complete STARS in sufficient quantity to evaluate candidates.

Note-taking skills help to record interview information accurately and completely.

Building rapport with candidates helps them feel at ease and encourages them to be more willing to open up the interview.

Techniques for *managing interview* help to keep the interview on track and moving at a pace that will allow covering the candidate's background completely.

The interview guide can be customized to address individual organizational needs. However, most guides contain some, if not all, of these components:

The Preparation Checklist gives step-by-step instructions for preparing for the interview.

The Outline for Opening the Interview gives a format to follow in opening the interview and explaining its purpose and plan.

The Key Background Review section contains questions to gather information about the candidate's education and work history (V. Appendix VI).

The Planned Behavioral Questions section features questions to gather in-depth behavioral information -STARS- in the target dimensions (V. Appendix VII).

The Interview Close gives an opportunity to review interview notes for additional questions and to answer the candidate's questions about the position and organization (V. Appendix VIII).

Post-Interview Instructions guide in evaluating the information had collected and rated the candidate in the assigned dimensions (V. Appendix IX).

3.4. Preparing for the Interview

Effective interviews start with preparation. The first task in any interview is to review information about the candidate using the application form, resume (curriculum vitae), phone screen, and similar sources; then tailor guide based on this background information.

A good first step in managing any interview is to create an interview timetable. First, it is necessary to estimate how long it should take to cover each segment of the interview, then put together a timetable with target times for each segment. Following is an example of a timetable for a typical one-hour interview. For six dimensions based interview timetable (Total 60 min.) is shown below:

Table 3: Interview Timetable

Opening	2 min.
Key Background Review	6 min.
Planned Behavioral Questions	
Gaining Commitment	7 min.
Initiating Action	7 min.
Sales Ability-Persuasiveness	7 min.
Building Strategic Working Relationships	7 min.
Planning and Organization	7 min.
Job Fit	7 min.
Interview Close	
Additional Information	3 min.
Job-Organization Information	6 min.
Close	1 min.

3.5. Opening the Interview

The Outline for Opening the interview helps to accomplish these goals in the opening by covering the following key points. This step, should take no more than two minutes.

- *Greet the candidate,*
- *Explain the interview's purpose,*
- *Describe the interview plan,*
- *Explain the essential functions of the job.*
- *Make the transition to the Key Background Review section by telling the candidate that you would like to start by reviewing his or her background.*

3.6. Key Background Review

The background review should have to take only a few minutes clarifying and expanding on the background information you have already collected.

Besides saving time, becoming familiar with candidates' backgrounds before the interview has the benefit of impressing them and building their self-esteem.²⁴⁷

Review the information provided for these jobs/experiences; note any background that is unclear or any areas for which you would like more information (V. Appendix VI).

The key to conducting this part of the interview successfully is to keep the candidate focused on providing overview information only. If the candidate begins to

²⁴⁷ Byham, William, **Targeted Selection**, Development Dimensions International Inc., Pittsburg, Pennsylvania.

provide too much detail, it is critical to remind him or her that the information that is looking for in this section is only general.

After completing the overview, move on to the Planned Behavioral Questions section. Tell the candidate that the discussion will be shifting and that you would like different responses in this part of the discussion. For example:

OK, now I would like to shift gears and ask you about specific situations in you jobs. When you describe these situations, I would like you to tell me exactly what your actions were and also what the results was. Sound OK?

Setting up the Planned Behavioral Questions section this way lets the candidate know what to expect and how to respond (V. Appendix X).

3.7. Motivational Fit

In selection it's important to assess Motivational Fit as it is a candidate's skills and abilities. Motivational Fit includes three dimensions: *job fit*, *organization fit*, and *location fit*.²⁴⁸ The Motivational Fit dimensions help interviewers determine a candidate's level of satisfaction:

- *Job fit*: A person who is able to do job might not enjoy it (V. Appendix IV).
- *Organization fit*: A person might enjoy the job, but might not be satisfied with the organization's mode of operation or values.
- *Location fit*: A person might not be satisfied with the geographic location of the job.

Interview technique for assessing Motivational Fit dimensions is different than for other dimensions. In this case, questions should be asked about specific motivational characteristics. Coupled with behavioral evidence of candidate skills and abilities, Motivational Fit data provides a more complete candidate profile (V. Appendix XI).

²⁴⁸ Byham, William, *op.cit.*, pp.62-77.

3.8. The Elements of a STAR

Targeted Selection uses a technique called STAR. To be a good predictor of future behavior, an example of past behavior must answer to:²⁴⁹

- Situation or
Task = *Why?*
- Actions = *What done and how done?*
- Results = *Effect of Action?*

STAR is the acronym for the components required for a complete behavioral example and helps interviewers collect and evaluate job-specific data.

3.8.1. Situation or Task

The Situation or Task is the background or context in which the candidate took action. It explains why candidate acted as he or she did.

Situations Or Tasks are created by occurrences such as:²⁵⁰

- Changes in the candidate's job responsibilities or work processes.
- Demands made by a manager or customer.
- Challenges in meeting a deadline or in getting along with a co-worker.

Example of Situations or Tasks:

Part of my job is to update the inventory database for my company. When we lost the lease on our largest storage facility, we had to consider what and how much we were going to keep on hand.

²⁴⁹ Yetkin, Ceren “Yetkinlik Bazlı Mülakat ile Kariyer Değerleri Arasında İlişki ve Bir Uygulama”, Master Thesis, Advisor: Mehmet Emin Okur, Marmara University, İstanbul, 2006, pp.28-30.

²⁵⁰ Byham, William, **Targeted Selection**, Development Dimensions International Inc., Pittsburg, Pennsylvania.

3.8.2. Actions

Actions are what the candidate said or did in response to a Situation or Task and how he or she said or did it. Actions are the heart of the STAR because they show the candidate's behavior what we are after in Targeted Selection.²⁵¹

Actions might include:

- The steps taken to complete a work assignment.
- How someone laid out work for a particular project.
- What person did to meet a tight deadline or avoid costly delays.
- What a person said that caused a co-worker to become angry.
- Precautions someone should have taken but didn't.

Example of Actions:

When I realized that our storage capacity would be cut in half, I contacted our largest distributors and found out how much it would cost if we purchased the same amount from them but had it delivered in smaller quantities and biweekly instead of monthly.

3.8.3. Results

Results are the effects of the candidate's Actions. They tell the changes or differences the person's actions made and whether the actions were effective and appropriate.

²⁵¹ Byham, William, **Targeted Selection**, Development Dimensions International Inc.,Pittsburg, Pennysylvania.

Example of Results:

Even though everyone worked lost of nights and weekends, no one ever got burned out. Everyone left appreciated, and no one seemed to mind making some extra money. And we really celebrated when our office topped all the sales records for the quarter.

3.9. Collecting STARs

An easy way to remember to get the whole story is to use the word STAR to describe a complete behavioral example. But sometimes it is not possible to take a complete STAR by asking one behavioral question. In this section, types of STARs and the situations and that require follow up will be detailed with questioning techniques.

3.9.1. Planned Behavioral Questions

The Planned Behavioral Questions section is the heart of the Interview Guide and the Targeted Selection Interview. In-dept behavioral information will be collecting in this part by using the target dimensions (*V. Appendix VII*).

3.9.1.1. Modify Planned Behavioral Questions

Although most planned behavioral questions will stand as written, it can be necessary to modify several of them to better fit the candidate's jobs and experiences (*V. Appendix XII*).

