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1. Title, Abstract & Keywords

***Virtual Selection Training***

The use of technology in the selection process is becoming more common, but it still a relatively new format for both interviewers and interviewees. Research has suggested that because of this novelty, individuals may be more apprehensive during the virtual selection process which can influence their performance. In addition, neither individuals conducting virtual interviews or applicants engaged in virtual selection seem adequately prepared for the different nature and components of this process. This session describes a virtual interview training that was designed for students both as applicants and employers to facilitate more successful exchanges during the virtual selection process.

Keywords: virtual work, training, selection, interviews

1. Teaching Implications:

Although technology is ubiquitous in organizations today, it has only more recently become a common part of the selection process. Virtual selection can involve a variety of technologies and techniques used to determine who to hire for a particular position. Virtual interviews, in particular, have been growing (Chen, 2012) in response to hiring a more geographically distributed workforce and as a means to save travel costs during turbulent economic times.

As virtual interviews become a more common part of the selection process, it is becoming more evident that applicants may not be adequately prepared for this relatively new and different selection technique. A study on applicant reactions to interview formats demonstrated that videoconferencing interviews were perceived as less fair, that applicants perceived less positive interview outcomes, and had lower intentions to accept jobs after a virtual rather than face-to-face interview (Chapma, Uggerslev, & Webster, 2003). Moreover, a study comparing face-to-face to video selection processes found that applicants had difficulty regulating and understanding conversations and thus were less comfortable in virtual interviews (Straus, Miles, & Levesque, 2001). Huffcutt (2011), for example, indicates that candidates who have never experienced a virtual video interview may have greater interview anxiety which impacts their interview performance. Thus, it appears that students could use additional preparation for the virtual selection process. In addition, employers using virtual selection processes typically do not provide training to interviewers (Olson, 2012). Research demonstrates that trained interviewers produce employment decisions that have greater validity (Huffcutt & Woehr, 1999). In this session, we will demonstrate a virtual interview training session that can be given to students to help them prepare for both sides of the table in the virtual selection process.

This session contributes to management education in the area of human resources. In particular, it integrates the HR practices of selection and training in providing students a chance to apply the knowledge they have learned about these areas in a practical and valuable way. Moreover, it adds to the career development aspects of our job as educators in helping students prepare for virtual selection which is becoming more common in organizations around the world. The learning objectives of this session are as follows:

1. Understand the nature of virtual selection and how it differs from traditional selection practices
2. Demonstrate a training technique that can be used to help students prepare for virtual selection
3. Provide an opportunity to practice verbal and non-verbal techniques to make virtual selection more effective
4. Session Description and Plan:

This session will offer a demonstration of the virtual selection training that was given to students to prepare them for roles as interviewers and applicants that use technology. We strive to make this an interactive session with a balance of theoretical development, engaging practice, debrief and discussion, as well as recommendation sharing and development. Our activity plan and timeline is listed below.

* Introduction. (2 minutes)
* Interactive discussion and presentation of virtual selection practices (5 minutes)
* Small group discussion focused on the following questions: Have you been through any virtual selection process? What was your experience? What are the advantages and disadvantages of using technology in the selection process? (5 minutes)
* Facilitator Role Play demonstration of a typical virtual interview process highlighting some of the norms, procedures, and challenges (15 minutes)
* Small group discussion focused on the following questions: What was done well or poorly in the virtual interview? What could have been done differently? How does virtual selection fundamentally differ from face-to-face selection? (5 minutes)
* Description of important verbal and non-verbal factors in virtual selection with video clips and discussion from participants (5 minutes)
* Practice virtual interview with a group (2 role play, 2 observers) (15 minutes)
* Interactive discussion of recommendations (from us and from participants) regarding training students for virtual selection including suggestions of best practices when incorporating technology into the selection process (5 minutes)
* Closing remarks and takeaways (3 minutes)

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