

How to Build a Job Analysis & Selection Process with Interviewing Team

By Martin CJ Mongiello
MBA, MA, MCFE



SAMPLE WORK BOOK: Job Analysis and Development of a Selection Protocol specifically for an Industrial/Organizational Psychologist in the Hospitality, Resort, Museum, and Attractions Marketplace. Can be fine tuned for any job - anywhere.



**Job Analysis and Development of a Selection Protocol for an Industrial/Organizational
Psychologist in the Hospitality, Resort, Museum, and Attractions Marketplace**

Martin CJ Mongiello

School of Psychology and Social Sciences, National University

PSY-8407 v1: Industrial/Organizational Psychology (1526540070)

Doctor Lisa Teeter, Ph.D.

September 12, 2025



THIS PAPER RECEIVED

AN “A” GRADE ON

SEPTEMBER 19, 2025

Recommended Selection Process for an Industrial-Organizational Psychologist and Important Warnings Regarding Advertising for Positions Often Missed

Crafting a compelling job advertisement is the most critical step in recruitment—well before selection begins (Ganesan et al., 2018). Ads signal an organization’s benefits and reputation (Ganesan et al., 2021) and shape perceptions of employer fit (Elving et al., 2013). To ensure accuracy, strategic alignment, compliance, and ad development must involve Executive Leadership, HR, and Marketing, not HR alone (Bullinger and Treisch, 2015; Ordanini and Silvestri, 2008). Neglecting this step undermines the entire process and alienates a multi-generational workforce (Gaurav, 2022; Karagianni et al., 2023). Askehave (2010) and Sutherland and Wöcke (2011) stress that selection efforts succeed or fail based on this foundational stage of employer branding (EB). Elving et al. (2013) observed that “EB enhances organisational attractiveness and the possibility of estimating a fit between organisation and potential employee” (p. 368), emphasizing that a strong employer brand attracts candidates and aids alignment, while weak ads can deter quality applicants. Marketing uses branding and targeting to attract top talent, but misaligned recruiters seeking quick placements can create costly disconnects (Gatewood et al., 2011; Ordanini and Silvestri, 2008).

Stages of the Selection Process

The selection process involves four predictors in a sequential, compensatory model:

1. Application Screening and Job – Knowledge, Skills, Abilities, Other (KSAO) Mapping:
Review résumés and cover letters against critical KSAOs (e.g., measurement and statistics, consulting and communication) (Gatewood et al., 2011).

2. Cognitive and Psychometric Testing: Administer standardized, validated psychological assessments to measure reasoning, oral comprehension, and critical thinking using the market leader in America of Resource Associates founded by Doctors Gibson and Lounsbury (Resource Associates, n.d.).
3. Work Sample/Simulation Exercises: Require candidates to analyze a sample organizational effectiveness dataset and present findings (Gatewood et al., 2019; Principles for the Validation and Use of Personnel Selection Procedures, 2018).
4. Structured Behavioral Interview: Evaluate leadership, persuasion, and social perceptiveness. A compensatory model ensures strengths in one predictor can balance weaknesses in another, while minimum cut scores maintain baseline standards (Gatewood et al., 2019; Principles for the Validation and Use of Personnel Selection Procedures, 2018; Levy, 2017).

Predictors to Use

Psychological Tests: A cognitive ability assessment for analytical reasoning, psychometric exam, plus a personality inventory focused on conscientiousness and adaptability.

Work Simulations: A case-based analysis replicating tasks like “Analyze data using statistical methods to evaluate program effectiveness” and “Advise management on policies” (Gatewood et al., 2019; Society for Industrial and Organizational Psychology [SIOP], 2018).

Interviews with a Structured Panel and Key Questions

Thought provoking and deep questions suggested as those shown below are best answered in writing and then followed up on in the interview. Selectees would not merely read their answers out loud, as those have already been studied and analyzed with summaries through AI predictors, but discussed and expounded upon during the talk session and interview using

shared generosity as a primary driving technique for cordial and respectful dialogue (Dixit et al., 2025; Getahun et al., 2025; Nagesh et al., 2025). Interviewers who are dogged, harmful, forceful, inappropriate in questioning and unable to control their facial expressions, actions, and behaviors greatly harm companies and people while therapeutically hiding behind supposed statements of, “Well, that interviewer did produce \$29.8 billion in portfolio assets last year so they are our best sales person,” or, “They are a type A animalistic wolf that rules Wall Street shredding humans for cocktails and that’s why they own a \$700 million dollar yacht” (Ababneh and Al-Waqfi, 2016; Getahun et al., 2025). These are not leaders in the human race and cannot be allowed into the selection process or interviews (Barber, 2007).