The following examples show how the planned behavioral questions can be adapted to the candidate's background.²⁵²

Example 1:

This question from a guide for an administrative position is reworded for a candidate who just graduated from business school and has no work experience. (The dimension being tapped is Decision Making.)

²⁵² Byham, William, *op.cit.*, pp.62-70.

Planned Question: Tell me about a recent problem you uncovered in your job at _____. What sources of information did you check to identify the problem?

Modified Question: What sources of information did you check when deciding which school to attend? How did you use this information?

Example 2:

In this example the interviewer modified a planned question for the dimension Follow Up after learning that the candidate had never delegated tasks or responsibilities -even though he had the title “Project Manager.”

Planned Question: How have you made sure that people met due dates for the work you delegated? Give me an example.

Modified Question: How have you kept track of tasks and assignments that were someone else’s responsibilities but affected your productivity? Give me a specific example.

3.9.1.2. Develop Additional Questions

During the interview when all the planned behavioral questions for a dimension are asked and still don’t have enough STARS to evaluate the candidate. Create new questions to get the information needed in the dimension.

Dimension’s planned behavioral questions can be used as a model when developing new questions. The questions should:

- Be *behavioral*,
- Focus the most important aspect of the dimension you’re interviewing for.
- Not be *leading or theoretical*.

3.9.2. Behavioral Questions

A behavioral follow-up question asks the candidate to provide specific information about parts of a STAR. Behavioral follow-up asks candidate to describe “an experience you’ve had,” “a time when” “a situation in which,” or “an example when” Here are some examples of behavioral follow-up questions:

Tell me about a specific situation in which you used that approach.

How did you handle that customer?

You say it worked well. Specifically how did it work out?

3.9.3. Theoretical Questions

A theoretical question asks candidates for theories, opinions, or general actions what they think about a topic or situation or what they would do or usually do not what they actually did in a specific situation. Theoretical questions are ineffective because people usually respond with theories and opinions, not the STAR information you need. The chart illustrates the difference between theoretical questions have been rephrased as behavioral questions. Rephrased the two remaining theoretical questions as behavioral questions and write your ideas in spaces provided.²⁵³

Theoretical Question:

- What makes you think you are good at solving problems?

Behavioral Question:

- Tell me about a though problem you were able to solve and how you solved it.

²⁵³ Byham, William, **Targeted Selection**, Development Dimensions International Inc.,Pittsburg, Pennsylvania.

Theoretical Question:

- How do you usually find new prospects?

Behavioral Question:

- Walk me through what you did to find your last new prospects.

3.9.4. Leading Questions

Leading questions prompt candidates to give the answer they think you want to hear. They are worded in a way that hints a "correct response," encouraging the candidate to make that this response.²⁵⁴

Leading Question:

- I guess you found being a team leader to be very fulfilling?

Behavioral Question:

- What did you enjoy most/least about your job as a team leader?

Leading Question:

- Would you say decision to take a pay cut to keep from relocating was the toughest you had to make?

Behavioral Question:

- What was the hardest decision you had make this year?

²⁵⁴ Byham, William, **Targeted Selection**, Development Dimensions International Inc.,Pittsburg, Pennsylvania.

3.9.5. Follow-Up Questions

Candidates respond to interview questions in one of three ways: with a partial STAR, a false STAR, or a complete STAR. The following diagram illustrates how to follow up in each of these three situations.

Situation or Task:

Describe what lead up to that.

Could you give me a specific situation in which you used that approach?

What was the most memorable time when that happened?

Action:

How were your actions different here from...?

What was your part out the project and, how did you handle it ?

What did you say to him?

Result:

How did it work out?

How did you know that what you did was effective?

What feedback you gotten?

3.9.5.1. False STARs

Interviewing would be easy if every candidate gave a STAR after every question but unfortunately, they don't. Sometimes they answer in false STARs. (V. *Appendix XII*).

False STARs are statements with lost of glitter but no substances. They are responses that are vogue, state an opinion, or ore theoretical or future oriented.²⁵⁵ They are false because sometimes they seem to give you the behavior you need to make accurate hiring decisions, but they really don't. There are three basic types of false STARs:

- *Vague statements* are general statements that might sound good, but provide no specific of what the person actually did.
- *Opinions* are a candidate's personal beliefs, judgments, or views. They tell us how a candidate things or feels about something, but like vague statements, they provide no information about what the person actually did—no behavior.
- *Theoretical or Future-oriented statements* tell us what a candidate “would” do, “would like to” do, or “would have” done, not what he or she actually has done.

By hearing a false STAR, whether a vague statement, opinion, or theoretical or future-oriented response that's the cue to follow up to get a true STAR. Again the key is to recognize what the candidate has given you, and then ask behavioral follow-up questions to get the information you need.

Vague Response:

- Sometimes I help my teammates with their work even when I'm busy.

Follow-Up Question:

- Can you tell me about a time when you had too much to do but still helped a teammate out of a tough spot?

Opinion:

- I did more than my share of the work on that project, that's for sure.

²⁵⁵ Byham, William, **op.cit.**, p.45.

Follow-Up Question:

- Let's talk about what you did on the project.

Theoretical or Future-Oriented Response:

- I decided from then on I wouldn't volunteer for projects when I had no experience with the tasks involved.

Follow-Up Question:

- Can you think of a situation since then in which you decided not to volunteer for that reason?

3.9.5.2. Partial STARS

When candidates give STAR information, they often give it in bits and piece(s) the situation and action, but no result; the situation and result, but only vague actions. In the case of a false STAR, it's recognizing that the response contains little, if any, behavioral information. In the case of a partial STAR, it's recognizing which STAR parts the candidate has given you and which ones you still need.

To follow up on a partial STAR, it is necessary to recognize which parts of the STAR are missing or unclear, and then necessary to ask a behavioral follow-up question to pin down the missing or unclear parts. These are important skills to master because even candidates who readily supply examples of behavior often provide only part of the story (*V. Appendix XII*).

3.9.5.3. The Additional STAR Situation

Once having a completed STAR, it's easy to follow up for a second or third STAR for the same question. Following up for the additional STARS enables to obtain the STARS, without exhausting the planned questions in a dimension are necessary. In

fact, candidates often provide the most detailed and revealing examples of behavioral in their second and third responses to the same planned question.²⁵⁶

This technique also can be used to get contrasting STARs, which provide a balanced picture of the candidate's background. For example, after candidate cites an example of how he or she effectively handled a difficult one-on-one discussion, you can ask for an example of when the candidate was less than effective in the same kind of discussion. After providing a positive example, most candidates are willing to provide an example of situation that didn't work out so well. Following up for a positive STAR after the candidate relates a negative one works just as well; most candidates jump at the chance to talk about a situation they handled well (*V. Appendix XII*).

- *Here are some examples of follow-up questions to get additional STARs:*
- *How about another example of...*
- *Can you describe another time when you...*
- *How about a contrasting situation in which your approach didn't work?*

3.9.6. Negative Questions

Some planned behavioral questions ask for negative or sensitive information. Although it's never pleasant asking candidates about decisions they regretted making or a time when they failed to sell an idea, there are important reasons for seeking negative information (*V. Appendix XI*).

3.9.7. Additional Information

Before ending any interview, make sure the information you've collected is clear and complete. To have time to review notes to see if there is any additional information, a *buy-time question* a *thought-provoking question* can be asked to candidate that requires additional time to answer.

²⁵⁶ Byham, William, **Targeted Selection**, Development Dimensions International Inc., Pittsburg, Pennsylvania.

