

Interviewing Skills

NSL-S0077

1 Day



Description

Employees are the key resources for any organization, and hiring the right people is important for growth and success. Most managers, supervisors, or administrators, however, have never been properly trained on how to interview candidates. A major component of hiring any employee is the interview process, and many interviews are not conducted using effective methods. Because of the need to fill a position quickly, steps may be skipped, the interview itself may be rushed, and, in many cases, the wrong candidate gets the job.

This course provides hiring managers and others involved in the interviewing process with the tools and methods necessary to recruit, pre-screen, interview, and hire the best candidates. During the workshop, participants learn the various methods of planning, conducting, and evaluating interviews.

Prerequisites

- None

Objectives

Upon successful completion of this course, students will be able to:

- ✓ develop a hiring plan and recruiting strategy.
- ✓ recruit applicants.
- ✓ screen applicants.
- ✓ prepare for interviews.
- ✓ conduct and control interviews.

Outline

Planning and Recruiting

- Consequences of Interviewing and Hiring Practices
 - Visible and Invisible Costs
 - Long-term Consequences
 - Calculating Replacement Costs
- Finding the Right Fit
- Why New Hires Leave
- Planning Hiring Strategies
 - The Role of the Human Resources or Hiring Manager: Advance Organizational Goals
 - Linking Human Resource Planning to Strategic Planning
 - Defining Position Needs: Analyzing Internal and External Factors
 - Developing Structuring Statements
- Defining Position Descriptions and Specifications
 - Job Analysis
 - Writing Job Descriptions and Specifications
 - Adjusting Job Descriptions and Specifications to Changing Strategic Needs
 - Common Resources for Identifying Job Descriptions and Specifications

Recruiting Applicants

- Starting Your Search
 - Identifying Internal Sources and External Sources
- Using an Advertising Strategy
 - ...But First, A Word From Our Sponsors
- Writing Effective Job Placement Ads
 - Target the Ad
 - Compose Your Ad or Listing
- Using Electronic Advertising
- Exploring Other Resources for Recruiting
 - Visiting Campuses
 - Internship Programs
 - Job Fairs
 - Employment or Recruiting Agencies
 - Competitors

Screening Applicants

- The Importance of Screening Applicants
- Evaluating Resumes
 - Evaluating the Resume
 - Reference Checks
- Selecting Candidates to Interview
- Avoiding Discrimination in Selecting Applicants for Screening and Interviewing

- Conducting Phone or Initial Screening Interviews
 - Structuring Statement
 - Some Common Screening and Interview Questions
 - Traditional Tracking/Interview/Screening Areas

Preparing for Interviews

- Setting Up Interviews
- Types of Interviews
 - Determining the Best Methods for Your Company and the Specific Position
- Structured Interviews and Performance-based Interviews
 - Benefits of Structured Interviews
 - Potential Shortcomings of Structured Interviews
 - Benefits of Performance-based Interviews
 - Potential Shortcomings of Performance-based Interviews
- Developing Questions
 - Using Open-ended and Closed-ended questions
 - Deriving Structured Questions from Job-related Behaviors and Situations
 - Avoiding Illegal Questions

Conducting and Controlling Interviews

- General Approaches to Interviewing
- Planning an Introduction
 - Revising Your Structuring Statement
- Conducting the Interview
 - Greeting the Applicant
 - Conducting Interviews
 - Creating Performance-Based Interviews
- Taking Notes During Interviews
- Rating Responses
- Managing and Recognizing Nonverbal Communication
 - Reading Nonverbal Messages
 - Other Nonverbal Cues
 - Verbal Cues
- Closing the Interview
- Conducting Group Interviews
- Selecting the Best Applicant
- Extending Job Offers
 - Guidelines for Extending an Offer
 - Terms of Employment Offers
- Notifying Other Applicants