1. “Describe a time you implemented an evidence-based change initiative—what predictors of success did you identify?”
2. “How would you counsel us on a performance issue to ensure fairness and compliance?”
3. “Explain your process for developing an unbiased selection system.”
4. “When did you use data analytics to improve organizational performance measurement.”
5. “Describe a time you identified implicit bias within a workplace system or culture—what steps did you take to address and reduce it?”
6. “How would you balance evidence-based recommendations with leadership preferences or organizational politics that conflict with best practices?”
7. “Discuss your approach to designing and validating a performance appraisal tool to ensure fairness, reliability, and legal compliance.”
8. “Share an example of facilitating a difficult organizational change—what strategies did you use to gain employee buy-in and reduce resistance?”
9. “Can you evaluate the ROI of a leadership program and show us measurement value?”

10. “What ethical considerations guide you on well-being and organizational goals?”

Bias Reduction and Diversity Focus

- Use structured interviews with anchored rating scales to minimize subjectivity. Validate predictors using job-related KSAOs only (Gatewood et al., 2019; SIOP, 2018).
- Provide interviewer training on unconscious bias and full diversity awareness (Swider et al., 2015; SIOP, 2018). Ensure the selection team represents a massive diverse population that shocks selectees with the broad scope of world human beings and backgrounds.
- Monitor selection outcomes for adverse impact and adjust processes when disparities emerge. Comply with EEOC, Title VII of the Civil Rights Act of 1964 and APA Ethics (APA, 2017; Gatewood et al., 2019).

KSAO Mapping and Diversity Focus with Table of Tasks

Table 1

Industrial/Organizational psychologist – job analysis table

KSAO	Predictor
Measurement and statistics	Cognitive ability test; Work sample
Critical thinking, analytical reasoning	Cognitive ability test; Interview
Oral and written expression	Work sample presentation; Interview
Social perceptiveness, persuasion	Structured interview; Behavioral Qs
Flexibility and adaptability to coaching	Personality inventory; Behavioral Qs
Consulting and communication skills	Work sample; Interview

Industrial/Organizational Psychologist – Job Analysis Table (All 27 Tasks)

Direct task statements quoted, summarized only as needed for fit (National Center for ONET Development, n.d.). 27 tasks are provided, and the ten (10) most pressing ones are **bolded** in the hospitality, resort, museum, and [attractions marketplace](#). These can be adjusted based on the needs of each facility and board of directors' desires. **Bolded items** equal 100% total of time to be used.

#	Task Statement	% Time	Importance	Essential/Supp.	Knowledge Area(s)	Ability(ies)
1	Provide advice on best practices and implementation for selection.		3	Core	Job and task analysis, Personnel selection and assessment	Critical thinking, Oral expression
2	Develop and implement employee selection or placement programs.		3	Core	Analytics and HR metrics, Legal and ethical knowledge	Analytical reasoning, Decision making and judgment
3	Analyze data, using statistical methods and applications, to evaluate the outcomes and effectiveness of workplace programs.	10%	5	Core	Psychology, Human Resources, Measurement and statistics	Measurement and statistics, Problem sensitivity
4	Develop interview techniques, rating scales, and psychological tests used to assess skills, abilities, and interests for the purpose of employee selection, placement, or promotion.	10%	5	Core	Psychometric analysis and licensed exams, Personnel selection and assessment	Originality and creativity, Information ordering
5	Observe and interview workers to obtain information about the physical, mental, and educational requirements of jobs, as well as information about aspects such as job satisfaction.	5%	5	Core	Job and task analysis, speaking with people, interviewing for success standards	Active listening, <u>Social</u> perceptiveness
6	Facilitate organizational development and change.	10%	5	Core	TQL, TQM, Change Management, Great leadership thought authors and institutes	Systems analysis, Flexibility and adaptability
7	Analyze job requirements and content to establish criteria for classification, selection, training, and other related personnel functions.		3	Supplemental	Job and task analysis, computer software building programs in authoring and creation	Inductive reasoning, Written comprehension
8	Advise management concerning personnel, managerial, and marketing policies and practices and their potential effects on organizational effectiveness and efficiency.	15%	5	Core	Psychology, Consulting, and Communication, Marketing, Branding, Promotion	Persuasion and negotiation, Analytical reasoning
9	Conduct presentations on research findings for clients or at research meetings.		2	Supplemental	Digital and electronic delivery vehicles, Consulting, Communication	Oral expression, Written expression
10	Coach senior executives and managers on leadership and performance.	10%	5	Core	Psychology, Human Resources, Leadership, Influence	Leadership and influence, <u>Social</u> perceptiveness
11	Conduct individual assessments, including interpreting measures and providing feedback for selection, placement, or promotion.		2	Supplemental	Personnel selection and assessment, Psychology, Software programs excellence	Deductive reasoning, Oral comprehension
12	Train clients to administer human resources functions, including testing, selection, and performance management.		1	Supplemental	Training and development	Training and development, Time management
13	Assess employee performance.		2	Supplemental	Psychology, Human Resources, Performance management	Critical thinking, Systems evaluation

