About Me

Qualifications

- Master Coach with Neuroscience

- Trainer

- Mentor

Jean O'Neill

DCM Trainer

Webinar Session

Outline

- Preparing to Interview

- Question Preparation & Conducting the Interview

- Post-Interview Best Practice

Topic 1

Preparing to Interview

Preparation

The main focus of an interview should be on getting the best person to fill the position required right now. The interview is the initial face-to-face element of this process. But there are quite a few steps in the process before the interview happens.

01 Vacancy Analysis

02 Role Analysis

03 Personal Specification Framework

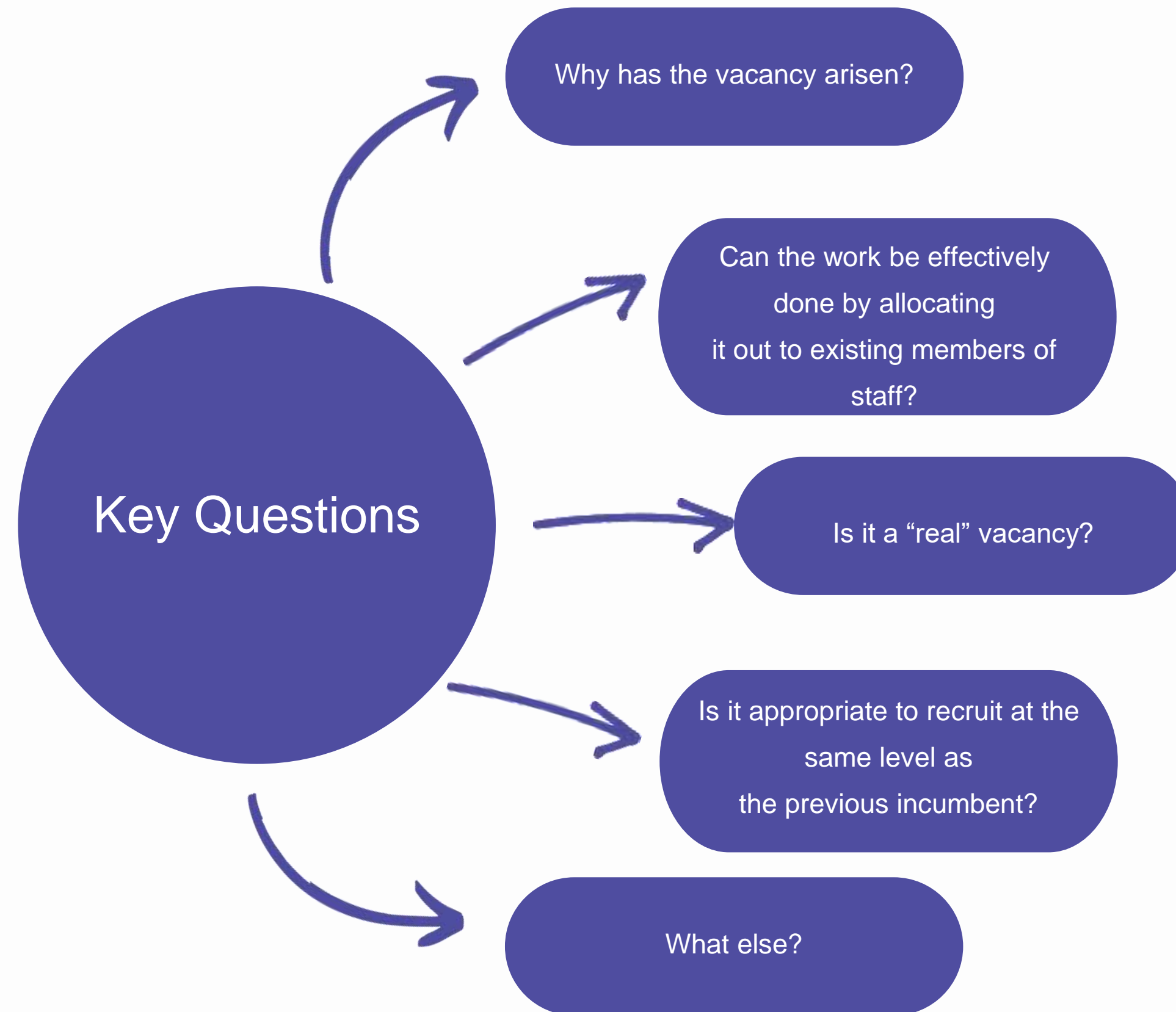**04** Shortlisting Grid

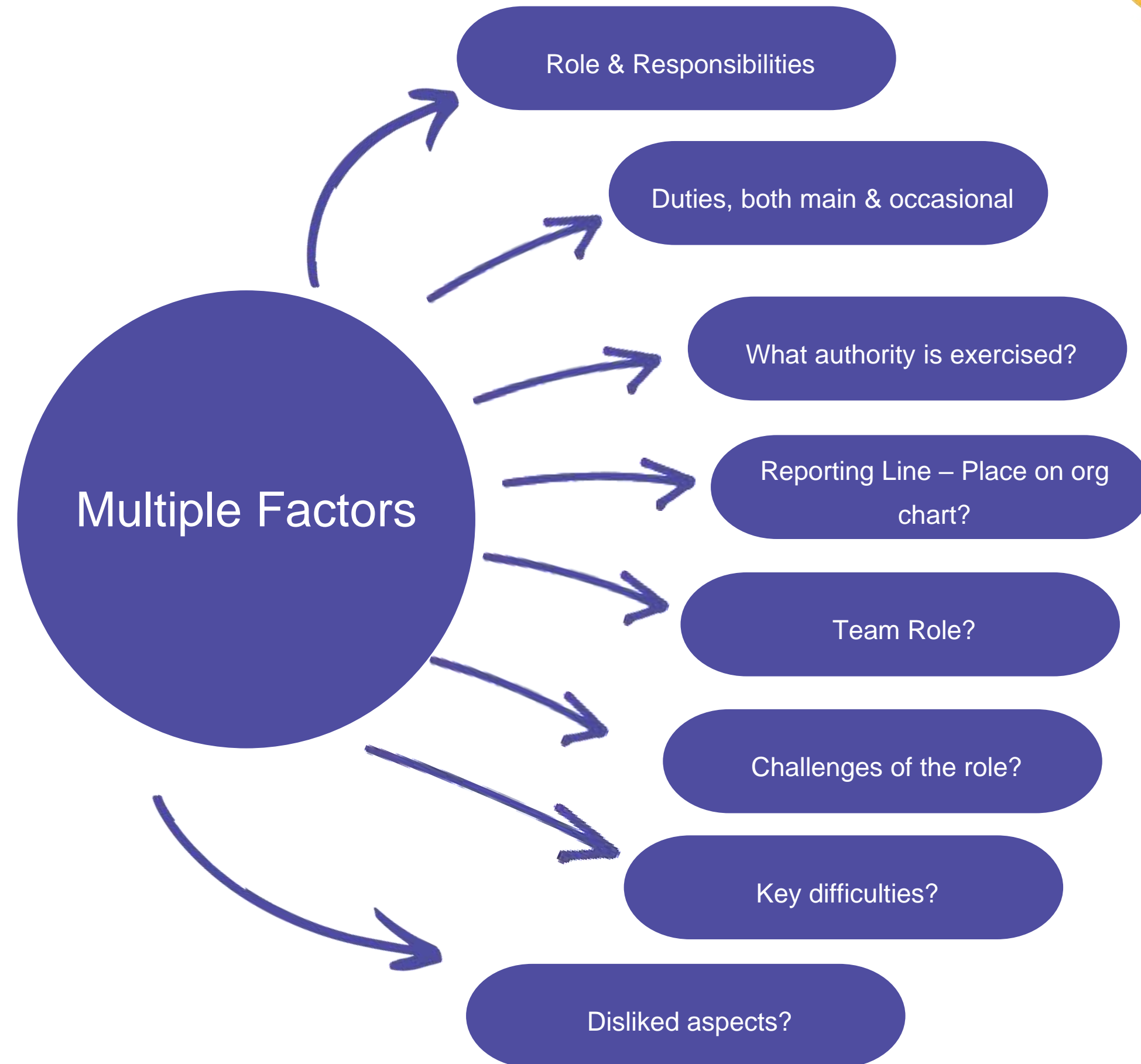**05** Essentials & Desirables

06 Scoring & Weighting

07 Candidate Seek

Vacancy Analysis

At the Vacancy Analysis Stage, there are some key questions to be answered:

