

Developments In Business Simulation & Experiential Exercises, Volume 22, 1995

INCORPORATION OF JOB ANALYSIS RESULTS IN VARIOUS FORMS OF SELECTION INTERVIEWS

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ABSTRACT

This exercise is designed to give participants experience in applying job analysis to the development of selection instruments, specifically selection interviews. It also exposes participants to various forms of selection interviews.

ADMINISTRATION

This exercise requires previous knowledge of job analysis techniques and different forms of selection interviews. It works well with groups of four to five participants. The exercise takes approximately two hours and may be split into two sessions. Materials required are minimal and include the Group Leader Job Analysis Handout and flip chart paper or transparency sheets with markers for each group.

PROCESS

Group Formation

Assemble the participant's in-groups. Assign each member of the group to one of the following roles:

Moderator - facilitates the flow of conversation and makes sure everyone is heard.

Reference specialist - gets books or materials needed or answers to procedural questions.

Task director - keeps the group focused and on task.

Recorder - writes down ideas and group results.

(Multiple individuals may be assigned to roles or roles combined for odd numbered groups.)

Describe the following scenario to the group:

"You have been given a group project to complete for one of your classes. This project is worth 60% of your grade in the class and the smooth functioning of the group will be essential to a successful outcome. A group of students who completed this course the previous term will serve as group leaders for the project (they can assume that the students are receiving course credit for their participation as a leader). The instructor has assembled the groups. Each group must now develop a selection interview to use in choosing their leader from the group of student volunteers. Emphasize to the groups that the choice of a leader will affect their chance of successfully completing the group project."

Job Analysis

Distribute the Group Leader Job Analysis handout. This handout describes two tasks, which are designed to facilitate incorporation of the job analysis information into the selection interview. Task one asks participants to list and define four dimensions of leader behavior identified by the job analysis. Examples include teamwork, planning, organizing, communicating, decision making, goal achievement, motivating, interpersonal skills and innovation. Participants are encouraged to be specific in the definitions of the dimensions.

Task two has participants develop behavioral anchors for the leader dimensions. Group members are encouraged to brainstorm examples of what they consider high, average, and low levels of these behaviors. The focus is on specific examples of behaviors.

Participants are asked to list on a flip chart or transparency their final dimensions and behavioral anchors. These will be used for discussion either at this point or at the conclusion of the exercise.

Interview Development

Participants develop interview questions for each of the identified dimensions. Groups may be assigned a specific type of interview format or may be allowed to choose (if allowed to choose, have them justify their choice over other possible choices). The suggested formats are Situational, where interviewees are asked how they would react to a described situation; Behavioral, where interviewees are asked to describe a specific type of situation they have experienced and explain what they actually did; Traditional, where interviewees are asked basic questions regarding past experience, education, extracurricular activities, etc. The advantage of assigning formats is that it guarantees each type of interview will be developed and facilitates discussion regarding format comparison.

Interview Role Play

Participants conduct a mock interview using the questions they developed. The interviewee should be a volunteer from another group.

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DISCUSSION

The exercise should be related to aspects of job analysis and selection interviews. The following questions may be asked:

Behavior dimensions

What dimensions of leader behavior did each group identify?

Why were these specific dimensions emphasized?

Note differences in dimensions and whether they are semantics or actual differences in required behavior.

(Groups may be asked to use dimensions on flip charts or transparencies to facilitate comparisons between groups.)

Interview format

What are the differences between types of interview format?

Have participants explain the specifics of their particular format and have them elaborate on how they expect their questions to predict behavior.

What were the interview questions and what behavioral dimensions were the questions targeting?

Focus on whether the questions followed the specified interview format and what type of information they expected from each question.

(Groups may be asked to list questions on flip charts or transparencies to facilitate comparisons between groups.)

Interview role play

Would the interviewers change the interview questions after the mock interview?

Did they receive the information they expected?

Would they have been comfortable choosing a leader based on answers to their questions? Why or why not?

Keep participants focused on the interview technique and **not** on their perceptions of the individual they interviewed.

How did the interviewees respond to the interview questions? Were the questions clear? Were they leading (did the interviewee know the dimension the question was focused on)?

Focus on the perceptions of the interviewee. Did the question cause them to describe the expected behaviors?

GROUP LEADER JOB ANALYSIS

The group leader will be responsible for coordinating group activities. The individual will disseminate task information and maintain communication between the group and the class facilitator and other groups. The group leader will assign tasks to group members and ensure tasks are completed accurately and on time. In addition, the group leader will be responsible for conducting periodic performance evaluations of group members and coordinating peer reviews between group members.

Task One

Using the above information, identify four dimensions of leader behavior. List and briefly define each of the dimensions.

Task Two

Establish specific behavioral anchors for each of the four dimensions, i.e. high, average, and low levels of behavior. Give at least two examples of each level of behavior for each dimension.

Interview Development

Develop four interview questions, one for each leader dimension. Use the situational interview, behavioral interview or traditional interview format as specified.