

## RECRUITMENT & INTERVIEWING TECHNIQUES



Everyone believes that he or she is a good interviewer. Like everyone believes he or she is a good driver. But bad drivers exist and, the record of job failures and subsequent performance shortfalls in most organizations can often be attributed to poor selection and management.

Studies have shown that predictions made at interviews often fail because of failure to get the information required or inability to interpret the information. Performance also fails because of poor counselling interview techniques and practice.

This program therefore adopts a complete and systematic approach to interviewing for recruitment and counselling for performance. In brief, how to get the right people for the job and then how to keep them!

## **Program Overview**

This 5-Day program is in two parts and covers the two main reasons for interviewing;

### **Recruitment and Counselling**

Firstly, interviews for recruitment are difficult and demanding because no two persons are alike, some people express themselves better in writing than in conversation.

Secondly, once an employee is in place the line manager or supervisor will be faced with interviewing an employee for reasons of counselling. This could be formal or informal with the aim of further improvement, a warning or at performance appraisal time.

This program will show how to stick to the relevant qualities that are needed for the job or counselling issue in question. It will also show how to develop the skill, tact and understanding needed to make the interviewees relaxed enough to give the information from which you can assess their potential.

This an action oriented program which shows that thorough preparation is the key to a professional interview, and the use of role plays to practice the techniques of listening and well-timed open questions.

Recruiting and keeping the right candidate is an important managerial task because you will have to live with the results for a long time.

## **Program Objectives**

Interviewing for recruitment or counselling is a decision-making process, in which those responsible for selecting and motivating staff have to identify from a group of unknown people those who seem suitable for the company

The objective of this program is to demonstrate the techniques of interviewing and counselling so that successfully recruited and retained employees will satisfy these broad basic conditions, namely:

1. To perform allotted tasks to standards of effective performance, as defined by the employing organization.
2. To develop knowledge and skills in the job in order to be able to assume wider responsibilities for work.
3. To settle successfully into the life of the organization in personal and interpersonal terms without cause for further concern.
4. To view counselling sessions as being there to support and encourage the employee rather than punish them.

## **PROGRAM OUTLINE**

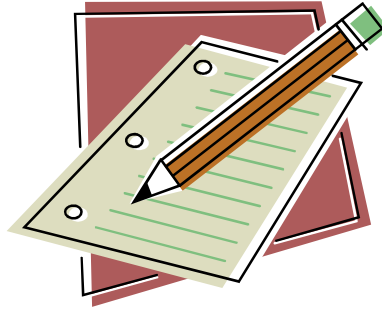
### **PART ONE:**

#### **Module 1:           Reviewing the Job Profile**



The Job Description  
The Job Specification  
The Person Specification

## **Module 2: Planning the Interview**



Listing Responsibilities and Tasks  
Identify Working Conditions - Exercise 1  
Job Profile Worksheet  
Determining Hiring Qualifications  
Identify Capabilities – Exercise 2  
Identify Attitudes – Exercise 3  
Specify Musts and Wants  
Planning Sheet – Exercise 4  
Prepare for the Interview  
Identify Focus Areas  
Writing Focus Questions  
Planning Sheet

## **Module 3: Conducting the Interview**



Opening the Interview  
Explain Interview Procedures  
Focus Questions  
Gather Information  
Probe  
Open Probes  
Closed Probes  
Exercise  
Probing Strategies  
Questioning and Listening Skills  
Maintaining Silence  
Observe Non Verbal Clues  
Confirm Refocus and Clarify  
Closing the Interview

## **Module 4:        Evaluation and Selection**



Identify Useful Evidence  
Clarity, Relevance and Adequacy of Evidence  
Assessing Applicants  
Evaluating Worksheets  
Summarise Ratings  
Rank Applicants  
Example Worksheets  
Make Hiring Decision  
Select Best Applicant  
Samples of Acceptance/Rejection Letters

## PART TWO

### **Module 5: Counselling Interview Techniques**



Preparing for the Discussion  
Building a Productive Atmosphere  
Communicating Successfully  
Putting Active Listening Skills to Work  
Giving a Dose of Empathy  
Speaking in the Positive  
Interviewing from Both Sides of the Table  
How to Cope with Defensiveness  
Conducting Fair Performance Appraisals

## **FACILITATOR/PRESENTER PROFILE**



**John B. Straker**  
**M.Sc., P.G.C.E., C. Eng., M.C.I.P.D.**  
**(British National)**

John is an U.K. citizen who is a presenter of programs in the Management Sciences as well as a specialist Consultant in Human Resources, delivering training programs and undertaking H.R. projects for major corporations on a range of Organizational and Human Resource issues.

As a Principal Specialist in his field, he has extensive worldwide experience implementing performance solutions, graduate development programs, succession plans, establishing 'greenfield' H.R. functions and creating major management training and development centres of excellence and delivering seminars.

His HR and management development experience spans over 30 years in a global environment, working for a diverse range of multinationals including; Shell, Chevron/Texaco (Kuwait), Caltex (Bahrain), Foster-Wheeler (Yanbu) etc. This selection of companies has given him the opportunity to live and work in a variety of countries such as: Australia, New Zealand, Canada, USA, Europe and the Middle East.

### **Work Experiences in the Middle East and Qatar**

- 2012 Negotiation Skills for QP
- 2012 Leadership for QP
- 2012 Negotiation for QP
- 2012 Management for QP
- 2013 Supervisory Skills QAFCO
- 2013 Leadership for QP
- 2014 Supervisory Skills for QAFCO

His academic posts include lecturing for the University of Wales, NEWI College and the other academic posting was with the King Fahad University of Petroleum and Minerals in Dhahran, Saudi Arabia.

John has held very senior positions in the management and human resource fields, for example; Consultant to the Vice President of Chevron, Group Manager of Human

Resource Development for the Savola Company, Jeddah, Learning Program Manager, Foster-Wheeler, Yanbu and Head of Employee Development for Dubai Aluminium.

During his time in Dubai, he created - from a green-field site – the management and graduate development center for the oil, gas and aluminium industries. The Centre was opened by H.R.H. Princess Anne and recognized by the World Bank as one of the most advanced centers for HRD in the Middle East. Later in his career, he established the Management Centre of Excellence for Savola in Jeddah, which became a self-funding institute due to the demand for the first class presentation of its programs.

Presently, he now conducts programs in Qatar, UAE, Bahrain, Oman and Saudi Arabia in a range of management and supervisory programs and human resources plus undertaking H.R. projects to help organizations improve performance at the individual and organizational level. **His interests lie in developing potential in all employees by creating a highly interactive learning environment.**

John, therefore, conducts programs that are action oriented in style, with group and individual participation. His aim is to deliver programs that meet the organizational needs with the goal of achieving business results.