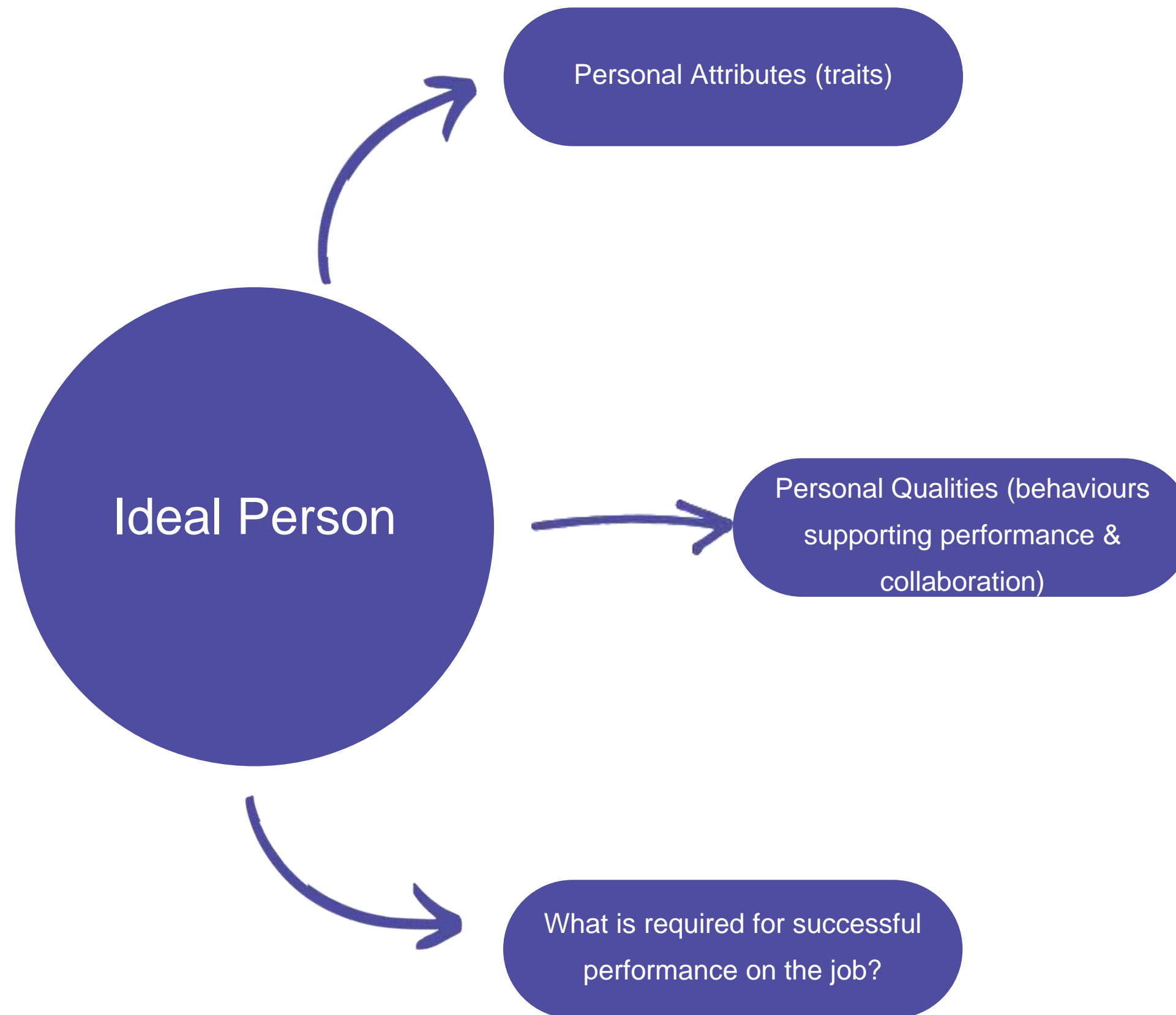**Key Questions**

- Why has the vacancy arisen?
- Can the work be effectively done by allocating it out to existing members of staff?
- Is it a "real" vacancy?
- Is it appropriate to recruit at the same level as the previous incumbent?
- What else?

Role Analysis

At the Role Analysis stage there are multiple factors to be taken into consideration

Multiple Factors

- Role & Responsibilities
- Duties, both main & occasional
- What authority is exercised?
- Reporting Line – Place on org chart?
- Team Role?
- Challenges of the role?
- Key difficulties?
- Disliked aspects?
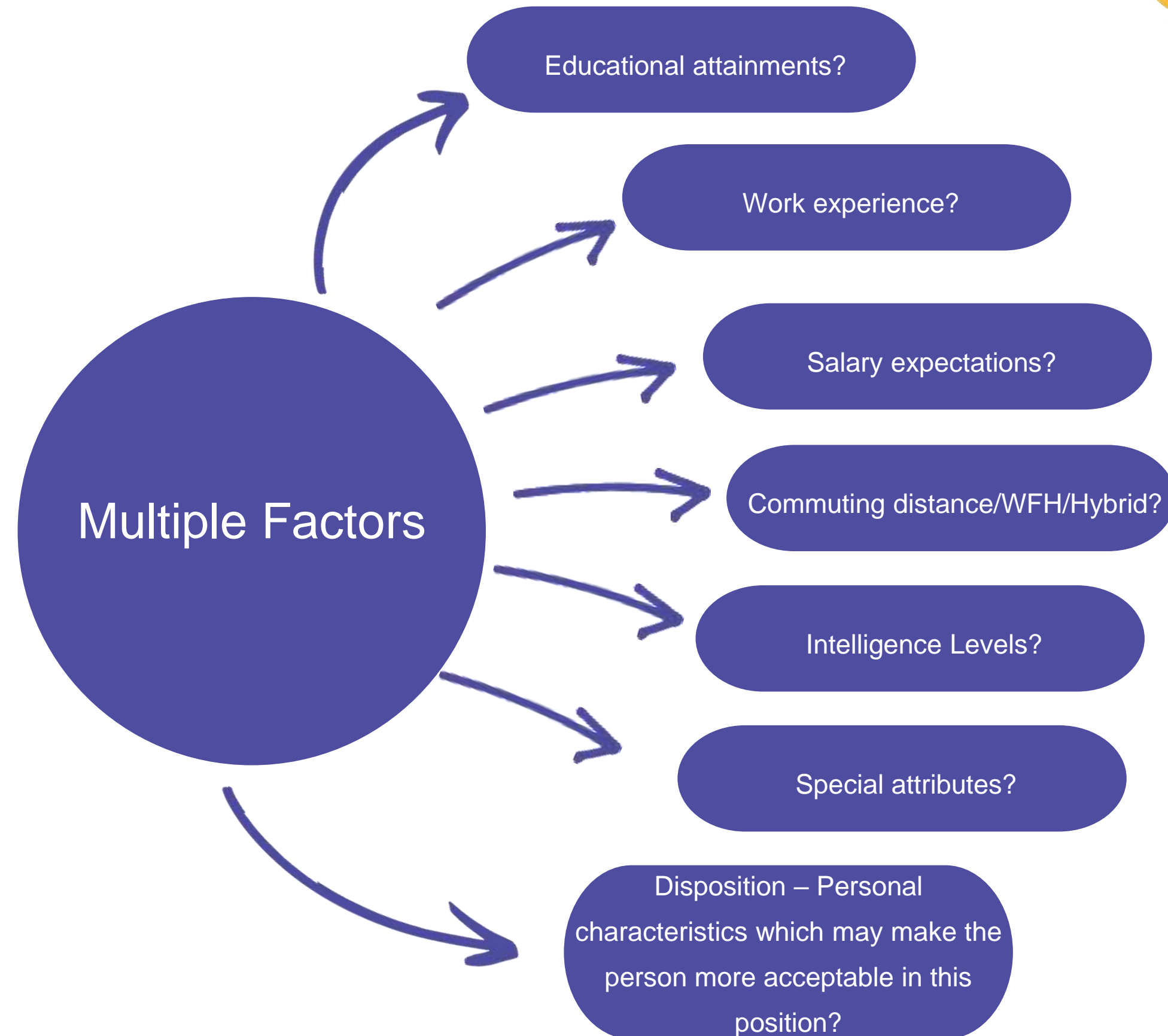
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Person Specification Framework 1

The person specification is an extension of the job specification. It should describe the 'ideal' person to do the job, by detailing:

Personal Attributes (traits)

Ideal Person

Personal Qualities (behaviours supporting performance & collaboration)

What is required for successful performance on the job?

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Person Specification Framework 2

The following questions are suggestions, and therefore do not include more specific characteristics required.

