

## Recruitment and Interviewing Techniques

---

### Course Summary

#### Description

Finding the right candidate for the job can be challenging. It begins with who and where you source candidates and culminates with how you fairly assess and subsequently compare each candidate for current fit and, where applicable, potential to advance in the organization.

#### Objectives

At the end of this course, students will be able to:

- Understand the advantages and disadvantages to different sourcing approaches
- Know how to conduct a fair and balanced job interview based on behavioral competencies
- Know how to assess potential candidates using questions and other tactics
- Know how to compare candidates for final selection
- Know how to avoid overcommitting in the interview

#### Topics

- Introduction to the Course
- Sources of Candidates
- Reviewing Potential Candidates' Applications
- Avoiding Stereotyping and Unconscious Bias in the Selection process
- Preparing for the Interview
- Keeping the Big Picture in Mind
- What Questions to Ask / What Questions can I Ask?
- Documenting the Interview
- Comparing Candidates Fairly and Making a Selection
- References
- Practice Exercises

#### Audience

Anyone who wants to improve their ability to identify, assess and select job candidates.

#### Prerequisites

There are no prerequisites for this course.

#### Duration

One day

## Recruitment and Interviewing Techniques

---

### Course Outline

#### I. *Introduction to the Course*

- A. Participants are introduced to the topic and discuss the importance, and benefit to themselves, of being able to conduct a fair and balanced job interview leading to the selection of an ideal candidate.
- B. Participants also receive an introduction to what will be covered in the course and information about how the course will be run. Participants describe their purpose for participating and their goals for attending the course.

#### II. *Sources of Candidates*

- A. Lecture and interactive discussion to discuss where to source candidates, implications of different sources, and the role of formal personality and other formal assessments in the recruitment process.

#### III. *Reviewing Potential Candidates' Applications*

- A. Lecture, discussion about how to read and assess an application and resume for suitability. Includes maintaining a long-term perspective of the hire balanced with current and immediate needs.

#### IV. *Avoiding Stereotyping and Unconscious Bias in the Selection process*

- A. Lecture and discussion about the role that stereotyping and unconscious bias play in the recruitment and interviewing process. We also examine other issues such as bias confirmation, blind spot bias and strategies for confronting our own biases and perspectives when we assess candidates.

#### V. *Preparing for the Interview*

- A. Lecture and discussion about how to prepare to interview a candidate. Also discussed are the advantages and disadvantages of different strategies for interviewing candidates e.g. one-on-one, panel interviews, remote interviews e.g. via Zoom.

#### VI. *Keeping the Big Picture in Mind*

- A. Lecture and discussion about the bigger objectives of the hire including assessing current fit and needs, thinking ahead to the

future, and assessing potential. The focus of this section is on creating a set of interview questions and discussion topics that is both fair and able to be used to impartially compare candidates for the current need, but that also identify potential for long-term retention.

#### VII. *What Questions to Ask / What Questions can I Ask?*

- A. Lecture and discussion about what questions are, and are not, admissible in a job interview. Also included is how to design the selection process using multiple interviews and other assessments e.g. requesting a short presentation, asking candidates to complete a small task, aptitude testing, etc.
- B. Includes a discussion on balancing your questions with how much you talk about and describe the job, and remaining neutral in the interview so as not to prematurely commit to the hire.

#### VIII. *Documenting the Interview*

- A. A lecture and discussion about the importance of recording interview details and information uncovered in the interview for future reference and use in the comparison and selection process. Also included is how to do this when multiple interviews are conducted and/or candidates are interviewed by different individuals involved in the selection process.

#### IX. *Comparing Candidates Fairly and Making a Selection*

- A. Lecture and discussion about how to compare candidates fairly against the current need and future potential.

#### X. *References*

- A. Lecture and discussion about the importance of thorough reference checks before extending the offer.

#### XI. *Practice Exercises*

- A. Participants prepare and conduct mock job interviews to practice their interviewing and assessment techniques.