

Effective Interviewing



The importance of interviewing skills

Correct recruitment decisions are critical. The cost of a bad hire in terms of lost productivity and lost opportunity is high. Further, the down time required of management to rectify a poor hiring decision can result in immeasurable costs to an organisation.

Effective interviewing includes:

- ▶ An awareness of how stereotypes and biases can impact decision-making
- ▶ A clear picture and understanding of what critical selection criteria are and are not
- ▶ Questioning techniques that gather detailed responses that accurately assess candidate potential
- ▶ A consistent process that is replicable from candidate to candidate and from interviewer to interviewer
- ▶ A final selection process that is based on relevant candidate data.

Program information

This is a half day or one day program. It is designed to assist participants implement consistent, objective and targeted interview processes. It assists participants to identify the typical pitfalls of a poor interview process, and provides step-by-step role-plays, templates and scenarios to demonstrate and embed the concept of a behavioural-based interview. The program provides participants with the skills to probe and constructively challenge candidates. Participants are assisted to recognise the importance of pre-interview preparation, consistent interview execution and post-interview decision-making.

Program content

Overcoming biases and stereotypes – understanding how they impact decisions

- ▶ Recognise that we all operate using a level of bias or stereotype – often subconsciously
- ▶ Recognise that biases and stereotypes must be actively removed from recruitment decisions.

Preparing for the interview

- ▶ Ensure role requirements, tasks and responsibilities are clearly defined and uniformly agreed upon by all staff involved in a recruitment process
- ▶ Identifying the 'must have' attributes and skills – compared to 'desirable' attributes and skills.

Developing targeted behaviour based questions

- ▶ Develop a set of behavioural questions that gather information on instances of past performance in order to predict the likelihood of future success
- ▶ Recognise inappropriate question types that are either illegal, theoretical or hypothetical in their approach
- ▶ Gaining complete behavioural responses - PAR.

Implementing an effective behavioural interview

- ▶ Develop a complete behavioural interview approach
- ▶ Clear and consistent interview structure to assess candidates against role specific dimensions.

Probing techniques

- ▶ Develop questioning techniques that enable candidate responses to be appropriately clarified and evaluated
- ▶ Questioning beyond rehearsed responses and uncovering indicators of true ability.

Making consistent decisions

- ▶ Making consistent response ratings from:
 - Candidate to candidate
 - Interviewer to interviewer.

Building candidate rapport

- ▶ Developing rapport with the candidate while maintaining professionalism
- ▶ Putting the candidate at ease
- ▶ Interviewing for the role, not interviewing for interview skills!

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