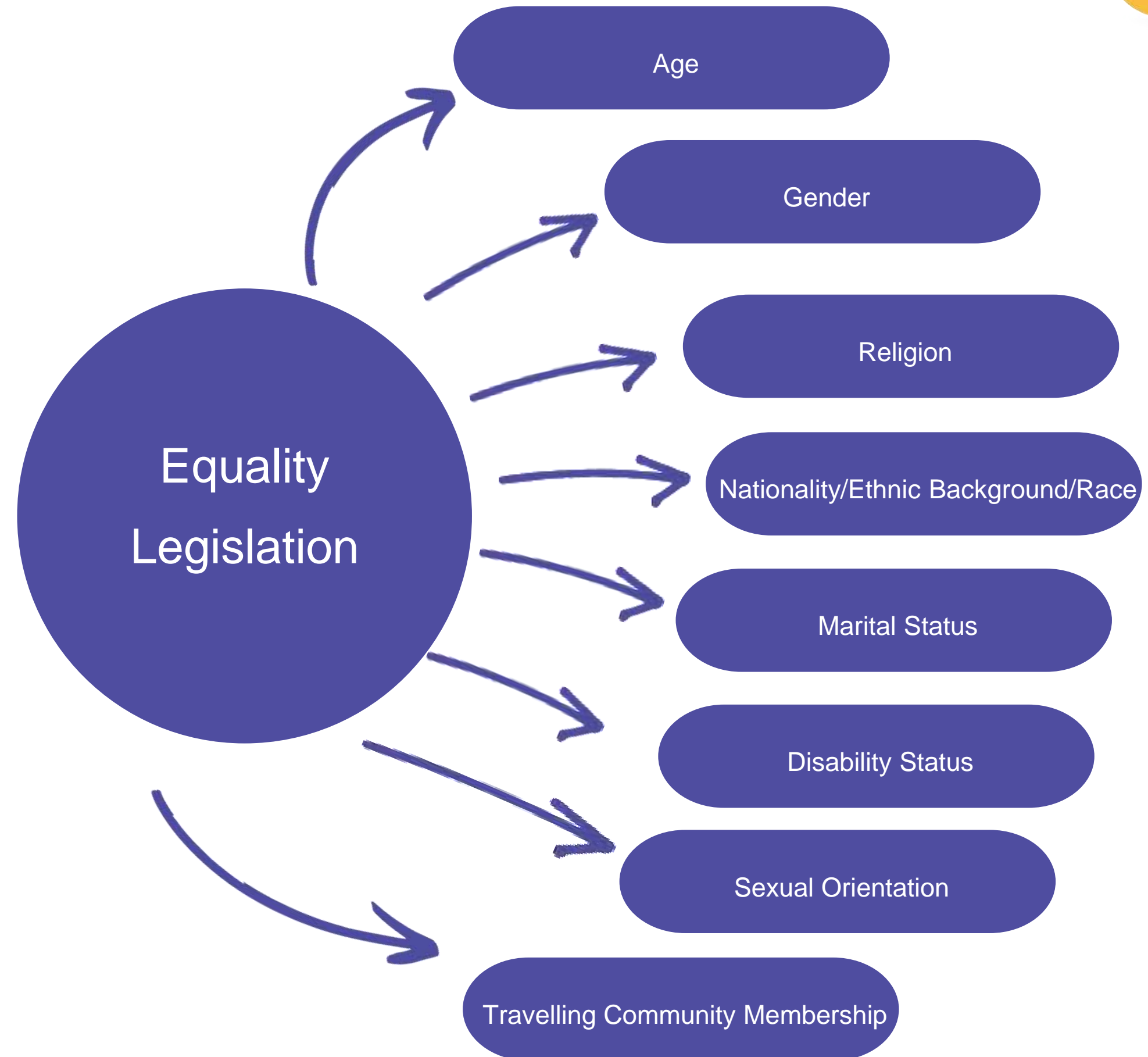Using the answers to these questions, the interviewer needs to define which characteristics are Essential, Desirable and Contra-Indicators.

Multiple Factors

Educational attainments?

Work experience?

Salary expectations?

Commuting distance/WFH/Hybrid?

Intelligence Levels?

Special attributes?

Disposition – Personal characteristics which may make the person more acceptable in this position?

