

RECRUITMENT AND SELECTION INTERVIEWING FOR MANAGERS

A one-day workshop

Recruiting the right employee for your team is an incredibly important decision. The process itself can be both time-consuming and costly, so attracting and selecting the very best candidate for your position is an essential outcome. This one-day course provides a solid foundation for anyone new to recruitment or those seeking a refresher or update. The emphasis is on the use of a structured approach where good preparation and effective interviewing skills and techniques help maximise the success of your process, ensure consistency with your internal procedures, and minimise risk.

Participants will be asked to bring along information that relates to a vacancy they are, or are likely to be, recruiting to in the future, such as a relevant job description and person specification. They will work with this material throughout the training including reviewing criteria, determining appropriate selection methods and writing high quality interview questions. Participants will have the opportunity of trying out these questions in the afternoon when they will prepare for and conduct an interview. Participants will receive individual feedback, coaching and support throughout the session to enhance their skills and to build their confidence as interviewers.

LEARNING OBJECTIVES

At the end of the workshop participants will:

- Understand the importance of getting recruitment right by adopting a structured, objective and consistent approach in line with internal procedures
- Know the importance of the job description and person specification in underpinning the recruitment process and have identified appropriate selection criteria for a relevant role.
- Understand how to shortlist effectively and how to gain evidence by using different assessment methods appropriately
- Know how to prepare for and conduct effective interviews; including how to write high quality interview questions and how to assess candidates' responses
- Have explored typical barriers that prevent an interview being robust and adopt practical strategies to keep an interview on track
- Be able to objectively evaluate all candidates and make the right selection
- Know how employment legislation affects the recruitment process and how to minimise risk
- Have built knowledge, skills and confidence through practical exercises including preparing for and conducting a practice interview

FORMAT

This one-day course is highly participative and uses individual exercises and mock interviews to illustrate problems and help develop a best practice approach in dealing with them. Participants will be sent a welcome pack in advance of the workshop and will be asked to bring along examples of a relevant job description and person specification that they will work with during the workshop. Participants will also be asked to familiarise themselves with key internal procedures relating to this area and to bring copies to the workshop for reference.

AUDIENCE

All managers, in any type of organisation – large or small; public, voluntary or private sector.

SPECIAL FEATURE

This programme is, of necessity, tailored to each different organisation in which it is delivered, to reflect their policies and procedures, job description formats, etc. The content, duration, objectives and material used can all be tailored to suit your specific needs.

EXPERT TRAINER

This programme was designed and is delivered by Rosanne Bernard, our lead trainer in this area. See her profile below.

FEEDBACK

See what participants have said about our 'Recruitment and selection interviewing' workshops:

'Helped me understand structure of interviewing and stressed importance of equality, etc.'

'Very informative and will have confidence in interviewing.'

'Went at a good pace.'

'Enjoyed the practical interview practice and observation.'

'Good examples given for good and bad interview questions.'

'Good pace, structure, content and overall delivery. Pleasant experienced and competent trainer. I generally get disappointed in such courses; this I was not!!'

'Enjoyed the practical tasks.'

'Was worried before the training but was put at ease from the beginning.'

'Highly informative.'

'Interesting and useful. Role play always makes learning fun and easier.'

'Gained valuable knowledge on what answers to listen out for (key words etc). Also learned when to probe on further questions. Good content and well organised to keep it mixed up.'

Any questions? Just give **Helen Nuttall** a call on **01582 714280** for a no-obligation discussion about running this workshop for your organisation on an in-house basis, or visit www.maximumperformance.co.uk for more details.

WORKSHOP OUTLINE

- 1** Welcome
 - Workshop objectives and benefits from attending
 - Participants' experience and confidence in this area
 - Personal objectives
- 2** Getting recruitment right
 - The purpose and importance of recruitment and selection
 - The cost and potential consequences of poor selection
 - Minimising legal risk: practical implications of The Equality Act 2010 and other relevant legislation
 - The benefits of a structured, objective and consistent approach
- 3** The process
 - Key stages (with reference to internal procedures)
 - Roles, responsibilities and sources of support
 - The importance of having robust job descriptions and person specifications
 - Identifying specific knowledge, skills and behaviours required for the role
 - Checking and refining essential and desirable selection criteria
 - Advertising the vacancy and how to screen / short-list against your selection criteria
 - Essential documentation and data protection
- 4** Selection methods
 - Assessing candidates against your selection criteria; the search for evidence
 - Understanding and using a range of different assessment methods and tools
 - Exploring common beliefs about interviewing; understanding the psychology and limitations of interviewing, eg, the 'Horn and Halo' effect, unconscious bias, etc
 - Making interviews robust and ensuring a fair and objective approach
- 5** Preparing to interview
 - Preparing for different types of Interview, eg, 1:1, panel interviews
 - Preparing your questions; the value of different question types; questions to avoid
 - How to write high quality behavioural questions for the role
- Structuring the interview; developing an interview plan
 - Planning the logistics and preparing the interview room
 - Preparing yourself; planning your approach; creating a positive impression
- 6** The interview
 - Welcoming the candidate and creating rapport
 - Essential interviewing skills, eg, questioning, active listening skills and non-verbal communication
 - How to assess responses; looking for STAR answers
 - Controlling the interview; practical tips on managing difficult situations
 - Taking notes; documentation
- 7** Interviewing skills practice
 - Participants prepare for and conduct an interview in small groups
- 8** Evaluation: making the right decision
 - How to evaluate candidates against your criteria
 - Making an objective decision
 - Next steps: offering the position, feedback to unsuccessful candidates, etc
 - Taking time to reflect: enhancing your skillset and incorporating learning for next time
- 9** And finally...
 - Open forum – remaining challenges and 'what if' scenarios
 - Action planning – identifying how participants will transfer this learning into the workplace and what else they may need which will help them to do this effectively
 - Review and close