3.10. Additional Techniques

3.10.1. Note-Taking Tips

Studies indicate that without note, people can recall little more than a fourth of the facts discussed in the interview and the decision making process, you forget more and more.

Few people are immediately comfortable taking notes in interviews. However, note taking is a skill that, like driving a car or playing a sport, can be developed with practice until it becomes second nature. Eventually, a style (and shortcuts) should be developed individually that it makes comfortable using.

- Takes notes openly,
- Note only pertinent information,
- Note behavior observed in the interview,
- Takes notes on sensitive or negative information carefully,
- Record key words,
- Use personal shorthand.

3.10.1.1. Take Notes Openly

In the interview opening it is necessary to explain that why you will be taking notes. Most candidates expect an interviewer to take notes. In fact, by taking notes, it will be helpful to enhance candidates' self-esteem by sending the message that what they're saying is important.

Seeing the notes could distract them or make them nervous. In this case, it is critical to not let the candidates see the notes.

3.10.1.2. Note Only Permanent Information

The information that tells necessary to know about the candidate: background information, STARs, etc.

It is not necessary to take notes on false STARs, which provide only irrelevant information. In this case, this can encourage the candidate to respond that way again.

3.10.1.3. Note Behavior Observed in the Interview

It is easy to forget to look for and note behavior for dimensions you observe during the interview, such as communication and impact. Some interviewers fill in the communication area before they proceed to the next dimension. Others make notes after they finish section of the interview. For the first few interviews, the communication area might circle before the interview as a reminder to note this behavior during the interview.

3.10.1.4. Take Notes on Sensitive or Negative Information Carefully

A candidate can become uncomfortable or discouraged if he or she sees recording sensitive or negative information. Rather than taking notes as the candidate relates the information or immediately afterward, wait until the discussion shifts to another subject then note the sensitive or negative information as time permits.²⁵⁷

3.10.1.5. Record Key Words

Situation or Task: Unless the situation is very complex, only one or two brief phrases to capture this part of the STAR is necessary. Here are some examples:

- Assisting sales mgr.
- Before work a.m.
- Busy at computer
- Sorting machine out of cycle
- Child's doctor appt.

²⁵⁷ Byham, William, **Targeted Selection**, Development Dimensions International Inc., Pittsburg, Pennsylvania.

Actions: A person's actions by jotting down short verb-noun combinations might capture. Here are some examples:

- Organized seminars
- Asked customer to check catalog code
- Fired team member
- Refused overtime.

Results: It is easy to remember this part of a STAR without notes, so recording the results last and as time permits will be enough. Here are some examples:

- Complaint dismissed
- Cycle time cut 15%
- Last 2 days- customer canceled
- Work waiting next morning
- '+' or '-' (to indicate the direction of the result)

3.10.1.6. Use Personal Shorthand

Shortcuts that make note taking easier pay off in increased concentration and energy, which follow-up questions and pin down STARs can be asked. Any system of symbols and abbreviations is acceptable as long as they recall complete descriptions of each STAR when evaluating and rating candidate information after the interview.

3.10.2. Nonverbal Cues

You can use nonverbal cues to send a variety of messages about what you want in an interview. A nod or smile can say to a candidate, 'tell me more'; holding up your hand can tell a candidate, 'thanks- I have what I need'; furrowing your brow can tell a candidate, 'I don't understand'.

Nonverbal cues are useful in encouraging quiet candidates to give more information and encouraging overly talkative candidates to do the opposite.²⁵⁸

3.10.3. Silence

Targeted Selection questions are challenging and can be difficult to answer. Sometimes waiting quietly for a few seconds prompts the candidate to answer. Candidates often supply the most revealing answers when they've had some time to recollect an incident.²⁵⁹

Many interviewers find that keeping silent is very difficult- they want to fill the void with another question or a restatement of the first question. Instead, wait a few seconds for an answer.

Silence should be used deliberately, but it should never be used to put a candidate under stress. When it's clear the candidate can't answer, move on to another question. Note that the candidate couldn't or didn't answer, but wait a minute or two before writing that note; the candidate might see his or her inability to answer as a negative.

3.11. Closing the Interview

After gathering sufficient STARS in all dimensions, it's time to close the interview.

- *Review the notes* to determine whether you need to additional information or clarification. If you need more information, take this opportunity to ask additional question
- *Provide information* on the position, organization, and location and answer the candidate's questions.

²⁵⁸ Byham, William, **Targeted Selection**, Development Dimensions International Inc.,Pittsburg, Pennsylvania.

²⁵⁹ Young, Pauline V., **Interviewing in Social Work: A Sociology Analysis**, McGraw-Hill, New York, 1935, pp.359-360.

- *End the interview* by explaining the next steps in the process and then thanking the candidate.

The next step involves describing the position, organization, and location and answering the candidate's questions.

To guard redundancy or information being missed, members of the interview team share the task of giving information about the position organization, and location. For example, the interviewer might describe:

- *Specific duties,*
- *Initial assignment*
- *Work atmosphere, and*
- *Features of the location,*
- *Salary and benefits , and*
- *Opportunities for advancement.*

The two final steps in closing the interview are:

- *Explain the next step in the selection process.*
- *Thank the candidate for productive interview.*

3.12. Evaluation

Once the interview is completed, the STARS that have collected can be compiled and evaluated, in this case rating the candidate in your assigned dimensions.

Data evaluation will be detailed in Evaluating and Integrating Data section.

5. EVALUATING AND INTEGRATING DATA

A Targeted Selection interviewer's role changes at the end of the interview process (or when a planned decision point is reached).

The process consists of two parts: *data evolution and data integration*.

5.1. Data Evolution

In data evaluation process, working independently is recommended. Its steps are mentioned below:

- Identify complete STARs
- Categorize all STARs into the appropriate dimension
- Identify effective and ineffective STARs
- Weigh the significance of each STAR by considering its similarity, impact, and recency.
- Rate each dimension using the most significant STARs.²⁶⁰

5.2. Data integration

In a data integration process, meeting with the other interviewers is recommended. Its steps are mentioned below:

- Each interviewer posts his or her dimension ratings on a Dimension Rating Grid
- You discuss and exchange data to reach consensus ratings for each dimension
- You make a hiring decision based on the consensus ratings

5.3. STARs' Categorization

Hiring decisions will be based on how the candidate demonstrates skills in the specific job-related dimensions, so it's important that you have the STARs categorized under the right dimension:

²⁶⁰ Byham, William, **Targeted Selection**, Development Dimensions International Inc., Pittsburg, Pennsylvania.

- Categorize each STAR by comparing it to the dimension definitions and the Key Actions.
- Transfer the information from the candidate's resume, application form, and other materials to the page of the Interview Guide that list the appropriate dimension. Usually a few words at the top of the page are all that are required to help you recall the information.
- Move STARS you recorded in the Key Background Review and Interview Close section to the page listing appropriate dimension.
- Review the Planned Behavioral Question section of the guide for misplaced STARS and move them to the appropriate page. (when a question you asked for one dimension elicited a reply that better demonstrated another dimension, it has been misplaced; that is, noted under the wrong dimension.)²⁶¹

5.4. Identification of Effective and Ineffective STARS

Complete STARS can demonstrate either effective or ineffective behaviors. Classify complete STARS as effective or ineffective by placing a plus sign (+) next to an effective STAR or minus sign (-) beside an ineffective one (*V. Appendix XII*).