Person Specification Framework 3

It is important that there is nothing in this person specification which implicitly or explicitly contravenes the Equality Legislation. So therefore, there must be no mention of a candidates:
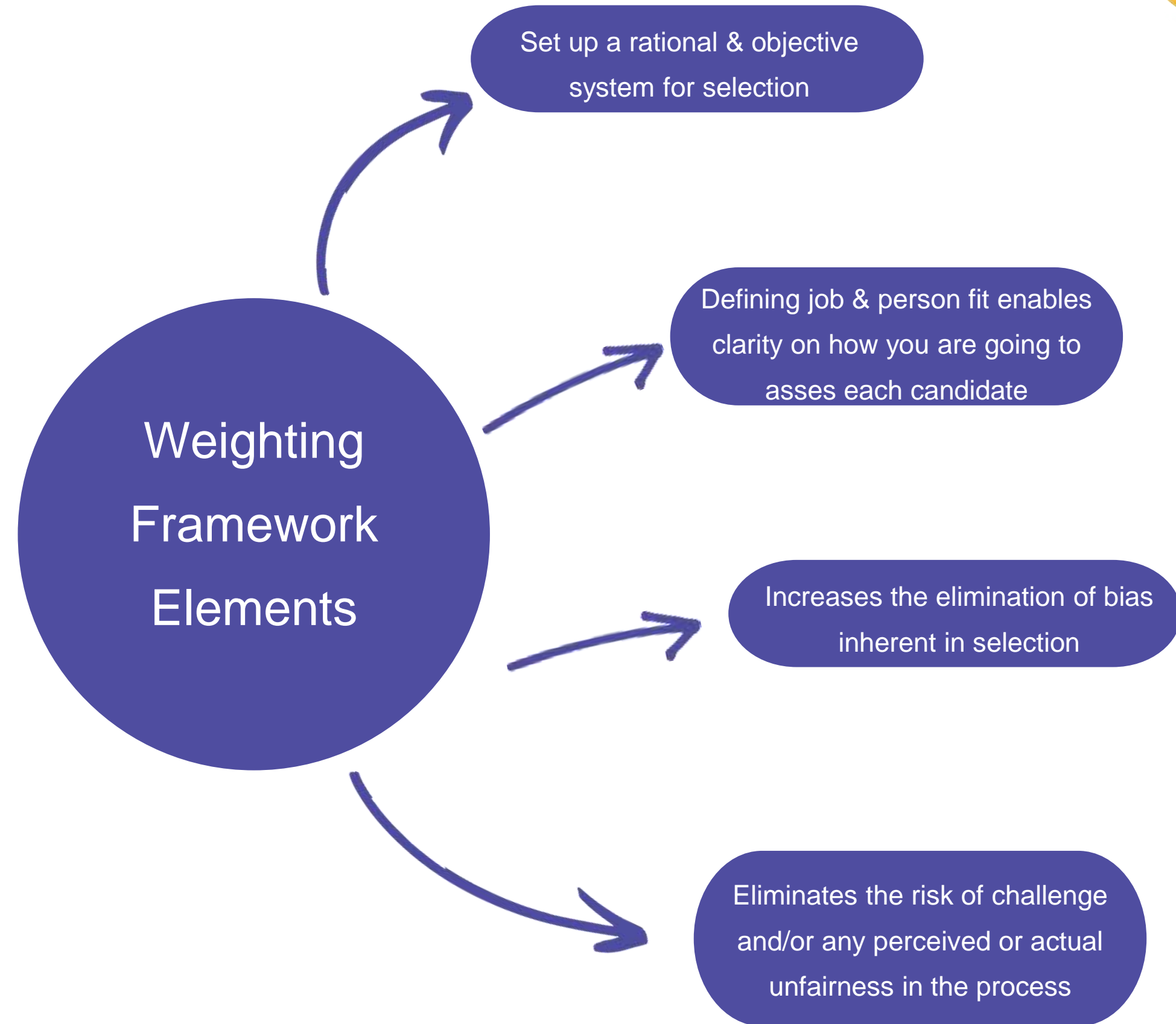
.
NB. Fluency in written and spoken business English (including any subject specific terminology or technical terms) is a skill.

Equality Legislation

- Age
- Gender
- Religion
- Nationality/Ethnic Background/Race
- Marital Status
- Disability Status
- Sexual Orientation
- Travelling Community Membership

Person Specification Framework 4

Within any person specification framework, there will be some elements which will be considered to carry more weight than others.

