



Rethinking Interviewing and Personnel Selection

Teresa Carla Oliveira

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When applying for a job almost everyone is interviewed as part of the selection process . In many cases the process and outcome has influenced what we do, where we work, what we earn, how we are viewed by others and how we regard ourselves. For such reasons it is not surprising that there is a vast literature on personnel selection and how to interview. The case studies in *Rethinking Interviewing and Personnel Selection* find support for Herriot (1993, 2003) and Fletcher's (1997, 2003) claims that the selection interview is a social process which may gain from a degree of semi-structured interaction with candidates. The book does not deny the case for structured selection procedures. In line with normative selection theory it recognises that there is a strong case for them, such as pre-screening of candidates, tests of abilities and skills, psychometric assessment of personality and concern as much as possible to give candidates 'the same interview'. In this groundbreaking new book the author counters the claim that intuition is less reliable than premise dependent reasoning. She goes on to suggest that it may be necessary for a final integrating judgement on what otherwise may be conflicting attributes of candidates.

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