5.5. Weighting STARS

All STARS are not created equal; some are more significant than others. For instance, a wonderful example such as, 'saved three people from drowning while working as a lifeguard' would have more weight for someone applying to be a scuba instructor than it would for someone applying for an accounting job. Likewise, a STAR based on an event 11 years ago, no matter how outstanding, is not as good a predictor of future events as the STARS describing work-related activities that took place 2 months ago.

The following three factors give a STAR its 'total weight' –its ability to accurately predict future performance.

²⁶¹ Byham, William, **Targeted Selection**, Development Dimensions International Inc., Pittsburg, Pennsylvania.

- Similarity to the target job: The more similar the STARS are to the target job, the better they will predict how a candidate will perform on the job.
- Impact of the behavior: To determine the impact of behavior, consider both the situation and the result. Behaviors that make a big difference in meaningful situations have more weight than behaviors that make a small difference in trivial situations.
- Recency of the behavior: Recent behavior is better predictor of future behavior than behavior in the distant past.²⁶²

5.6. Rate Dimensions

The goal when rating dimensions is to use data that have collected to predict the candidate's future performance level in the target job. For each of the assigned dimensions, the assessors the extent to which the candidate demonstrated effective use of Key Actions.

5.6.1. Dimension Rating Scale

Targeted Selection uses a five-point, numerical rating scale to represent the different levels of candidate qualifications. These ratings are the common language of evaluation in the candidates.

- (5) Much more than acceptable: Significantly exceeds criteria for successful job performance.
- (4) More than acceptable: Exceed criteria for successful job performance.
- (3) Acceptable: Meet criteria for successful job performance.
- (2) Less than acceptable: Generally doesn't meet criteria for successful job performance.
- (1) Much less than acceptable: Significantly below criteria required for successful job performance.²⁶³

²⁶² Byham, William, **Targeted Selection**, Development Dimensions International Inc., Pittsburg, Pennsylvania.

When you are waiting dimensions, an *acceptable (3)* rating is your target. An acceptable rating is the standard for successful job performance- it is not ‘average’. For example, rating a candidate Acceptable in every dimension predicts effective performance in the target job (V. *Appendix XIV*).

5.6.2. Clarifying Ratings

In addition to the rating scale, these additional notations useful in describing behavior might be found (V. *Appendix XIV*).

- (N) No opportunity to observe: Use the N rating when you did not collect data on this dimension.
- (W) Weak/ want more data: The W rating which is always coupled with a number rating (for example, 2W, 3W, 4W), is used to indicate a tentative judgment.
- (5H) Candidate is too high in this dimension: A 5H rating in the case that, for a particular target job:

(5H) have two different meanings. The candidate is too strong in a dimension. That is, he-she exhibits so much of a characteristic that it could cause ineffective performance or other problems. What might be strength in other circumstances might be a weakness for the target job.

For example, candidate who often missed deadlines because he insisted on rechecking details for a fourth or fifth time might be rated 5H in the dimension quality orientation. In this case, his Quality Orientation was “too much of a good thing”.²⁶⁴

5.7. The Benefits of Data Analysis

The benefits of data analysis can be summarized as mentioned below:

- You and other interviewers have a common language and rating scales.

²⁶³ Byham, William, *op.cit.*, p.142.

²⁶⁴ Byham, William, *op.cit.*, p.145.

- The rating systems and clarifying notations provide you with a convenient coding system that facilitates discussion.
- Everyone has been doing the same kind of background work and knows what the team is looking for.

Everyone uses ratings based on STARS and other fact-based data, not opinions or feelings.

5.8. Reaching Consensus on Each Dimension Rating

There will be some significant differences in dimension ratings are common. The process of sharing behavioral data, discussing the rationale for each rating, and reaching a consensus rating for a dimension is one of the most interesting, revealing, and important parts of Targeted Selection.

The process for discussing each dimension is relatively simple:

- One interviewer start by describing the STARS he or she collected and the rationale for the dimension rating.
- The other interviewers ask clarifying questions to make sure they understand each of the behavioral examples and the rationale for the rating. They also make sure each STAR is correctly classified under the proper dimension.
- In turn, each of the remaining interviewers presents his or her ratings and rationales, providing appropriate behavioral information to support them, while the other interviewers ask clarifying questions and share conclusions or connections.
- All interviewers discuss the conclusions that can be drawn from the data and come to an agreement on the rating for the dimension.

When discussing dimension ratings, use the dimension definitions and the Key Actions list as your standards, comparing your data to these standards for the target job.

It is necessary to remember that a consensus rating is more than just an “average” of individual ratings. For example, if two interviewers rate a dimension 4 and 2 respectively, it’s important to find out what data leads to the more than acceptable rating and what leads to the less than acceptable rating, the discussion could reveal important candidate strengths and limitations (*V. Appendix XIV*).

CONCLUSION

After the age of globalization, companies often try different methods and techniques to get a continued competitive advantage. Recruiting skilled and sufficient personnel has been very crucial for companies due to their desire of success. Effective human resource within organizations is provided by the most suitable personnel for each department.

The selection of a new team member is a major investment for the organization and the candidate. Developing and maintaining a selection system that yields solid returns-productive employees who enjoy their responsibilities and seek opportunities to continuously improve their jobs; it is critical to the success of every organization.

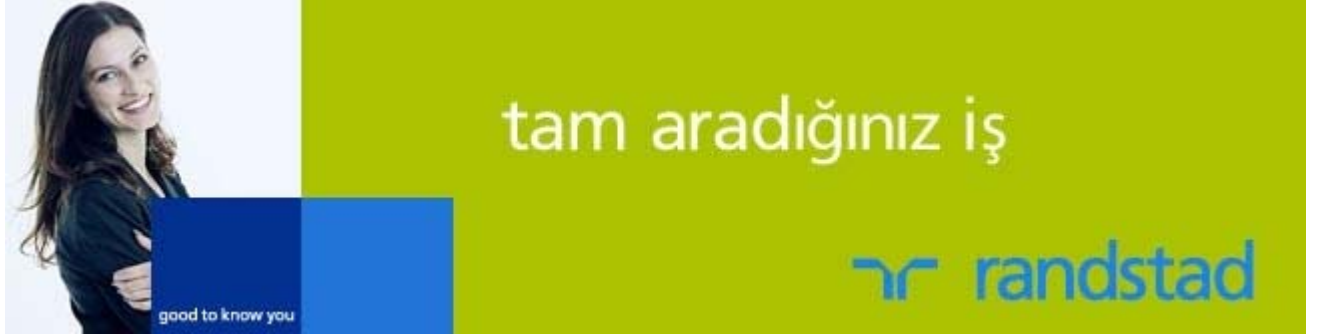
Interview is most useful and commonly used method of choosing the right personnel. Consequently, companies seek the suitable interview methods for themselves in order to obtain short-term, mid-term and long-term advantages. Hiring the most suitable personnel in a limited time can be considered as the short term benefit of effective interview techniques. In mid-term, employing right personnel provide internal and external benefits. The increasing effectiveness of departments is the most important internal benefit for the companies. Besides, obtaining competitive advantage in the market is the main external benefit for the organizations. The long run advantage is, as the rate of successful placements increases, the turnover rates decrease. In addition, right personnel is necessary for promotion, because companies prefer to use internal sources in order to get time and cost saving.

Companies have begun to embrace the significance of paying attention to interview techniques in personnel selection process. This process can be seen in three parts. Personnel selection is composed of the process from employment planning to placement. Interview techniques are essential tools which provide companies to complement their strategic decisions. To get the competitive advantage, the companies outsource the personnel selection function to the consulting companies due to their specific experiences on this function.

