Hiring Smart: Behavioral Interviewing Techniques

Course Overview

Behavior Interviewing is a very reliable and valid candidate selection technique based on the work of Tom Janz, of the University of Calgary. While we all may say that past behavior is the best indicator of future behavior, we don't act as if we believe this when we are interviewing candidates - often because we aren't certain how to ask questions that will tell us about past performance. This 2-day workshop concentrates on the pre-interview preparation; developing questions and their value; the interview techniques that get specific; behavior-based examples of past performance; and the strategies that follow through on this process. In addition to the work of Tom Janz, this workshop draws from the work of Stephen Jackson, who takes the behavioral interview one step further with a twelve-step process to hiring top performers.

Learning Objectives

At the conclusion of this program, participants will be expected to:

- Have a process for creating competency requirements for any given position
- Understand why behavioral interviews are two to five times more accurate than traditional interviews.
- Identify and apply the principles of behavior interviews, and performance-based selection methods.
- Recognize the pattern of behavioral questions and use this pattern to design job-specific, behavioral, performance-based questions.
- Enhance professional interviewing skills with effective communication strategies and behavioral interviews techniques
- Role play and practice using behavioral interviewing skills*
- Develop a defensible scoring and evaluation process
- Complete the process through testing and reference checking.

Outline

- The Importance of Hiring the Right People
    - The cost of hiring errors
- Why Behavioral Interviewing?
    - From the applicant's point of view
    - From a team leader/manager's point of view
    - From a human resource perspective
    - What the research tells us about better interviewing
- Before the Interview
    - Gather the Pieces for the Pattern: Conduct a Job Analysis
    - Recognize critical incidents
    - Identify competencies and performance dimensions
    - Develop job descriptions
    - Prepare neutral job applications
- Forming the Interview Questions
    - Identifying the pattern
    - Writing the questions
    - Developing the response you are looking for
- Consistent Resume Screening
    - Defensible
    - Efficient

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- Developing an Interview Format
  - Develop rapport
  - Structure the interview process
  - Gather predictive information
  - Sell your organization
  - Gain a commitment
  - Conclude the interview
- Ethical and legal issues
- Interviewing Techniques
  - Create a comfortable atmosphere
  - Ask open questions and probe answers
  - Use active listening skills
    - Pause, clarify, summarize
    - Record applicant responses
- Interviewer Errors to Watch Out for
  - Leniency/stringency
  - Error of central tendency
  - Halo/horns effect
  - Talking too much
- Rating Interviews
  - Rating errors and how to avoid them
  - Valuing and scoring candidate responses
- Testing
  - Performance-based assessments
  - Other tests
- Reference Checks
  - A reference check format
  - Alternatives to a formal reference check
- Conduct Practice Interviews*
- Final Review
  - Wrap-up and Evaluations