It is should be decided in advance of any applications being received, which items will carry the most weight.

Weighting Framework Elements

Set up a rational & objective system for selection

Defining job & person fit enables clarity on how you are going to asses each candidate

Increases the elimination of bias inherent in selection

Eliminates the risk of challenge and/or any perceived or actual unfairness in the process

Shortlisting Grid

Shortlisting Grid

After people apply, we are hopefully going to need to whittle down the number of applicants into a manageable number to interview.
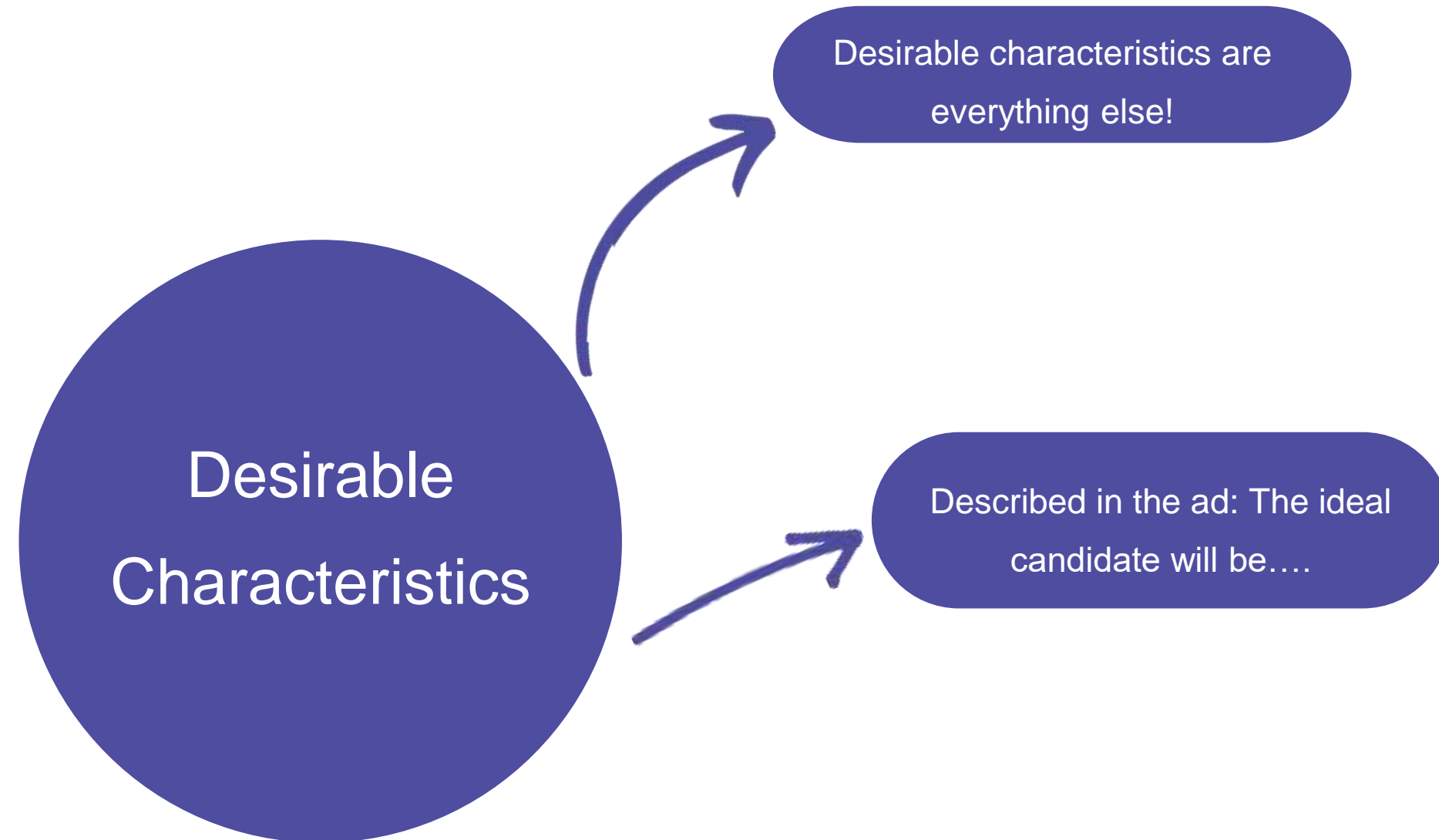
It is important to have a fair process for doing that, so it is best to devise that before we seek candidates at all!

