

A photograph of three business professionals sitting on a white bench. On the left, a man in a dark suit and tie. In the center, a woman in a dark suit. On the right, a man in a grey suit and tie. They are all holding papers or tablets in their laps. The background is a plain, light-colored wall.

How to Decide Which Applicants You Should or Should Not Interview

Prepared by:
Michael Mercer, Ph.D.
Mercer Systems, Inc.

INTRODUCING

Lorman's New Approach to Continuing Education

ALL-ACCESS PASS

The All-Access Pass grants you **UNLIMITED** access to Lorman's ever-growing library of training resources:

- ☑ Unlimited Live Webinars - 120 live webinars added every month
- ☑ Unlimited OnDemand and MP3 Downloads - Over 1,500 courses available
- ☑ Videos - More than 1300 available
- ☑ Slide Decks - More than 2300 available
- ☑ White Papers
- ☑ Reports
- ☑ Articles
- ☑ ... and much more!

Join the thousands of other pass-holders that have already trusted us for their professional development by choosing the All-Access Pass.



Get Your All-Access Pass Today!

SAVE 20%

Learn more: www.lorman.com/pass/?s=special20

Use Discount Code Q7014393 and Priority Code 18536 to receive the 20% AAP discount.

*Discount cannot be combined with any other discounts.

HOW TO DECIDE WHICH APPLICANTS YOU SHOULD OR SHOULD NOT INTERVIEW

Written by Michael Mercer, Ph.D.

Determine if a job applicant is worth interviewing by examining two objective prediction methods:

1. Work-related biographical data
2. Pre-employment tests

1ST STEP = WORK-RELATED BIOGRAPHICAL DATA

First, use job-related biographical data (bio-data). See if the applicant has bio-data similar to your best or superstar employees in the job. Important: Only look at work-related bio-data, and do not examine non-work-related bio-data.

Specifically, look for bio-data similarities to your best employees in:

- Work Experiences
- Types of jobs held
- Years on each job
- Education
- Training
- Pay

Example: Sales Reps Applicants

For example, one company I consult to found out its best Sales Reps did the following BEFORE working at this company: (a) worked in 2 sales jobs, (b) held each sales job for 3-5 years, (c) earned B.S. college degree in a science or math major, (d) attended at least four lengthy

sales training seminars, (e) worked while in high school, and (f) earned less than they would earn at this company.

So, when this company looked at sales applicants' resumes, they only looked for applicants who had all these six bio-data similarities.

Example: Warehouse Worker Applicants

One distribution company hired workers who worked in its warehouses, e.g., picking orders, stocking shelves, and fulfilling orders. I helped this company make list of bio-data of its best warehouse workers. Lo-&-behold, its best warehouse workers (a) held 3-5 jobs before working for this company, (b) all their jobs included heavy lifting and using motorized vehicles, e.g., forklifts, and also entering information into simple computer programs, (c) held each job for 2-4 years, (d) attended community college, but did not earn Associate college degree, (e) worked while attending high school, (f) earned less than this company would pay them.

So, when this distribution company looked at applications, it immediately looked for applicants who had these same six bio-data as its best warehouse workers.

Note about Pay: I find applicants love to get job that pays them more than they previously earned. They do not feel enthused about jobs that will pay them the same or less pay than they previously earned.

2ND STEP = PRE-EMPLOYMENT TESTS

If an applicant possesses bio-data similar to your best employees in a job, then you should have the applicant take pre-employment tests. Such tests quickly and scientifically can tell you if applicant has same work-related qualities as your best employees in each job.

Important Recommendation: Before testing applicants, custom-tailor the tests by doing a Benchmarking Study. How? Have your best employees in each job take the pre-employment tests. Then, use the test scores gotten by your best employees as the benchmark test scores. When an applicant gets the same test scores as your benchmark test scores, then that applicant is worth interviewing. But, if an applicant's test scores are different than your best employees' benchmark test scores, then you probably will not want to waste your valuable time interviewing that applicant.

Example: Sales Rep Applicants

For sales rep applicants, use two types of tests: (1) Personality or behavior test and also (2) Intelligence or cognitive ability tests. The personality test will predict if applicant is or is not similar to your best sales reps' (a) interpersonal style, (b) personality, and (c) motivations. The intelligence or cognitive ability tests tell you if the applicant has the brainpower to (a) learn the job and (b) correctly think through situations encountered on-the-job. For sales rep applicants (and also other "white-collar" jobs), these intelligence tests measure applicant's abilities in problem-solving, vocabulary, arithmetic, grammar, and handling small details.

Example: Warehouse Worker Applicants

For warehouse worker applicants, use two types of tests: (a) Dependability or integrity tests and (b) intelligence or cognitive ability tests. The integrity test measures applicant's honesty on test, work ethic, impulsiveness, stealing concerns, and substance abuse concerns. And use three intelligence tests that measure brainpower to learn and do "blue-collar" jobs, e.g., reasoning, arithmetic, and handling small details.

3. INTERVIEW ONLY APPLICANTS WHO DO WELL ON BOTH BIO-DATA + PRE-EMPLOYMENT TESTS

Recommendation: If applicant has bio-data similar to your best employees PLUS also gets test scores similar to your company's benchmark test scores, then that applicant is worth interviewing.

But, if applicant's bio-data and/or pre-employment test scores differ from your best employees', then you probably will not want to spend your valuable time interviewing that applicant.

SUMMARY & RECOMMENDATION

Interviews of applicants is time-consuming, and uses your company's expensive and valuable management resources.

Only interview a job applicant who objectively has work-related qualities similar to your best employees in each job in your company. How? See if they have qualities similar to your best employees'

1. Biographical Data (Bio-Data)
2. Pre-Employment Tests

If an applicant objectively possesses similarities on bio-data AND test scores. then it is worth your valuable time to interview them.

But, if an applicant does not have such similarities, then CONGRATULATIONS!! You discovered you should not waste your valuable time interviewing that applicant. Instead, go out and find better applicants, that is, applicants whose bio-data and test scores are the same or similar to your very best employees' bio-data and pre-employment test scores.

COPYRIGHT 2017 MICHAEL MERCER, PH.D.

Michael Mercer, Ph.D., created 3 pre-employment tests to assess job applicants. His 3 "FORECASTER™ TESTS" – pre-employment tests – help companies scientifically decide which job applicants they should or should not hire. Dr. Mercer also wrote 6 books, including "HIRE THE BEST & AVOID THE REST(tm)." He helps companies use pre-employment tests and in-depth interviews to assess job applicants. You can call Dr. Mercer at 847-382-0690. Or read about his 3 "FORECASTER(tm) TESTS," 6 books and speeches at www.Pre-EmploymentTests.com.

The material appearing in this website is for informational purposes only and is not legal advice. Transmission of this information is not intended to create, and receipt does not constitute, an attorney-client relationship. The information provided herein is intended only as general information which may or may not reflect the most current developments. Although these materials may be prepared by professionals, they should not be used as a substitute for professional services. If legal or other professional advice is required, the services of a professional should be sought.

The opinions or viewpoints expressed herein do not necessarily reflect those of Lorman Education Services. All materials and content were prepared by persons and/or entities other than Lorman Education Services, and said other persons and/or entities are solely responsible for their content.

Any links to other websites are not intended to be referrals or endorsements of these sites. The links provided are maintained by the respective organizations, and they are solely responsible for the content of their own sites.