

interview questions. Prior development of benchmark responses and corresponding rating scales will provide firm guidance to the interviewer in doing this task. Benchmark responses represent qualitative examples of the types of candidate responses that the interviewer may encounter. They are located on a rating scale (usually 1-5 or 1-7 rating scale points) to represent the level or "goodness" of the response.

Exhibit 9.11 contains benchmark responses, positioned on a 1-5 rating scale, for each of the three interview questions. Note that all the responses are quite specific and that some answers are better than others. These responses represent judgments on the part of the organization as to the desirability of behaviors its employees could engage in.

Weighting Responses. Each candidate will receive a total score for the structured interview. It thus must be decided whether each question is of equal importance in contributing to the total score. If so, the candidate's total interview score is simply the sum of the scores on the individual rating scales. If some questions are more important than others in assessing candidates, those questions receive greater weight. The more important the question, the greater its weight relative to the other questions.

Exhibit 9.11 shows the weighting decided on for the three interview questions. The first two questions receive a weight of 1, and the third question receives a weight of 2. The candidate's assigned ratings are multiplied by their weights and then summed to determine a total score for this particular task dimension. In the exhibit, the candidate receives a score of 18 ($5 + 3 + 10 = 18$) for customer service. The candidate's total interview score would be the sum of the scores on all the dimensions.

Selection and Training of Interviewers

Some interviewers are more accurate in their judgments than others. In fact, several studies have found significant differences in interviewer validity and that even in structured interviews many interviewers form lasting early impressions.^{11,18} Thus, rather than asking, "How valid is the interview?" it might be more appropriate to ask, "Who is a valid interviewer?" Answering this question requires selecting interviewers with characteristics that will enable them to make accurate decisions about applicants. Little research is available regarding the factors that should guide selection of interviewers. Perhaps not surprisingly, cognitive ability has been linked to accuracy in evaluating others. It would also be possible to design an interview simulation where prospective interviewers are asked to analyze jobs to determine applicant KSAOs, preview applications, conduct hypothetical interviews, and evaluate applicants.

Interviewers will probably need training in the structured interview process, as it may be quite different from what they have encountered and/or used. Training is a way of introducing them to the process, and it is another means of increasing the