

# Management Essentials

Running a great interview

Workshop

2008

Version

FOR COLLEAGUES · FOR COLLEAGUES · FOR COLLEAGUES

# Contents

Introduction .....	3
Day 1: The basics.....	9
Part 1: Introduction – ⌚ 30 mins.....	10
Part 2: The recruitment process – ⌚ 1 hour 15 mins.....	
Part 3: Preparing for the interview – ⌚ 2 hours .....	
Part 4: Running the interview – ⌚ 3 hours 15 min.....	
Part 5: Review – ⌚ 15 mins.....	
Day 2: Advanced.....	
Part 1: Introduction – ⌚ 15 mins.....	
Part 2: Interview practice – ⌚ 3 hours 30 mins.....	
Part 3: Assessment & follow up – ⌚ 2 hours 45 mins.....	
Part 4: Review & action plan – ⌚ 30 mins.....	
Appendix 1: Reference .....	
Appendix 2: Benefits of a well managed recruitment process.....	
Appendix 3: Our recruitment process .....	
Appendix 4: Interview preparation process.....	
Appendix 5: Discriminatory quiz answers.....	
Handout 1: Introduction & conclusion to an interview .....	
Handout 2: Open-BACK model.....	
Handout 3: Open-BACK questions .....	
Handout 4: Typical BACK questions.....	
Handout 5: Discriminatory questions quiz.....	

Handout 6: Interview skills .....

Handout 7: Common pitfalls at interviews .....

Handout 8: Case study briefs.....

Handout 9: Follow up & feedback .....

Handout 10: How did I do? .....

Handout 11: Action plan.....

## Introduction

The focus of this workshop is on helping managers understand their responsibilities for running interviews as part of the recruitment process, and in particular to practise the skills they need to run a great interview.

**All managers on the programme should have completed the pre-work workbook and passed the online assessment test before attending this workshop. You need to decide how to handle attendees who may not have completed the pre-work. They are unlikely to benefit from 'practice' without 'theory' and their presence may impact upon your time management and control.**

In addition to the pre-work, post-work should provide opportunities to practise new skills in real situations and the chance to gain the accreditation that accompanies this programme.

- The workshop can be run for small or large groups (no more than 12 people). It should be high-energy and interactive but also supportive of people's concerns and on-the-job challenges'.
- It may be delivered by one or two trainers, as appropriate.
- Shorten or lengthen the session depending upon your needs and those of the group.
- Use your own personal stories to bring the topic to life.
- Relate recruitment to their own situation as feasible. There may be differences in approach across different businesses which warrant appropriate customisation.
- Use the supplied PowerPoint to help you follow the structure of the training.
- Encourage individuals in your group to learn from one another and share best practices, particularly those with some recruitment experience.
- The main thing is: keep it simple, keep it focussed, keep it practical, make it participative!



## Aim

To ensure managers understand their responsibilities for running interviews as part of the recruitment process in line with company and legal requirements.

## Preparation

1. Read through the pre-work workbook in order to be able to assess level of knowledge to expect from people. They should arrive familiar with some aspects of recruitment from their reading there. The workbook also advises people what to bring along with them.



2. Read through session notes and look at the resources you need to gather in advance. (See 'At a glance agenda'.) Extra reading is highlighted in **Appendix 1: Reference.**

3. Copy the required handouts.



4. Pre-prepare flipcharts as necessary, including one to 'car park' items that come up which you would prefer to deal with at the end.

## At a glance agenda – day 1: the basics

Sessions	Resources	Objectives	Duration
<ul style="list-style-type: none"> <li>Part 1: Introduction</li> </ul>	<ul style="list-style-type: none"> <li>Appendix 1: Reference</li> <li>Flipchart: Car park</li> <li>Flipchart and marker pens</li> </ul>	<ul style="list-style-type: none"> <li>List key questions and issues they have in running recruitment interviews at the company</li> </ul>	30 mins
<ul style="list-style-type: none"> <li>Part 2: The recruitment process</li> </ul>	<ul style="list-style-type: none"> <li>Appendix 2: Benefits of a well managed recruitment process</li> <li>Appendix 3: Our recruitment process</li> <li>Flipchart: Benefits of a well managed recruitment process</li> <li>Post-it notes</li> </ul>	<ul style="list-style-type: none"> <li>Assess process and legal requirements for managing recruitment at the company</li> </ul>	1¼ hours
<ul style="list-style-type: none"> <li>Part 3: Preparing for the interview</li> </ul>	<ul style="list-style-type: none"> <li>Appendix 4: Interview preparation process</li> <li>Role profiles</li> <li>Sample assessment packs</li> </ul>	<ul style="list-style-type: none"> <li>Explain how to prepare for an interview including logistics and pre-assessment</li> </ul>	2 hours
<ul style="list-style-type: none"> <li>Part 4: Running the interview</li> </ul>	<ul style="list-style-type: none"> <li>Handout 1: Introduction &amp; conclusion to an interview</li> <li>Handout 2: Open-BACK model</li> <li>Handout 3: Open-BACK questions</li> <li>Handout 4: Typical BACK questions</li> </ul>	<ul style="list-style-type: none"> <li>Explain how to structure a recruitment interview using the Open-BACK model</li> <li>Demonstrate appropriate skills to use during an interview, in particular questioning skills</li> </ul>	3¼ hours