14	Identify training and development needs.		4	Core	Job and task analysis, Listening, Wisdom, Discernment	Problem sensitivity, Analytical reasoning
15	Formulate and implement training programs, applying principles of learning and individual differences.	10%	5	Core	Ideation, Creative worker programs, Development, Teaching and instruction	Instructional design, Flexibility and adaptability
16	Study organizational effectiveness, productivity, and efficiency, including the nature of workplace supervision and leadership.		4	Core	Organizational culture and climate, coaching, excellence in motivation techniques	Systems analysis, Decision making and judgment
17	Provide expert testimony in employment lawsuits.		1	Supplemental	Legal and ethical knowledge, Cross examination and deposition technique training	Reading, Study nature, Study skills, Oral expression
18	Conduct research studies of physical work environments, organizational structures, communication <u>systems</u> , <u>interactions</u> , morale, or motivation to assess organization.		3	Supplemental	Workforce analytics and HR metrics, Advanced motivational thought leader processes	Measurement and statistics, Critical thinking
19	Develop new business by contacting potential clients, making sales presentations, and writing proposals.	11%	5	Core	Paper systems, email database management, phone etiquette, convincing approach techniques and systems, expert software	Persuasion and negotiation, Originality and creativity
20	Write reports on research findings and implications to contribute to general knowledge or to suggest potential changes in organizational functioning.		2	Supplemental	Software programs for research and authoring, Graphic design, Convincing statement proposition excellence	Written expression, Analytical reasoning
21	Write articles, white papers, or reports to share research findings and educate others.		1	Supplemental	Authoring, publishing to print – audio – <u>ebook</u> – flip book – web design – video production	Written expression, Critical thinking
22	Review research literature to remain current on issues.		4	Core	Organizations and publications	Written comprehension, Information ordering
23	Counsel workers about job and career-related issues.	9%	5	Core	Psychology, Consulting, Communication, Coaching	Active listening, <u>Social</u> perceptiveness
24	Participate in mediation and dispute resolution.		2	Supplemental	Safety, Security, Coaching to success, Counseling	Persuasion and negotiation, Problem sensitivity
25	Study consumers' reactions to new products package designs, advertising efforts, using surveys and tests.	10%	5	Core	Measurement, Statistics, Analysis, Branding, Promotion	Reasoning, Measurement and statistics
26	Develop and administer surveys to employees of organizations.		3	Supplemental	Psychology, Human Resources, Measurement, Statistics	Information ordering, Written expression
27	Teach industrial-organizational psychology courses to undergraduate or graduate students.		1	Supplemental	Instructional methodologies, Modern web design, VR, MR	Oral expression, Written comprehension

Note. Job Analysis Table condensed and adapted by Martin CJ Mongiello with specific focus on the hospitality, resort, museum, and attractions marketplace. Licensed content from ONET (National Center for ONET Development, n.d.).



This mapping ensures content validity, linking each predictor directly to job requirements from analysis. Here, it is important to remind and note that no candidate is ever going to match 100%. Pousa and Mathieu (2014) note that coaching success from inspirational leadership at the top brings B candidates into A status. The profound requirement of executive suite excellence in motivating, persuading, and encouraging B workers into award-winning teams cannot be pushed off into selection (including social media review) only (Ogunleye, 2024; Setiatmoko et al., 2025, Van Iddekinge et al., 2016). There is no escape mechanism for leaders that lack stimulating, generosity-based, magnetic leadership that galvanizes and energizes workers into more than they knew they could ever become to create career satisfaction (Lounsbury et al., 2003).

