
Contents

List of Stories	vii
About the Author	ix
Acknowledgements	x
Introduction	1
Overview: Paradigms	9
Part I The Selector's Perspective	23
Chapter 1 Responsibility	25
Chapter 2 Professionalism	38
Chapter 3 Interviews	49
Chapter 4 Structure	68
Part II The Applicant's Perspective	79
Chapter 5 Source	81
Chapter 6 Salvation	92
Chapter 7 Failure	104
Chapter 8 Disrespect	113
Chapter 9 Fairness	122
Part III Multiple Perspectives	141
Chapter 10 Fit	143

vi	EXPERIENCING RECRUITMENT AND SELECTION	
Chapter 11	Market Forces	160
Chapter 12	Politics	171
Chapter 13	Case Study: The Prison Service Assessment Centre	180
	Some Concluding Thoughts	191
	Index	203

List of Stories

Overview: Paradigms	9
Bill's Story: A Typical Selection Process	10
Malcolm's Story: His Fifteen Minutes of Shame	14
Emma's Story: A Day's Free Labour	16
Chapter 1 Responsibility	25
Tom's Story: Real People	25
Laura's Story: The Evening Shift	28
Anne's Story: 'I was hoping'	31
Chapter 2 Professionalism	38
Sarah's Story: Marathon Woman	39
Ronald's Story: The Charity Case	42
Paul's Story: The Panel Member	44
Chapter 3 Interviews	49
Alan's Story: The Effeminate Candidate	50
Caroline's Story: Squash	53
Jean's Story: One Innocent Little Question	56
Alun's Story: Sparks Fly	58
Isobel's Story: Blinded by the Light	61
Jeremy's Story: Muddling Through	63
Chapter 4 Structure	68
Britany's Story: A Tough Lesson	69
Steve's Story: A Testing Time	71
Liam's Story: The Great Escape	73
Chapter 5 Source	81
Linda's Story: Making Up the Numbers	82
Fatima's Story: Just a Formality	84
Nicola's Story: Confidence	86
Chapter 6 Salvation	92
Brian's Story: Finding Salvation	93

Paul's Story: The Stepping Stone	95
Edward's Story: Seeking Salvation	98
Veronica's Story: Woman on the Verge of a Nervous Breakdown	99
Chapter 7 Failure	104
Andy's Story: Restructuring	104
Al's Story: In at the Deep End	107
Dermot's Story: Rationalisation	109
Chapter 8 Disrespect	113
Gordon's Story: The Woman Who Enjoys Making Men Cry	113
Derek's Story: Men in Black	116
Peter's Story: A Complete Waste of Time	118
Chapter 9 Fairness	122
Debra's Story: Eye Contact	123
Billie's Story: The Coal Miner's Daughter	126
Marjorie's Story: Lesbians and Homosexuals	128
Ang's Story: The Voluptuous Candidate	131
Margaret's Story: The Shower Scene	134
Wayne's Story: On the Buses	135
Chapter 10 Fit	143
Philip's Story: Classic Cars	144
Jenny's Story: 'Don't come here, you'll hate it'	147
Petra's Story: Advertising Space	149
Trevor's Story: Knowing You, Knowing Me	151
Simon's Story: The Path of Least Resistance	153
Chapter 11 Market Forces	160
Rachel's Story: Promises, Promises	161
Jason's Story: 'I'm not what you're looking for'	164
Ben's Story: One Flew Into the Cuckoo's Nest	166
Chapter 12 Politics	171
Julian's Story: Oliver's Army	171
Gerry's Story: Jungle Warfare	174
Glyn's Story: Hair	176
Chapter 13 Case Study: The Prison Service Assessment Centre	180
Gary's Story: Hoop Dreams	181
Pavel's Story: First On Scene	184
Colin's Story: Hard Labour	185
Anna's Story: Reality Bites	186
Jon's Story: Who Watches the Watchers?	187