Targeted selection is the preferred method that gathers information according to goals with objective criterias in its own evaluation system. As a consulting company, Randstad, prefers to use this technique to give a high-quality service to the clients. Randstad is aimed to get the competitive advantage with this high-quality service in the human resources consulting sector.

As a result, organizations use many methods to achieve best solution for their personnel selection process though interview techniques. Targeted selection is a practical, consistent system that provides a firm foundation for accurate hiring decisions and gives the tools and skills to gether and evaluate data effectively. STAR method in targeted selection creates important differences from other techniques due to its core values. Accuracy, equity and buy-in values lead to gather objective data which demonstrate the future performance of employers. In order to decrease the hiring-wrong decisions, organizations could prefer the components of STAR technique in targeted selection.

APPENDIX I



application development specialist (Ref:RND-125)

Qualifications:

Our client, which operates in FMCG sector, is looking for an **application development specialist**.

- have a degree preferably in Computer Engineering or related
- minimum two years experience in web application development
- excellent skills on asp.net, php and xml-based interfaces (Java knowledge preferred)
- excellent skills on visual studio 2005, dreamweaver cs3 and html design (flash knowledge will be preferable)
- understands advanced relational database concepts on rdbms (mainly ms sql server knowledge, oracle and my sql knowledge is an asset)
- the ability to work in a dynamic environment
- excellent skills in problem solving
- good communication skills
- fluency in english
- no military obligation for at least 2 years for male candidates

Job Details:

- to maintain, enhance and develop sites for our client's rapidly growing company.
- to build and maintain the web sites; build and maintain relational databases
- to build and maintain xml-based interfaces.

Location: İstanbul

Posting Date: 09.05.2008

APPENDIX II

Resume Received Letter

Thank you for submitting your resume to our Corporation.

We are currently reviewing your resume to determine if there is a match between your background and our current openings.

If a suitable match is found, we will contact you as soon as possible.

Regards,

Randstad Work Solutions
www.randstad.com.tr

APPENDIX III

Mr. X

Address: XXX Mobile: XXX

E-Mail: [XXX](#)

SUMMARY OF QUALIFICATIONS:

- Over 4 years of experience in diverse range of businesses and activities evaluating, reviewing and building web sites and mobile services.
- Strong knowledge of Mobile Technologies especially the GSM systems. Experienced in various messaging standards, mobile applications and VAS products.
- Project Management, Team Leadership. Able to lead, organize and motivate project teams towards their goal while pressure of tight deadlines in a resource constrained environment
- Multilanguage/multiplatform user interface development, multicurrency application development, multilingual/multiplatform database development
- Effective communicator with persuasive and advisory skills
- Proven understanding of the new media and computer technologies with experiences in both channels.
- Native Turkish, fluent English and intermediate level German.

TECHNICAL EXPERTISE:

- **Languages :** ASP, CFM, SQL, XML, HTML, XHTML, WML, JavaScript, WML Script
- **Mobile Technologies :** SMSC&MMSC, SMS, MMS, GPRS, MVS, UCP, SMPP, MM3, MM7, OMA, OTA, Binary SMS know-how.
- **Concepts :** Mobile Messaging & Mobile Internet, 3G, GSM Billing & Charging, Networking, Multiprocess Synchronization, Internationalization, Portal.
- **Software :** Coldfusion, Mobile Producing Applications etc.
- **Databases :** MS-SQL, Oracle, and MySQL.

09.2004-05.2007

Pusula News Program - AMB Production, Istanbul, Turkey
Information Technologies Manager

- Worked directly with Mithat Bereket, Producer of Pusula and his team.
- Managed all IT based operations.
- Developed www.pusula.tv website and services.
- Developed “Colors of the World” service which was awarded by Turkcell (2006 Best Infotainment Application)
- Developed 1st Mobile Streaming Service at CeBIT Eurasia 2005 (run in cooperation with Turkcell)
- Developed SMS and MMS Services for Turkcell (Day’s Agenda with Mithat Bereket and Colors of the World)
- Developed “Oh Be Anları-Film and Photography Contest” (run in cooperation with Avea)

06.2006-10.2006

ATV – SABAH Media Group, Istanbul, Turkey

Consultant

- Managed & implemented large-scale project with GSM Operators.
- Managed & implemented the connections between GSM Operators, Company Gateway and the Application Service Providers.
- Conducted deployment & customization of mobile gateways according to client requirements.
- Worked with related development teams and joined sessions on core development process.

08.2002-09. 2002

WestLB - West Deutsche Landes Bank, Istanbul, Turkey

Intern

- Supplied assistance for on going projects.
- Developed a Department Budget application.

EDUCATION:

09.2000-08.2007

Kadir Has University, Istanbul, Turkey

Computer Engineering

- Concentration: Mobile Messaging and Mobile Internet.

CERTIFICATES:

- Cisco Certified Network Associate (CCNA)

APPENDIX IV

Sales:

- Sales ability / persuasiveness
- Communication
- Job fit
- Planning and organizing
- Energy
- Decision making
- Tenacity
- Negotiation
- Initiating action
- Impact

Team Member:

- Building strategic working relationships
- Job fit
- Applied learning
- Decision making
- Quality orientation
- Initiating action
- Contributing to team success
- Stress tolerance
- Communication
- Work standards

Professional / Knowledge Worker:

- Technical /professional knowledge and skills
- Planning and organizing
- Adaptability
- Initiating action
- Job fit
- Gaining commitment
- Information monitoring
- Decision making
- Applied learning
- Building strategic working relationships
- Continuous learning

Leader:

- Gaining commitment
- Planning and organizing
- Decision making
- Aligning performance for success
- Stress tolerance
- Delegating responsibility
- Meeting leadership
- Communication
- Job fit
- Information monitoring
- Building a successful team
- Leading through vision and values

APPENDIX V

*Interview Guide**

Preparation Checklist

1. Review application materials, including resume (curriculum vitae) and any application forms.
2. Prepare to conduct the Key Background Review, if included.
 - Note any jobs-experiences on which you are unclear or would like more information.
 - Note any gaps in employment.
3. Prepare the Planned Behavioral Questions section.
 - Review the dimension definitions and key actions.
 - Modify questions to better fit the candidate's experience.
 - Decide if the order of the questions should be changed; develop additional questions if necessary.
4. Prepare the Motivational Fit question page(s), if included.
 - Review the Job Fit definition and significant facets.
 - Review the Location Fit definition and characteristics.
 - Compare the location characteristics to the candidate's information and mark which ones you will explore during the interview.
 - Modify the questions to find out possible matches-mismatches between job facets and location characteristics and the candidate's preferences.
5. Estimate the time needed to cover each section of the Interview Guide.

* Development Dimensions International, *Training Documents*, 1999-2001.

Outline for Opening the Interview

1. Greet the candidate, giving your name and position.
2. Explain the interview's purpose:
 - To acquaint interviewer and candidate.
 - To learn more about the candidate's background and experience.
 - To help the candidate understand the position and organization.
3. Describe the interview plan:
 - Briefly review jobs-experiences.
 - Ask questions to get specific information about those jobs-experiences.
 - Provide information about position and organization.
 - Answer candidate's questions about the position and organization.
 - Point out that you both will get information needed to make decisions.
 - Indicate that you will be taking notes.
4. Make the transition to the Key Background Review.