Name	Desirable 1	Desirable 2	Desirable 3	Desirable 4
Jennifer	Integrity	Reliability	Work well under pressure	Problem-solver
Magda				
James				
Thady				
Alison				
Eamonn				

Essentials & Desirables

The Essential characteristics, including qualifications and work experience for a role can be described as the minimum requirements, the "must haves".

Desirable Characteristics

Desirable characteristics are everything else!

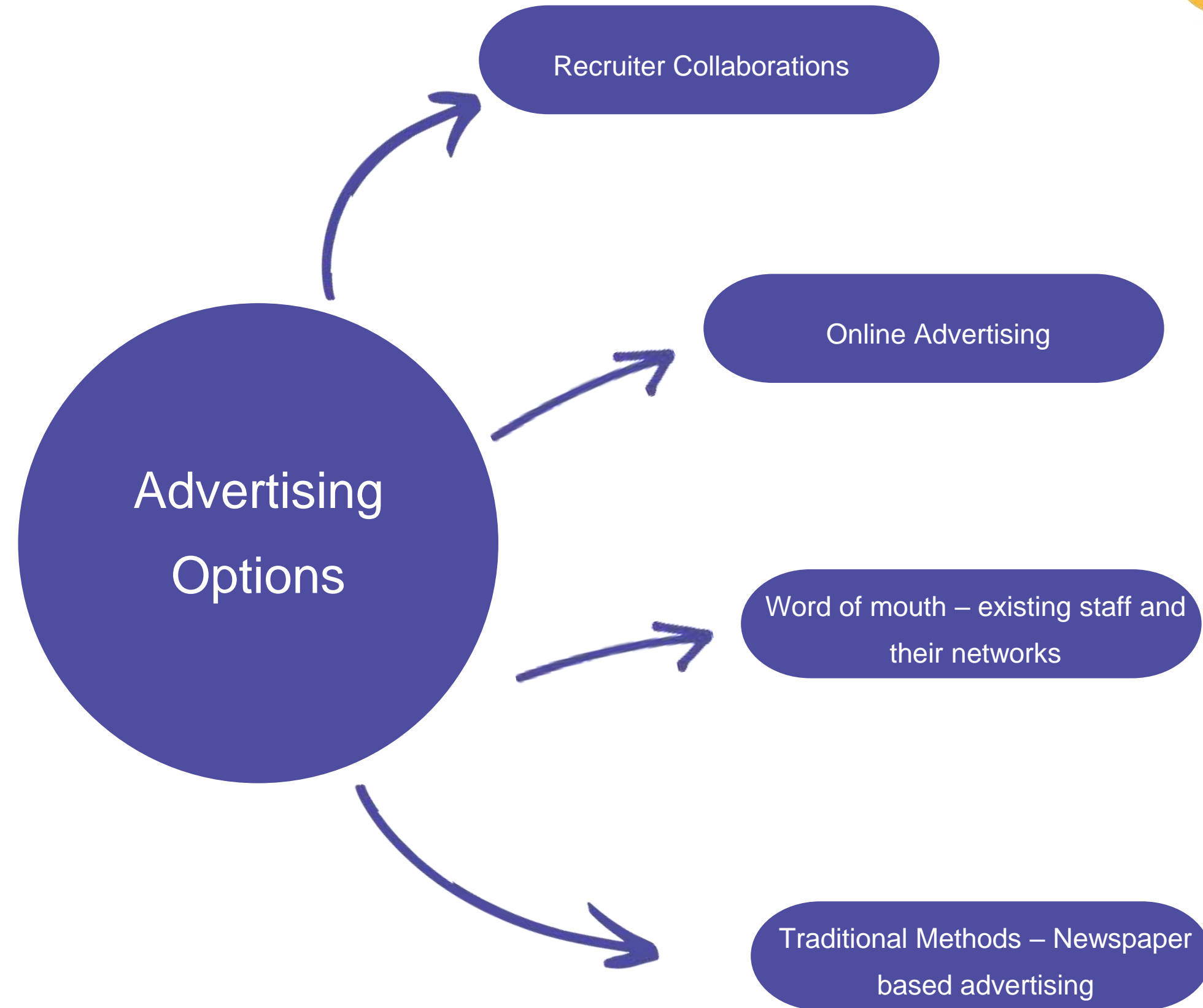Described in the ad: The ideal candidate will be….

