Recruitment, Interviewing & Selection

Introduction

In the modern environment, it is essential to recruit the best talent in the market.

For this to happen it is crucial that the business is equipped with the necessary skills and knowledge to select the best and most suitable candidates to fill vacant roles.
This course is designed to help participants understand:

- The importance of recruiting the best talent available in the market
- How to avoid conscious and unconscious bias in recruitment and selection
- How to get the best information from potential candidates
- How to interview effectively

This interactive and challenging course will challenge participants to develop their skills and knowledge before the event, during the day and afterwards.

The course aims to develop the skills and knowledge of the participants so that they can effectively select people for their business and carry out effective interviewing whenever required.

The interview is frequently perceived simply as a selection device; but it is in fact a vital management tool used daily by managers. Selection, appraisal, counselling, discipline and exit interviews all provide opportunities to develop a more productive and constructive employment relationship, but only if they are handled well.

This course will improve the interviewing skills of managers and ensure that the process is free from bias and discrimination.

Objectives

By the end of this course participants will be able to:

- Plan for recruitment and interviewing
- Conduct a competency-based interview
- Effectively use job descriptions and person specifications
- Interview and assess external / internal candidates against specific behavioural competencies
- Describe how to use behavioural evidence as a part of the interview
- Implement skills of questioning, listening and rapport building
- Use sound interviewing techniques to gather accurate information, interpret this information to make quality decisions
- Make objective recruitment decisions

Content
A sample of what is covered includes:

Before the workshop
Participants to collect examples of job descriptions and other recruitment documentation for review during the course.
Participants will be asked to carry out a basic review of the effectiveness of current recruitment and performance management interviewing by their company and themselves and identify areas for discussion

Starting at the beginning – planning and basic concepts and tools
We will look at planning the process and then how to make initial assessments
A key part of this is reviewing sources of evidence, the quality of evidence and planning what evidence we need and how to get it.
Topics include:
- Planning recruitment
- Attracting recruits
- Quality of evidence
- CVs Vs application forms
- What references tell you
- Other sources of information
- Understanding what we are recruiting for
- Selection criteria
- job descriptions and person specifications
- Identifying essential, desirable and nice to haves
- Identifying disqualifiers
- The concept of competence
  - *Developing a person specification exercise*
  - *CV sifting exercise*

Business specific competences, skills and information
We require specific skills and knowledge. We will review and discuss the information that we need and the skills we need to attract in the banking industry and use this as the basis for the next steps in the recruitment process.
Topics include:
- Banking
- Finance
- Banking regulatory requirements
- International regulations
- Specific skills and knowledge in individual areas of expertise e.g. retail banking, commercial, international etc.
Evidence we should ask for including:
- Certification
- Exercise: Review the evidence presented for industry specific skills and knowledge

Traps and challenges
Research shows that unskilled interviewers are affected by unconscious bias and make unsound decisions. Here we look at the traps and ways to check for or avoid them
Topics include:
- Being aware of unconscious bias
- Halo/Horns
- Primacy and recency
- Discrimination – it is not always obvious
- AEBW (As Evidenced By What?)

- Justifying your decisions
  - *Overcoming bias exercise*

Planning for the interview
Topics include:
- Reviewing information
- Double checking
- Looking for inconsistencies
  - *Review – who plans what and what do we need to do?*

Interview process
The interview is at the core of most recruitment.
Here we will review best practice and how to conduct effective, efficient interviews.
Topics include:
- Designing the interview framework around a competency framework
- Fairness and the interview
- Interview objectives
- Rapport – empathy and sympathy
- Questioning for evidence of competency
- Listening and looking – effective communication
- Using a consistent interview structure
- Taking notes that will enable fair and consistent evaluation
- Avoiding Interviewer bias
- Methods to control the interview
- How to handle difficult questions
- Ending the interview: the biggest mistakes and how to avoid
- Remember – they are interviewing you as well
  - *Film: good and bad interviews*
  - *Exercise: Case study*
  - *Key exercise: Plan, prepare and carry out interviews. Participants carry out practice interviews and also give each other feedback afterwards*
  - *Exercise – difficult interviews*

Selection decisions
The final part of recruitment is making the selections and, critically, selecting the right person.
Topics here include:
- Evaluating the interview
- Creating a shortlist and making the decision
- Recording the recruitment and selection process
- Communicating the results
- When to obtain references
- Presenting the offer
- Informing unsuccessful candidates and providing feedback
  - *Exercise: Select the candidate*

Working with other departments
- A brief review of what other departments contribute e.g. HR, Legal