APPENDIX VI

Key Background Review

Educational Background (Do not seek information provided on resume.)

1. Graduate School.....Yrs.....Degree/Major.....GPA.....out of.....
2. College.....Yrs.....Degree/Major.....GPA.....out of.....
3. Technical School.....Yrs.....Degree /Major.....GPA.....out of.....
4. High School.....Yrs.....Degree /Major.....GPA.....out of.....
5. Other education/training.....Yrs.....Degree /Major GPA.....out of.....
6. What were your best classes? Why?

7. What were your worst classes? Why?

8. What were your proudest accomplishments during school?

Key Background Review

Work Background (1 of 2)

1. Job /Experience

.....Dates.....

2. What were your major responsibilities /duties? Any change in responsibilities?

3. What did/do you like best about the position? What did/do you like least?

4. Why did you (or why are you planning to) leave?

Key Background Review

Work Background (2 of 2)

1. Job/Experience

.....Dates.....

2. What were your major responsibilities/duties? Any change in responsibilities?

3. What did/do you like best about the position? What did/do you like least?

4. Why did you (or why are you planning to) leave?

APPENDIX VII

Customer Orientation

Making customers and their needs a primary focus of one's actions; developing and sustaining productive customer relationships.

Key Actions

- *Seeks to understand customers*
- *Educates customers*
- *Builds collaborative relationships*
- *Takes action to meet customer needs and concerns*
- *Stres up customer feedback systems*

Planned Behavioral Questions

1. Describe a time when you effectively handled acustomer issue, request, etc.
2. To better serve custumers, we sometimes promise more than we can deliver. Tell me about a time when you overcomitted yourself or your company. What happened?
3. Tell me about the most you have ever done to obtain information to better understand a customer. What did you do? How did the information improve your service?

Situation / Task

Action

Result

4. Tell me about the most you've ever done to try to satisfy a particular customer?
5. By the end of the day, it can be difficult to be customer focused. Tell me about a recent time when you handled a customer interaction late in the day in a less than manner.
6. Tell me about any jobs you have had when you had to work with customers to understand and meet their needs. Describe a specific situation.
7. Describe a time when you effectively handled a customer complaint.
8. Can you describe a time when you didn't handle a customer complaint well? What did you do? What happened?
9. Can you tell me about a customer request you have recieved that was in conflict with your company's policies? What did you do?

Situation / Task

Action

Result

Stress Tolerance

Maintaining stable performance under pressure or opposition (such as time pressure or job ambiguity); handling stress in a manner that is acceptable to others and to the organization.

Key Actions

- *Maintains focus*
- *Maintains relationships*
- *Copes effectively*

Planned Behavioral Questions

1. Describe a time when your workload in school was particularly heavy. How did you respond?
2. We all have times when the responsibilities of your jobs are overwhelmed at work. How did you react to this?

Situation / Task

Action

Result

3. Can you tell me about a time when you faced unreasonable sales goals or performance expectations? How did you deal with the situation?
4. Describe a time when you faced conflicting demands at school. What were the demands? How did you respond?
5. Work can be filled with distractions or interruptions. Tell me about a time when you were distracted or interrupted often at work. How did you react?
6. Tell me about a time when your external customer wanted something your organization couldn't/wouldn't supply. How did you handle the situation?

Situation / Task	Action	Result
-------------------------	---------------	---------------

Adaptability

Maintaining effectiveness when experiencing major changes in work tasks or the work environment; adjusting effectively to work within new work structures, processes, requirements or cultures.

Key Actions

- *Tries to understand changes*
- *Approaches change or newness positively*
- *Adjusts behavior*

Planned Behavioral Questions

1. Tell me about a situation in which you had to adjust quickly to a significant change in organization, department, or team priorities. How did the change affect you? What did you do?

2. Working or dealing with people from diverse backgrounds can be challenging. Tell me about a time when you faced a significant challenge working with people from different organization. What did you do? What was the result?

Situation / Task

Action

Result

3. Can you give me an example of a time when you recently made an effective adjustment to a changing policy or procedure? What did you do? Why was it effective?

4. Tell me about a time when you were faced with an unexpected policy change. How did it affect you? What did you do?

5. Tell me about the most diverse group/team that you've been a part of. What problems did you encounter? What did you do? What happened?

6. Tell me about an important project/task/assignment you were working on for an external customer when the specifications changed significantly but the deadline wasn't extended. What did you do? What were the results?

Situation / Task

Action

Result

Gaining Commitment

Using appropriate interpersonal styles and techniques to gain acceptance of ideas or plans; modifying one's own behavior to accommodate tasks, situations, and individuals involved.

Key Actions

- *Opens discussions effectively*
- *Clarifies the current situation*
- *Develops others' and own ideas*
- *Facilitates agreement*
- *Closes discussions with clear summaries*
- *Uses Key Principles*

Planned Behavior Questions

1. Describe a situation when you had to influence another student or peer to cooperate. What did you say?

2. Tell me about a time when you tried to persuade a group of people to agree with your point of view. What was your approach? What happened?

Situation / Task

Action

Result

3. Tell me about one of the most difficult one on one meetings or conversations in which you had to gain someone's agreement with or commitment to an idea or plan. What did you do?

4. What techniques have you used to gain acceptance of idea sor plans? Give me an example of a time when you used one of these techniques.

5. Sometimes we believe we have the best solution to a customer's problem, but we can't convince them of value. Give me an example of a time when you were unable to convince a customer of the merit of your product/solution/idea.

6. Describe a situation in which you had to use a different approach, or perhaps several approaches, because your initial approach failed to sel lor persuade others.

Situation / Task

Action

Result

Job Fit

The extent to which activities and responsibilities available in the job are consistent with activities and responsibilities that result in personal satisfaction; the degree to which the work itself is personally satisfying.

Many opportunities for: Relationship building

Few / No opportunities for: Coaching others

Questions

1. Tell me about a time when you had to work closely with others, building and maintaining relationships in order to accomplish a task. How satisfied/dissatisfied were you with that, and why?

2. When were you most satisfied/dissatisfied in your work? What was most satisfying/dissatisfying about that?

Situation / Task

Action

Result

3. Tell me about a time when you had many or few opportunities to coach in your work area. How satisfied/dissatisfied were you with that, and why?

4. When were you most satisfied in your work? What was most satisfying / dissatisfying about that?

Situation / Task

Action

Result

Analysis

Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions.

Key Actions

- *Identifies issues, problems and opportunities*
- *Gathers information*
- *Interprets information*
- *Generates alternatives*

Planned Behavioral Questions

1. What was the toughest academic decision you had to make? How did you make that decision? What alternatives did you consider?
2. If we're lucky, sometimes we can identify a small problem and correct it before it becomes a major problem. Can you give me an example of a time when you identified a small problem before it became big?

Situation / Task

Action

Result

3. Give me an example of a good decision you made recently. What alternatives did you consider? Why was it a good decision?

4. What types of information have you used for your career search? How have you used the information what you have learned?

5. Think about a good decision you made recently and one wish you hadn't made. Describe the process you followed in making each decision.

6. Tell me about a time when you weren't sure what a customer wanted. How did you handle the situation?

Situation / Task

Action

Result

Applied Learning

Assimilating and applying new job-related information in a timely manner.

Key Actions

- *Actively participates in learning activities*
- *Quickly gains knowledge, understanding, or skill*
- *Applies knowledge or skill*

Planned Behavioral Questions

1. Describe a situation in which you learned something complex in a short period of time.

2. Have you ever had to learn new information about changing processes or procedures? Tell me about one of those situations and how you learned the new information.

