

Drawing together the right team of people to achieve organisational goals is a critical activity for modern managers. This course gives managers the planning and interviewing skills needed to form these winning teams. You will:



- Understand the competency based interviewing and selection process
- Structure the role description including the competency framework requirements to determine the critical skills that candidates need to be successful in the position
- Plan and structure interviews that enable you to make evidence based decisions when comparing different candidates
- Develop questions that truly uncover a candidate's abilities
- Understand the validity and reliability of interview and non-interview selection evidence
- Have confidence in, and factual reasons for, your short listing and selection decisions
- Have confidence in yourself throughout the process
- Evaluate your own personal interviewing skills

Who Will Benefit?

Anyone involved in the selection and recruitment process

Course Outline and Training Methods

Opening

- The course objective
- Introductions
- Individual needs and expectations

Competency Based Interviewing and your Role

- Understanding the advantages and pit falls of competency based interviewing
- What are competencies and how do I apply them
- Understanding the competency based recruitment and selection process

Training methods for this section:

- Trainer led discussion about interviewing and selection process and competency frameworks
- Case study for participants to work with, in small groups applying competencies to different types of roles
- Discussion on the advantages and pitfalls of a competency based interviewing and 'What can I personally do to remove or minimise them?'



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Non-interview Selection Techniques

- Psychometrics
- Testing
- Group work / role plays
- Background checking
- Presentations
- Using this information as part of the overall decision making process
- Using different non-interview selection techniques for different roles

Training method for this section:

- Participants complete a short self score psychometric and the results are discussed based on their usefulness in interview decision making
- Trainer led discussion on the advantages and disadvantages of different **non**-interview selection techniques and how to select the most appropriate

Preparation

- Structure the role description
- Applying the competency framework
- Defining the purpose, key duties, principal objectives, key relationships, qualifications, experience and competencies (both aptitudes and responsibilities) relevant for the role.
- Ensuring internal and external candidates are treated fairly
- The legal requirements connected to a role description
- Direct and indirect discrimination

Training method for this section:

- Trainer led overview on the legal aspect of writing a role description and the steps to creating one
- Small groups work with examples of both good and bad role descriptions so that they can highlight and explain the differences.
- Participants bring with them examples of role descriptions that they have produced and reflect on them to ensure that the key elements are correct.

Interviewing Skills

- Question types
- Planning questions based on the role description



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- Asking questions fairly to each candidate
- Structuring questions to elicit the candidate's true answer: avoiding leading the candidate or prejudging the candidate's responses.
- Planning 'how' to ask the questions at the different stages of the interview
- Probing to create measurable and comparable understanding
- Actively listening to the candidate's responses
- Hearing what the candidate is really saying rather than allowing the responses to support prejudged views.
- Communicating with different types of candidates
- Handling difficult questions



Training method for this section:

- Working in pairs there is one interviewer and one candidate. Both are provided with information about a typical interview scenario and have to use questions to uncover the truth. Both take a turn in each role using two separate scenarios
- The exercise is debriefed and the trainer will lead a discussion on questioning types and structures. The participants in pairs, are again provided with scenarios and asked to apply different questions and questioning structures so the impact on the information that is gathered.
- Video clips are played to the whole group showing candidates answering interview questions, and they note down what they understand by the answers. This understanding is compared including a discussion about why there are differences and what we can do to create clearer and more accurate understanding.
- Working in small groups the participants think about 'rapport'. Specifically, they note down how they feel when they have a good rapport with someone and what the actions of this person are. Then they are asked the same questions when the rapport is difficult. The different groups' results are discussed including a discussion on the verbal and non-verbal aspects of communications.
- Participants take part in a communications exercise that enables them to experience the impact of verbal and non-verbal communication. Video is used during this exercise and used as part of the feedback.
- The exercise is debriefed and participants are asked to reflect on their own style

Short Listing

- Creating a fair weighting system based on biographical information from the application form and the requirements of the role description.
- Including non-interview gathered evidence
- Making the short listing decision
- Communicating to the short list including 'letting them lead'



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what is expected of them from the interviewing process: and testing, background checks etc.



Training method for this section:

- Working in small groups, participants are provided with a role description and 3 CV's from applicants for the role and asked to deselect one candidate with reasons why. One member of the group explains to the whole group the decision with reasons.
- Trainer led discussion on the creation of a short listing matrix
- The groups are then provided with a short list matrix and asked to reconsider the decisions and reasons.

The location

- Creating the best possible interviewing environment
- Managing the timings
- Preparing for the candidate's arrival – who else needs to be involved?
- Preparing any equipment and testing requirements

Training method for this section:

- Trainer led discussion

Making the Selection Decision

- Creating a selection matrix utilising the short listing matrix
- Gathering additional information including non-interview gathered evidence
- Measuring the essential elements of the interviewed candidates against the requirements of the role description and the competency framework

Training method for this section:

- Participants create a selection matrix that will enable them to structure a competency based interview using the role description used in the 'short listing exercise'. They are asked to consider any non-interview evidence gathering information that they would require.

Structuring the Interview

- Understanding the difference between a first and second interview
- Combining the two when necessary
- The legal do's and don'ts

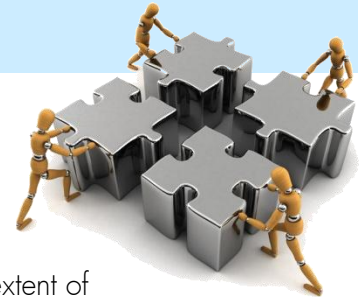


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- Planning the opening: building rapport and the agenda and check they are comfortable and ready to begin
- Evaluation: examine the facts provided on the CV, check the candidate's level of knowledge, probe their experience to uncover the extent of their abilities, uncover how the candidate would handle particular situations and explore their personal aptitudes
- Provide information about the job
- Answer the candidate's questions
- Close the interview and explain what will happen next

Training method for this section:

- Trainer input into the structure of an interview
- Participants are provided with a role description (the same one they used during the 'short listing exercise') so that they can plan to interview an applicant. This planning includes the questions to uncover the suitability of the candidate based on the role description requirements.
- Participants, working in groups of three, then conduct a 20 minute interview. There is one interviewer, one candidate and one observer who, provides feedback based on an observer checklist. The candidate is given additional information about their CV and support on how to answer specific questions – so that the interviewer is put through their paces!! They are also provided with difficult questions to ask the interviewer. Once each member of the group has conducted an interview, the groups change and the exercise is repeated. Each interviewer then interviews another candidate for the role so that a comparison can be made. Again the candidate is provided with information and questions that will challenge the interviewer. The observer provides feedback using the observation check list.
- The exercise is debriefed
- Participants complete the selection matrix and provide reasons for their decisions
- The session is debriefed

Question and Answer Session

Action Planning

Duration

2 Days



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