Scoring & Weighting

With all of that done, we are then in a position to create our Interview Evaluation form.

On this will be noted the weighting for each characteristic.

Interview Evaluation Sheet

5 = Excellent   4 = Very Good   3= Good   2= Fair   1 = Poor   0 = Very Poor

Category	Comment	Score
Leadership		
Planning & Organisation		
Initiative		
Communication		
Emotional Intelligence		
Decision Making		
Problem Solving		
Conflict Competencies		
Team Work		
Performance Under Pressure		

Candidate Seek

Once all of the background preparation work is done, the next step is to seek candidates:

Advertising Options

Recruiter Collaborations

Online Advertising

Word of mouth – existing staff and their networks

Traditional Methods – Newspaper based advertising

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Topic 2

**Question Preparation &
Conducting the Interview**

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Interview Question Types

01 Competency & Behavioral Indicator Questions
- Based on past behavior – is a better indicator of future behavior than speculation about a scenario

02 Scenario Based Questions
- Should be approached with caution
- Only used where a person has little or no experience

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Question Preparation

Recommendations and guidelines:

You will need at least one question, usually two, per heading on your Interview Evaluation Sheet.
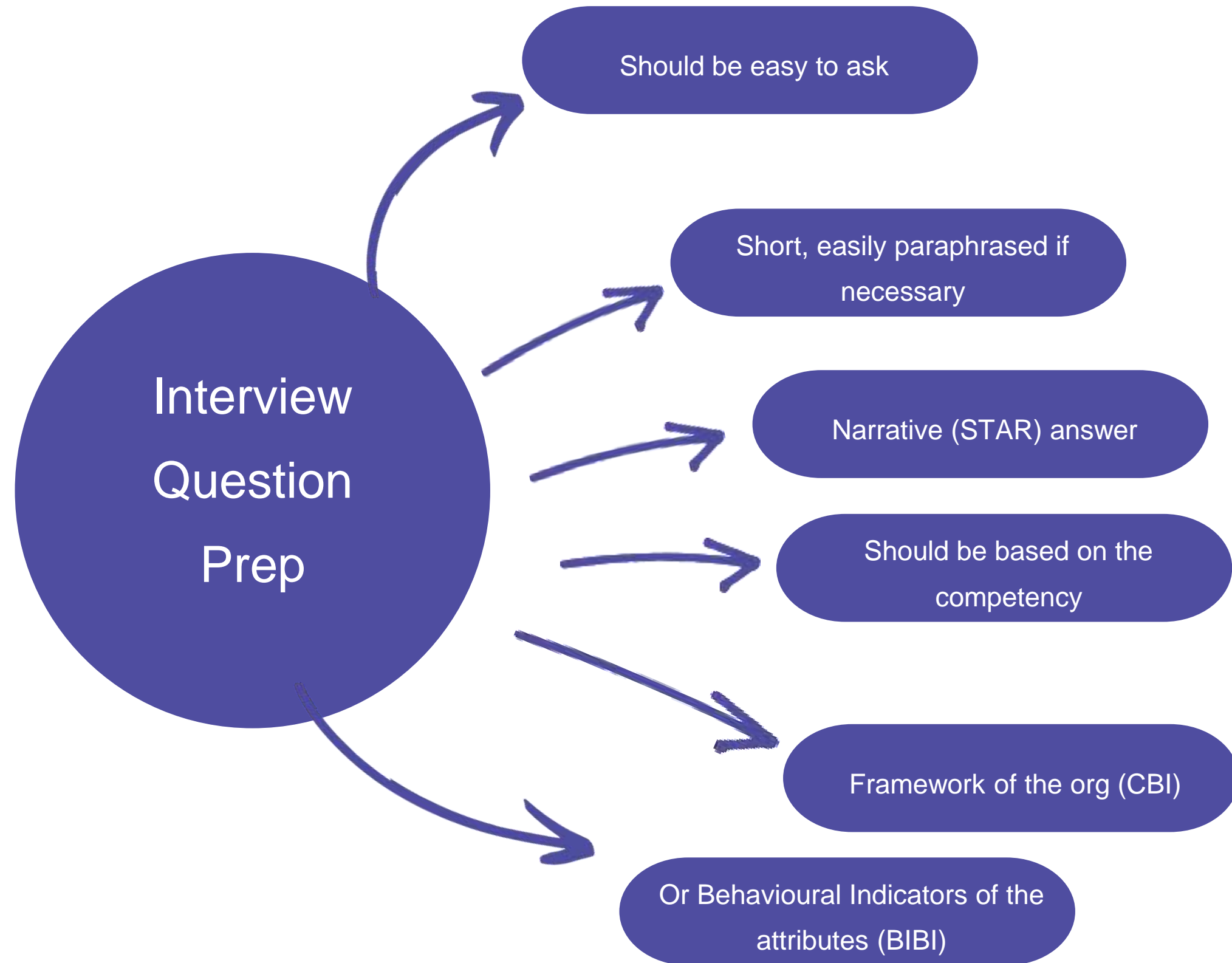
Interview Question Prep

- Should be easy to ask
- Short, easily paraphrased if necessary
- Narrative (STAR) answer
- Should be based on the competency
- Framework of the org (CBI)
- Or Behavioural Indicators of the attributes (BIBI)

Communications

01 Definition

- Ensures that issues, activities and their outcomes are communicated to and understood by all

- Understands and meets the information needs of different audiences. Listens and responds appropriately in formal and informal settings

- Shares relevant information with key stakeholders at an early stage

02 Behavioral Indicators

- Understands the issues, activities and outcomes to be communicated

- Conveys written and verbal information clearly and concisely, using different org communication channels (e.g. meetings, presentations, email, intranet, newsletters, notice boards)