Situation / Task

Action

Result

3. What was the most difficult task you had learned on your job at _____? How did you learn it?

4. What tricks or techniques have you learned to make your job easier or yourself more effective? Give me an example of one technique. How did you learn it?

5. It is never easy to fully understand everything about a new product, service, or procedure, even after attending a training session. Can you give me an example of when this happened to you?

6. Sometimes it's difficult to understand everything about a process even when you've used it for a long time. Give me an example of a process you've used for a while but haven't mastered.

Situation / Task

Action

Result

Interview Close

Final Checklist

1. Introduce the buy-time question.

- “I am going to ask a question that I’d like you to think about for a few minutes before answering. While you’re thinking, I’ll review my notes to see if there is other information that i need. The question is:

What are your career objectives, and what actions have you taken toward achieving them?”

2. Review notes

- While the candidate is thinking about the question, review your notes to identify any area where more information is needed, or information needs clarification.

3. Buy-time answer

- Ask for the candidate’s answer to the buy-time question.

4. Additional questions

- Ask any additional questions based on the rewiev of your notes.

5. Simulation (if used)

- Introduce simulation.
 - “The next part of the interview will give you an opportunity to demonstrate your skills.”
- Give an overview of the simulation process.
- Conduct simulation.

6. Position /Organization/Location

- Provide information on position, organization, or location. If you are the last interviewer, check the candidate’s understanding of these areas. (Note anything that appears to match or conflict with the candidate’s stated motivations and preferences.)
- Give candidate the opportunity to ask questions. (Note the questions asked here.)

7. End the interview.

- Explain next steps in selection process.
- Thank the candidate for a productive interview.

APPENDIX IX

Post-Interview Instructions

Complete each step after the interview.

1. Identify complete STARS throughout the Interview Guide.
2. Categorize STARS into appropriate dimensions.
3. Indicate whether each STAR is effective (+) or ineffective (-).
4. Consider the weight of each STAR according to its recency, impact, and similarity to the target job.
5. Determine the rating for each dimension. Record it on the line in the lower right corner of each page.

Use the following scale:

- 1 Much less than Acceptable
- 2 Less than Acceptable
- 3 Acceptable
- 4 More than Acceptable
- 5 Much more than Acceptable

Additional Ratings

- N No opportunity to observe or assess
W Weak/Want more data (for example, 4W)
5H Too High

6. Evaluate the applicant's behavior in the following observable dimension(s).

Review your notes and determine whether the applicant's behavior in each dimension's key actions was effective (+), neutral (/), or ineffective/absent (-).

Then, use the scale from step5 above to rate the applicant's behavior in the dimension(s). Write the rating on the line provided.

Communication – clearly conveying information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.

- _____ Organizes the communication
- _____ Maintains audience attention
- _____ Adjusts to the audience
- _____ Ensures understanding
- _____ Adheres to accepted conventions
- _____ Comprehends communication from others

Communication Rating: _____

APPENDIX X

TARGETED SELECTION INTERVIEW SAMPLE OF Mr. X

Key Background Review

Educational Background (Do not seek information provided on resume.)

1. Graduate School.....Yrs.....Degree/Major.....GPA.....out of.....

2. College.....Yrs.....Degree/Major.....GPA.....out of.....

Kadir Has University, 2000-2007, Computer Engineering, 3,22/4,00

3. Technical School.....Yrs.....Degree /Major.....GPA.....out of.....

4. High School.....Yrs.....Degree /Major.....GPA.....out of.....

İstek Vakfı Özel Semiha Şakir Private High School, Sciences, 4,00/5,00

5. Other education/training.....Yrs.....Degree /Major GPA.....out of.....

6. What were your best classes? Why?

He liked networking lessons, and he was good at mathematics.

7. What were your worst classes? Why?

He didn't like social sciences and he was not good at related lessons.

8. What were your proudest accomplishments during school?

He was accepted to his first job by the recommendation of his professor at university

He thinks that his good relationship skills caused that recommendation, so he thinks that it was a great success.

Key Background Review

Work Background (1 of 2)

1. Job/Experience

.....Dates.....

ATV-Sabah Media Group, 06.2006-10.2006

2. What were your major responsibilities/duties? Any change in responsibilities?

He started that job with a reference. It was a project-based job. In this project ATV assigned him to develop a new media-informatics system.

He was responsible of leading IT team. He noticed their technical background was not enough for that project. But ATV insisted on continuing with this team, as a result of this decision the project was completed in 4 months, instead of almost a month.

3. What did/do you like best about the position? What did/do you like least?

This media system was composed of both traditional and post-modern components, and this mixed structure was interesting for him.

On the other hand, now, the system has still been working without any problem.

4. Why did you (or why are you planning to) leave?

Project was completed.

Key Background Review

Work Background (2 of 2)

1. Job /Experience

.....Dates.....

Pusula News Program, 09.2004-05.2007

2. What were your major responsibilities /duties? Any change in responsibilities?

First he started to work as a Part-Time Staff in this company. He was responsible for developing technical infrastructure. After a short period, he promoted to a Full-Time Technical Specialist.

3. What did/do you like best about the position? What did/do you like least?

There was nothing that he didn't like during his experience in this company. He says that he especially liked team working in this experience.

4. Why did you (or why are you planning to) leave?

He left the job to complete his military service. Now, he sometimes support to this company as a freelance consultant in his job-searching period.

APPENDIX XI

Job Fit – INTERVIEWER A

The extent to which activities and responsibilities available in the job are consistent with activities and responsibilities that result in personal satisfaction; the degree to which the work itself is personally satisfying.

Many opportunities for: Relationship building

Few / No opportunities for: Coaching others

Question(s)

1. When were you most satisfied/dissatisfied in your work? What was most satisfying/dissatisfying about that?
2. Tell me about a time when you had many or few opportunities to coach in your work area. How satisfied/dissatisfied were you with that, and why?

Situation / Task	Action	Result
1.* In his job, especially in his GSM project, he says that it was easy to see the complete result.	By his completing and presenting the project, he was rewarded.	At the end of the project success, understood that he could be succesfull in time-pressure. In that case, he joined new & bigger projects as well.
?	Well, what about your dissatisfactions on your job?	
** When he gets face a new technology	Because this means that the way that he used to works with is changed.	He <u>could</u> feel de-motivated.
?	You experienced this situation. Right?	
*** Yes, in his project for ATV.	He faced a new version of the programming language that he used to develop.	He felt deeply de-motivated.

*** Complete STAR (+)**

? Negative Question

**** False STAR**

? Follow Up Question

***** Complete STAR (-)**

Job Fit – INTERVIEWER B

The extent to which activities and responsibilities available in the job are consistent with activities and responsibilities that result in personal satisfaction; the degree to which the work itself is personally satisfying.

Many opportunities for: Relationship building

Few / No opportunities for: Coaching others

Question(s)

1. Tell me about a time when you had to work closely with others, building and maintaining relationships in order to accomplish a task. How satisfied/dissatisfied were you with that, and why?
2. When were you most satisfied in your work? What was most satisfying / dissatisfying about that?

Situation / Task		Action	Result
1.*	In ATV project, he was working with a team. He was leading the own IT development team of ATV.	He says that it was an amazing experience to work together in a project.	Because all of the team was supporting each-other to complete the project on estimated time. He has never bored or felt alone.
?	What about dissatisfying situations?		
**	He says that he has <u>never</u> met a real problem while he was working with a team.		