Conclusion with Ethical and Legal Reflection

Creating a transparent mapping between KSAOs and predictors is ethically essential—selection tools must be demonstrably job-related to avoid discrimination claims under Title VII of the Civil Rights Act and to meet APA’s (2017) Ethical Principles. By using validated measures, monitoring for adverse impact, and maintaining documentation of predictor-KSAO links, the process protects both candidates and the organization (Heighway, 2010; Mandelke et al., 2016; “Principles for the Validation and Use of Personnel Selection Procedures,” 2018). A compensatory approach balances fairness and rigor, while structured tools uphold diversity and inclusion values. A research-driven selection process shapes an organization’s future by aligning predictors with defined KSAOs, employing validated tools, and applying compensatory scoring to ensure fairness and rigor, while recognizing, per Funder (2017), that I/O and personality psychology have limits and should not be treated as all-encompassing. Ethical mapping of KSAOs to predictors, adherence to diversity principles, and ongoing evaluation ensure that at every

hiring decision strengthens both performance and culture. In short, thoughtful selection is not a bureaucratic hurdle but a strategic investment in talent and organizational excellence.

References

- Ababneh, K. I., & Al-Waqfi, M. A. (2016). The role of privacy invasion and fairness in understanding job applicant reactions to potentially inappropriate/discriminatory interview questions. *Personnel Review*, 45(2), 392–418. <https://doi.org/10.1108/PR-11-2014-0264>
- American Psychological Association. (2017). *Ethical principles of psychologists and code of conduct*. <https://www.apa.org/ethics/code>
- Askehave, I. (2010). Communicating leadership: A discourse analytical perspective on the job advertisement. *Journal of Business Communication*, 47(3), 313–345. <https://doi.org/10.1177/0021943610365310>
- Barber, A. E. (2007). Recruitment. In S. G. Rogelberg (Ed.), *Encyclopedia of industrial and organizational psychology* (Vol. 2, pp. 667–670). SAGE Publications.
- Bhatnagar, S., Shetty, S., Arora, N., Sachdev, V., & Bahrini, A. (2025). Beyond Traditional Biases in AI Hiring: Exposing the Hidden Systemic Challenges in Resume Screening. *2025 Systems and Information Engineering Design Symposium (SIEDS)*, 280–285. <https://doi.org/10.1109/SIEDS65500.2025.11021210>
- Bullinger, B., & Treisch, C. (2015). Herding cats—Future professionals’ expectations of attractive employers. *Zeitschrift Für Personalforschung*, 29(2), 149–177. <https://doi.org/10.1177/239700221502900206>
- Dixit, N., Mishra, R., Swami, S., & Pandey, P. (2025). Artificial intelligence-based transparent hiring frameworks: Leveraging technology for recruitment practices. *6th International Conference on Data Intelligence and Cognitive Informatics (ICDICI)*, 1578–1585. <https://doi.org/10.1109/ICDICI66477.2025.11134999>

- DuVernet, A. M., Dierdorff, E. C., & Wilson, M. A. (2015). Exploring factors that influence work analysis data: A meta-analysis of design choices, purposes, and organizational context. *Journal of Applied Psychology*, 100(5), 1603–1631.
<https://doi.org/10.1037/a0039084>
- Elving, W. J. L., Westhoff, J. J. C., Meeusen, K., & Schoonderbeek, J.-W. (2013). The war for talent? The relevance of employer branding in job advertisements for becoming an employer of choice. *Journal of Brand Management*, 20(5), 355–373.
<https://doi.org/10.1057/bm.2012.21>
- Funder, D. C. (2017). Potentials and limitations for integrating industrial/organizational and personality psychology. *European Journal of Personality*, 31(5), 455–456.
<https://doi.org/10.1002/per.2120>
- Ganesan, M., Antony, S. P., & George, E. P. (2018). Dimensions of job advertisement as signals for achieving job seeker's application intention. *Journal of Management Development*, 37(5), 425–438. <https://doi.org/10.1108/JMD-02-2017-0055>
- Ganesan, M., Antony, S. P., & George, E. P. (2021). Understanding job and organizational attributes as signals from recruitment advertisement. *Journal of Indian Business Research*, 13(1), 134–153. <https://doi.org/10.1108/JIBR-04-2018-0112>
- Gatewood, R. D., Feild, H. S., & Barrick, M. (2011). *Human resource selection* (7th ed.). South-Western, Cengage Learning.
- Gaurav, J. (2022). Emphasis on Leadership Competencies and Professional Ethics for Human Resource Professionals: Analysing the Recruitment Advertisements. *Indian Journal of Public Administration*, 68(4), 679–690. <https://doi.org/10.1177/00195561221109151>