LEAD TRAINER / CONSULTANT PROFILE

ROSANNE BERNARD



Rosanne is an experienced trainer, facilitator and coach with substantial experience gained in both the public and private sectors. She worked for many years as a generalist HR Business Partner and has experience working at a senior level formulating and implementing HR strategy and policies. In addition, she has extensive experience advising and supporting managers with the full range of HR responsibilities, including recruitment, employee and industrial relations issues.

Rosanne also has extensive experience working as a learning and development consultant, trainer and coach. She now runs her own consultancy practice and brings enthusiasm, pragmatism and a real understanding of the challenges facing organisations today.

KEY AREAS OF EXPERTISE

Rosanne's work focuses on:

- training (in the areas of HR skills, management development, skills training and train-the-trainer)
- building high performance teams
- one-to-one coaching
- expert facilitation (of meetings, workshops, strategy development days, etc)

Rosanne is passionate about helping organisations and individuals reach their full potential. She has substantial experience of training and development at all stages, including training needs analysis, designing and delivering training interventions and training evaluation against business outcomes and performance.

CAREER HIGHLIGHTS

Before starting her own consultancy practice in 2002, Rosanne had HR roles at Bedfordshire County Council, British Waterways and, for ten years, at Kodak, where as an HR business partner within a senior management team she provided a comprehensive range of HR services at a strategic and operational level to over 700 employees. This generalist role encompassed resourcing, compensation, industrial relations and employee relations. Rosanne then moved into Kodak's management consultancy service where she designed and delivered management and personal development programmes, facilitated team meetings and events, and coached teams and individuals to maximise their performance.

FEEDBACK

Rosanne gets outstanding feedback from workshop participants, as the following comments show:

'Fantastic! Extremely helpful and very knowledgeable.'

'Rosanne's presentation and knowledge were brilliant.'

'Excellent course in terms of content, right balance of theory and practical sessions. Rosanne made us feel extremely relaxed and gave feedback to help us learn from the practical sessions.'

'I don't think I've ever had such a good day's training – very relevant, good information and the trainer was very good.'

'A lot of information was absorbed. I've not had SO MUCH FUN on any previous course.'

'Excellent facilitator. Can draw the audience and get the best out of them.'

'I think that this is the most useful and enjoyable course I have attended so far, not only in content but also in presentation.'

'Thoroughly enjoyable and highly relevant throughout. Very professionally prepared and presented. Thank you.'

'Really fun, very informative, lots of great ideas.'

'Excellent trainer, very motivating, clear, concise and approachable. A great day's course.'

'Very inclusive, very clear, very informative!'

'Relaxed style and a lot of knowledge.'

'Knowledgeable and wealth of experience means she is able to effectively advise on all HR situations.'

'Confident professional delivery.'

'Very worthwhile course would highly recommend it to all supervisors/managers.'

'Excellent course, valuable info gained and delivered a comfortable pace, especially considering I have had no previous investigation training.'

'Great refresher that all supervisors should attend.'

'A very worthwhile course.'

'Very credible. Rosanne knows her stuff and holds the attention of the group well. Thoroughly enjoyed the day - thanks!'

'Energetic, experienced, knowledgeable.'

'Very knowledgeable. Prepared to listen and adapt. Well presented.'

'Rosanne was really good, I like the way she delivered the training.'

'It brought the group together as a team.'

'Great at identifying shortcomings, positive and negatives.'

'A great programme to allow reflection and the opportunity to re-group.'

'Excellent discussion based event, forward focused.'

'Great facilitator.'

'Excellent and knowledgeable facilitator.'

'Very professional, concise relevant, held my attention all day!!!!'

'Vast knowledge and willing to listen and answer all questions.'

'Excellent, knowledgeable and kept us all on track.'

'Unflappable trainer. Great, would recommend.'

'Great! Well prepared. Asked questions and got delegates to break down their explanations to find out what exactly was required for actions moving forward. Engaging and inviting. Had fantastic conversations at lunch and felt she gave more than just her training tasks. Thank you!'

'Friendly, knowledgeable, fun!'

QUALIFICATIONS, TRAINING AND PROFESSIONAL MEMBERSHIPS

- Fellow of the Chartered Institute of Personnel and Development
- Post-Graduate Diploma in Personnel Management
- Business Practitioner in NLP
- Qualified coach through the Coaches Training Institute
- Qualified to use a number of psychometric instruments, such as OPQ, MBTI Step 1 and 2, WAVE, FACET 5, TMSDI, Mental Toughness (MTQ 48), etc
- Solutions Focus Practitioner