	<ul style="list-style-type: none"> <li>• Handout 5: Discriminatory questions quiz</li> <li>• Handout 6: Interviewing skills</li> <li>• Handout 7: Common pitfalls at interviews</li> <li>• Appendix 5: Discriminatory quiz answers</li> <li>• Sample assessment packs</li> </ul>		
<ul style="list-style-type: none"> <li>• Part 5: Review</li> </ul>		<ul style="list-style-type: none"> <li>• Review progress and identify areas for improvement</li> </ul>	15 mins
<b>Total</b>			<b>7¼ hours</b>

## At a glance agenda – day 2: advanced

Sessions	Sources	Objectives	Duration
<ul style="list-style-type: none"> <li>• Part 1: Introduction</li> </ul>	<ul style="list-style-type: none"> <li>• Flipchart: Car park</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	30 mins
<ul style="list-style-type: none"> <li>• Part 2: Interview practice</li> </ul>	<ul style="list-style-type: none"> <li>• Handout 8: Case study briefs</li> <li>• Role profiles for B3 Internal Account Sales Executive</li> <li>• Competencies and questions for role profile</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare for an interview</li> <li>• Demonstrate interview skills using the Open-BACK model</li> </ul>	3½ hours
<ul style="list-style-type: none"> <li>• Part 3: Assessment &amp; follow up</li> </ul>	<ul style="list-style-type: none"> <li>• Handout 9: Follow up &amp; feedback</li> <li>• Handout 10: How did I do?</li> <li>• Assessment Rating Forms</li> </ul>	<ul style="list-style-type: none"> <li>• Classify and evaluate candidate evidence</li> <li>• Follow up the interview</li> </ul>	2¾ hours

	<ul style="list-style-type: none"><li>• Candidates Summary Forms</li></ul>		
<ul style="list-style-type: none"><li>• Part 4: Review &amp; action plan</li></ul>	<ul style="list-style-type: none"><li>• Handout 11: Action plan</li></ul>	<ul style="list-style-type: none"><li>• Review progress and identify areas for improvement via an action plan</li></ul>	30 mins
<b>Total</b>			<b>7¼ hours</b>



# Day 1: The basics

## Part 1: Introduction – 🕒 30 mins

### Overview

In the first part of the workshop, welcome everyone, carry out an icebreaker, and try to allay any concerns they may have about running interviews.

### Objective

After this session managers should be able to:


- List key questions and issues they have in running recruitment interviews at our company

### Key learning points


- What the workshop covers
- How the workshop fits into the programme on Running a Great Interview
- Key questions and issues with running interviews

## What to do

### Welcome & icebreaker – 10 mins

1. Welcome everyone and introduce yourself. Establish your experience/credibility for running this workshop.
2. Use an appropriate icebreaker such as this one. Ask the group to sort themselves into pairs and find out from their partners:
  - Name
  - Role
  - Branch
  - Experience of recruitment
  - Personal objective for course
  - A fact about themselves that they would not normally reveal.
-  3. Each to feedback and introduce their partner from the facts given.
4. Make the point that finding out information through questioning is one of the key skills they need for interviewing new recruits.
5. Cover domestics.
6. Check that everyone has completed the pre-work and online test.

### About the workshop – 10 mins

1. Explain that this is a two-day workshop covering recruitment interviewing, particularly the **practical** skills necessary to prepare for and run an interview and assess candidates suitability for the organisation.
2. Explain that:
  -  – Day 1 covers the basics of recruitment interviewing including preparation and structuring the interview. This is placed within the context of the recruitment process as a whole and includes our recruitment policy and legal matters
  - Day 2 is a more practical day, where they'll practise recruitment interviewing and, in addition, advance to consider the assessment aspect of interviewing, which they also practise. An action plan rounds off the workshop.

3. Show the aim of the workshop, various session objectives, and agenda.



- Explain how the workshop fits into the modular programme for this subject of pre-work, post-work and accreditation.
- Make the point that the pre-work was the opportunity for gaining the knowledge requirements for recruitment interviewing, and they will recap on this from time to time throughout the workshop.

### **Key questions & issues – 10 mins**

1. Refer the group to Part 4 of the workbooks, where they were asked to look at questions and issues they have with running interviews.
2. Use post-its to brainstorm all the issues. Avoid spending too long on detail – this will come later.



3. Collect on flipchart and remove any repetition. Summarise – or ask one of the group to do this for everyone.



4. Briefly discuss and explain the role of this programme in providing support. Specific issues will be addressed throughout the workshop, and you'll come back to them at the end.
5. Make the point that carrying out duties for running interviews may present them with practical difficulties on the job, not least those of time. What other practical difficulties may they have?

## **Link**

The next session looks at the recruitment process at the company.