- Getahun, E., Shank, D. B., Canfield, C., Cundiff, J., Davis, J. L., & Freed, C. (2025). How Do Human and AI Gender Bias Interact in Hiring Decisions? *2025 IEEE International Symposium on Ethics in Engineering, Science, and Technology (ETHICS), Ethics in Engineering, Science, and Technology (ETHICS), 2025 IEEE International Symposium On*, 1–5. <https://doi.org/10.1109/ETHICS65148.2025.11098270>
- Heighway, M. (2010). The Content Validation of an Employment Selection Process for Vehicle Mechanics [TopSCHOLAR®]. In *Masters Theses & Specialist Projects*.
- Kahalon, R. <https://orcid.org/000.-0002-4718-6119>, Ullrich, J. <https://orcid.org/000.-0002-0471-7004>, & Becker, J. C. <https://orcid.org/000.-0002-2456-1174>. (2024). How to respond to inappropriate questions in job interviews: Personal and social consequences of truth-telling, deflection, and confrontation. *Kahalon, Rotem; Ullrich, Johannes; Becker, Julia C (2024). How to Respond to Inappropriate Questions in Job Interviews: Personal and Social Consequences of Truth-telling, Deflection and Confrontation. European Journal of Social Psychology, 54(4):989-1001.*
- Karagianni, D., Lainidi, O., & Montgomery, A. (2023). Charting the Journey of Young Leaders: A New Model of Transferability of Skills. *Merits*, 3(1), 206–229. <https://doi.org/10.3390/merits3010013>
- Levy, P. E. (2017). *Industrial/organizational psychology: Understanding the workplace* (5th ed.). Worth Publishers.
- Lounsbury, J. W., Loveland, J. M., Sundstrom, E. D., Gibson, L. W., Drost, A. W., & Hamrick, F. L. (2003). An investigation of personality traits in relation to career satisfaction. *Journal of Career Assessment*, 11(3), 287–307. <https://doi.org/10.1177/1069072703254501>

- Mandelke, A. J., Shoenfelt, E. L., & Brown, R. D. (2016). Expected Utility of Interest Inventories in Employee Selection: Perceptions of Industrial Organizational Psychology Experts. *TIP: The Industrial-Organizational Psychologist*, 54(2), 1–7.
- Nagesh, C., Anuradha, C. N., Bharathi, K. S., Nalini, N., Vidhyasagari, D., & Juber, K. M. A. (2025). Next-Gen Recruitment: An AI Powered Hiring Ecosystem using NLP. *2025 6th International Conference on Inventive Research in Computing Applications (ICIRCA)*, 2025 6th International Conference On, 1598–1603.
<https://doi.org/10.1109/ICIRCA65293.2025.11089856>
- National Center for ONET Development. (n.d.). *Industrial-organizational psychologists — 19-3032.00*. ONET OnLine. Retrieved September 8, 2025, from <https://www.onetonline.org/link/details/19-3032.00>
- Ogunleye, A. (2024). The Role of Coaching in Enhancing Employee Performance. *I-Manager's Journal on Management*, 19(2), 1–12. <https://doi.org/10.26634/jmgt.19.2.20967>
- Ordanini, A., & Silvestri, G. (2008). Recruitment and selection services: Efficiency and competitive reasons in the outsourcing of HR practices. *International Journal of Human Resource Management*, 19(2), 372–391. <https://doi.org/10.1080/09585190701799960>
- Pousa, C., & Mathieu, A. (2014). The influence of coaching on employee performance: Results from two international quantitative studies. *Performance Improvement Quarterly*, 27(3), 75–92. <https://doi.org/10.1002/piq.21175>
- Principles for the Validation and Use of Personnel Selection Procedures. (2018). *Industrial & Organizational Psychology*, 11, 1–97. <https://doi.org/10.1017/iop.2018.195>
- Resource Associates. (n.d.). *Resource Associates: Pre-employment testing and assessment solutions*. Retrieved September 13, 2025, from <https://resourceassociates.com>

- Setiatmoko, T., Ma'arif, M. S., & Suhendi. (2025). Coaching Culture Implementation Strategy in Improving Company Performance: Pt Neural Technologies Indonesia Case Study. *Asian Journal of Social & Humanities*, 3(9), 1625–1636.
- Sutherland, M., & Wöcke, A. (2011). The symptoms of and consequences to selection errors in recruitment decisions. *South African Journal of Business Management*, 42(4), 23–32.
<https://doi.org/10.4102/sajbm.v42i4.502>
- Swider, B. W., Zimmerman, R. D., & Barrick, M. R. (2015). Searching for the right fit: Development of applicant person-organization fit perceptions during the recruitment process. *Journal of Applied Psychology*, 100(3), 880–893.
<https://doi.org/10.1037/a0038357>
- Van Iddekinge, C. H., Lanivich, S. E., Roth, P. L., & Junco, E. (2016). Social media for selection? Validity and adverse impact potential of a Facebook-based assessment. *Journal of Management*, 42(7), 1811–1835. <https://doi.org/10.1177/0149206313515524>