***Complete STAR (+)**

? Additional STAR question

**** False STAR (negative answer)**

APPENDIX XII

Analysis - INTERVIEWER A

Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions.

Key Actions

- *Identifies issues, problems and opportunities*
- *Gathers information*
- *Interprets information*
- *Generates alternatives*

Planned Behavioral Questions

1. What was the toughest academic decision you had to make? How did you make that decision? What alternatives did you consider?
2. If we're lucky, sometimes we can identify a small problem and correct it before it becomes a major problem. Can you give me an example of a time when you identified a small problem before it became big?
3. Give me an example of a good decision you made recently. What alternatives did you consider? Why was it a good decision?

Situation / Task		Action	Result
2.*	He always plans his work carefully and has a well-organised working style.	Not/Any	N/A
?	Could you please give an example of a situation that you planned successfully? How did you make your plan?		
2.*	N/A	He always makes needs assessment and search for the equipments and the team as well.	By this way, he always complete his projects successfully with no mistake.

* Partial STAR

? Follow-Up Question

* Partial STAR

Analysis - INTERVIEWER B

Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions.

Key Actions

- *Identifies issues, problems and opportunities*
- *Gathers information*
- *Interprets information*
- *Generates alternatives*

Planned Behavioral Questions

1. What types of information have you used for your career search? How have you used the information what you have learned?
2. Think about a good decision you made recently and one wish you hadn't made. Describe the process you followed in making each decision.
3. Tell me about a time when you weren't sure what a customer wanted. How did you handle the situation?

Situation / Task	Action	Result
1.* He decided to develop and present a project named Colors of the World for a big GSM company. It was a unique project in Turkey. He developed the infrastructure by himself.	He searched similar applications about the project all over the world.	Project manager in the GSM company told that they like the project. The Department Head has been still using this application. And this project was rewarded.

*** Complete STAR (+++)**

Applied Learning - INTERVIEWER A

Assimilating and applying new job-related information in a timely manner.

Key Actions

- *Actively participates in learning activities*
- *Quickly gains knowledge, understanding, or skill*
- *Applies knowledge or skill*

Planned Behavioral Questions

1. Describe a situation in which you learned something complex in a short period of time.
2. Have you ever had to learn new information about changing processes or procedures? Tell me about one of those situations and how you learned the new information.
3. What tricks or techniques have you learned to make your job easier or yourself more effective? Give me an example of one technique. How did you learn it?

Situation / Task	Action	Result
-------------------------	---------------	---------------

1.*	As a result of his searching and reading, he met a new mobile application that has been using in some of European countries.	He integrated this mobile application to one of GSM companies in a too short term. He said that the time was too short, because the context of this application was too complex to learn in a short term.	He was recieved a plaque at the end of this project.
-----	--	---	--

* Complete STAR (++)

Applied Learning – INTERVIEWER B

Assimilating and applying new job-related information in a timely manner.

Key Actions

- *Actively participates in learning activities*
- *Quickly gains knowledge, understanding, or skill*
- *Applies knowledge or skill*

Planned Behavioral Questions

1. What was the most difficult task you had learned on your job at _____? How did you learn it?
2. It is never easy to fully understand everything about a new product, service, or procedure, even after attending a training session. Can you give me an example of when this happened to you?
3. Sometimes it's difficult to understand everything about a process even when you've used it for a long time. Give me an example of a process you've used for a while but haven't mastered.

Situation / Task

Action

Result

1.*	When he was developing a web site for a famous person, the job was including customer-relations too.	He said that it was his first experience about customer-relations issue and was not easy to manage it. But he regularly got advises from experienced people and he read some book about personal improvement.	Project was completed on estimated time with no problem. And he is still working on the fixed updates of this web site.
-----	---	--	--

*** Complete STAR (+)**

Stress Tolerance – INTERVIEWER A

Maintaining stable performance under pressure or opposition (such as time pressure or job ambiguity); handling stress in a manner that is acceptable to others and to the organization.

Key Actions

- *Maintains focus*
- *Maintains relationships*
- *Copes effectively*

Planned Behavioral Questions

1. Describe a time when your workload in school was particularly heavy. How did you respond?
2. We all have times when the responsibilities of your jobs are overwhelmed at work. How did you react to this?
3. Can you tell me about a time when you faced unreasonable sales goals or performance expectations? How did you deal with the situation?

Situation / Task	Action	Result
2.* When i overwhelmed at school or in my job, my hobbies <u>are</u> good motivators for me.	I <u>try to</u> create a time for my hobbies.	?
?	<u>For example</u>, when have you been in this situation?	
2.* <u>Generally</u>, it happens.	I surf in internet or play basketball.	It makes me feel more relax and motivated.

*** False STAR**

? Follow-Up Question

*** False STAR**

Stress Tolerance – INTERVIEWER B

Maintaining stable performance under pressure or opposition (such as time pressure or job ambiguity); handling stress in a manner that is acceptable to others and to the organization.

Key Actions

- *Maintains focus*
- *Maintains relationships*
- *Copes effectively*

Planned Behavioral Questions

1. Describe a time when you faced conflicting demands at school. What were the demands? How did you respond?
2. Work can be filled with distractions or interruptions. Tell me about a time when you were distracted or interrupted often at work. How did you react?
3. Tell me about a time when your external customer wanted something your organization couldn't/wouldn't supply. How did you handle the situation?

Situation / Task	Action	Result
1.* He had a mid-term project in university about developing a e-bookstore. The project team was composed 3 people. A week before handle-date of the project, one of the members were ill and was not able to complete his tasks in the project.	He had a new task disturbution immediately between himself and the other team member. And they worked too hard to complete the project on time.	He had "A" for his part of the project but the other team member had "B+" for his part.

*** Complete STAR (++)**

APPENDIX XIII

Communication – INTERVIEWER A

Clearly conveying information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.

- ___+___ Organizes the communication
- ___-___ Maintains audience attention
- ___-___ Adjusts to the audience
- ___+___ Ensures understanding
- ___+___ Adheres to accepted conventions
- ___+___ Comprehends communication from others

*Communication Rating: _3_*

Communication – INTERVIEWER B

Clearly conveying information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.

- ___+___ Organizes the communication
- ___-___ Maintains audience attention
- ___+___ Adjusts to the audience
- ___+___ Ensures understanding
- ___+___ Adheres to accepted conventions
- ___+___ Comprehends communication from others

*Communication Rating: _3_*

Impression – INTERVIEWER A

___+___ Wears suitable

___+___ Behaves professionally

___+___ Speaks self-confidently

*Communication Rating: _4_*

Impression – INTERVIEWER A

___+___ Wears suitable

___+___ Behaves professionally

___+___ Speaks self-confidently

*Communication Rating: _4_*

APPENDIX XIV

*DIMENSION RATING GRID**

<u>Mr. X</u>	Interviewer A	Interviewer B	Result
Job Fit	2	3	2
Analysis	N	3	3
Applied Learning	4	3	3
Stress Tolerance	3W	4	3
Impression	4	4	4
Communication	3	3	3

APPENDIX XV

Rejection Letter after Interview

Thank you for your time to have a meeting with us regarding the mentioned position.

Although your background and credentials are impressive, our client has decided to pursue another direction and therefore cannot offer you employment at this time.

We will keep your resume in our active file for a period of one year. Thank you again for your interest in our company.

Randstad Work Solutions
www.randstad.com.tr

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