

Essay to make notes from

Selection The purpose of any selection interview is to choose the right person for the job in question or to select someone who shows potential for more senior posts. Interviews may not represent the ideal method of selecting staff. For one thing, you will not know whether you have selected wisely until long after the interview. The period you have to wait will depend on the job in question. The lower the level of the job, the quicker you will discover how good you were with your selection. Be clear what you are trying to achieve by the interview and how you intend to do it.

Interviewing requires many skills which only develop with practice. Be careful that you are not being subjective in your judgements; try to be *objective* wherever possible. An example may illustrate the point. If you interview a long-haired applicant, you may be put off by the length of his hair; you may associate long hair with untidiness, dirt or laziness. This is a subjective judgement - another interviewer may not be affected by hair length in the same way.

Subjective misjudgement is sometimes called the 'halo and horn' effect. This is how it works. We meet someone neatly dressed and well spoken and from this we assume that they are all things good; they will be reliable, honest, hard working, etc. We are blinded by their halo. Conversely, on meeting a roughly spoken scruffy individual we decide they will be unreliable, careless and lazy. We only see their horns. This problem needs to be overcome, since we could so easily overlook first-class candidates for vital posts because we have not been objective.

(From *Supervision: A Fresh Approach* by M. Savedra and J. Hawthorn. Macmillan Professional Masters, 1989.)