- Understands the communication needs of different audiences and tailors language and method of presentation to meet those needs

Communications

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02 Behavioral Indicators

- Circulates relevant information to stakeholders in a timely manner

- Invites and encourages people to contribute their views

- Responds in a sensitive manner to verbal and non-verbal communication

- Develops shared understanding through active listening and dialogue

- Checks to ensure information conveyed is fully understood

Building & Maintaining Healthy Relationships

01 Definition

- Develops and maintains good working relationships across all levels of the organisation. Uses formal and informal networking to build trust between stake-holders. Manages the different perceptions of individuals and groups constructively. Facilitates deliberation and consensus

- Ensures everyone involved in the change process feels valued

02 Behavioral Indicators

- Builds and maintains trust by being consistent in word and action
- Listens to and empathises with other peoples' needs and concerns
- Does not personalise issues
- Shares knowledge and experience with others
- Builds and maintains formal and informal channels of communication with others
- Organises events to facilitate relationship - building between individuals and groups
- Networks within the community outside the organisation
- Contributes to the resolution of conflict between groups and individuals
- Gives appropriate positive and constructive feedback in a sensitive manner

Leadership Competency

01 Definition

- Acts in the best interest of the organisation, and its people, at all times.

- Acts as a role model for an inclusive approach to delivering change. Motivates and encourages others to take ownership of the change process.

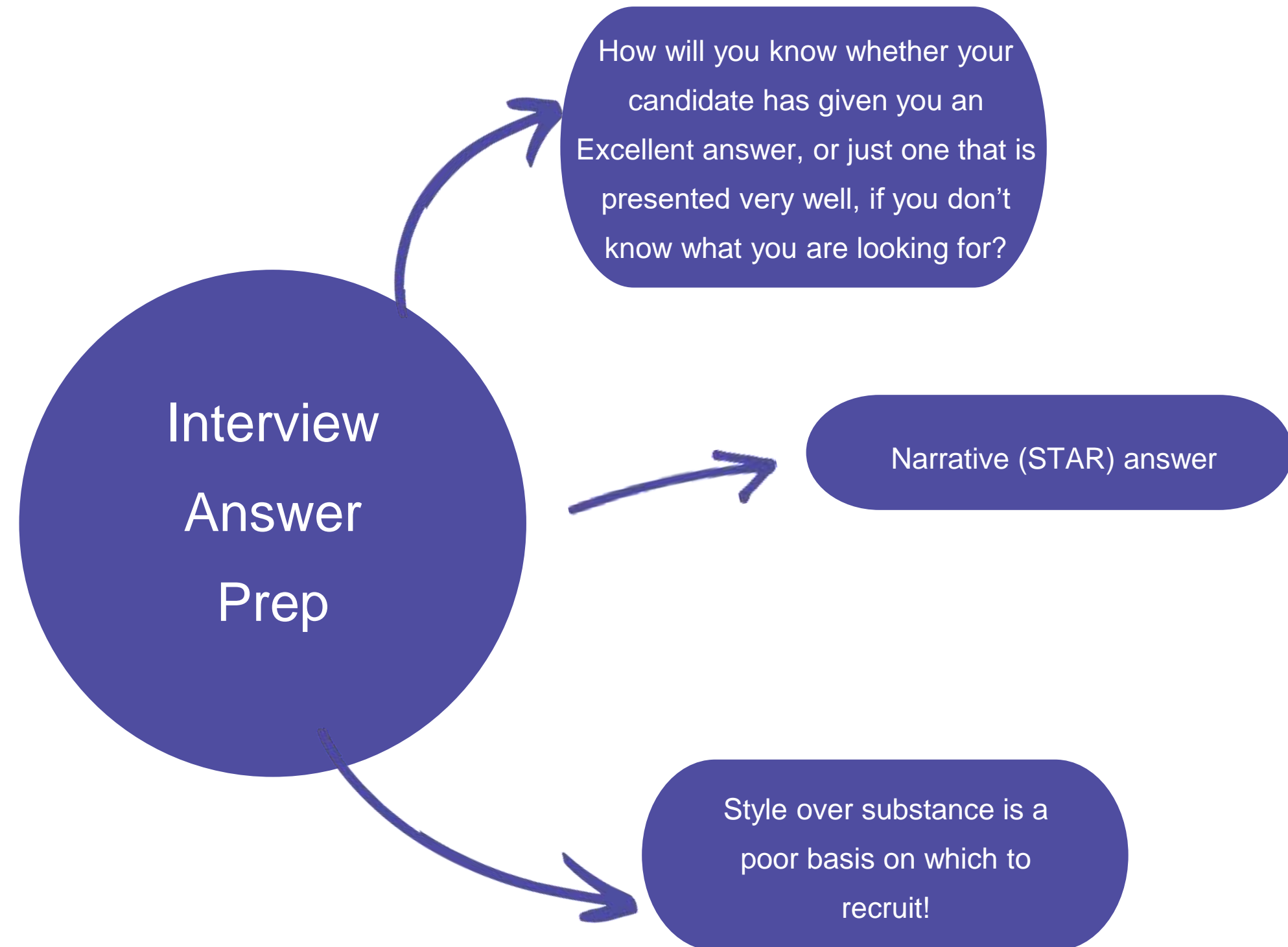- Develops and drives a shared vision of the organisation's future.

02 Behavioral Indicators

- Demonstrates and inspires commitment to creating a partnership culture
- Leaves role-based concerns aside when engaged in key activities
- Builds credibility by being trustworthy and reliable
- Admits past mistakes and learns from them
- Shares personal vision of change with others
- Encourages others to come forward with ideas for change and implement change
- Motivates others to develop a shared vision of the organisation's future
- Drives shared vision by reinforcing its values at every opportunity
- Relates the need for change to the overall vision of the organisation
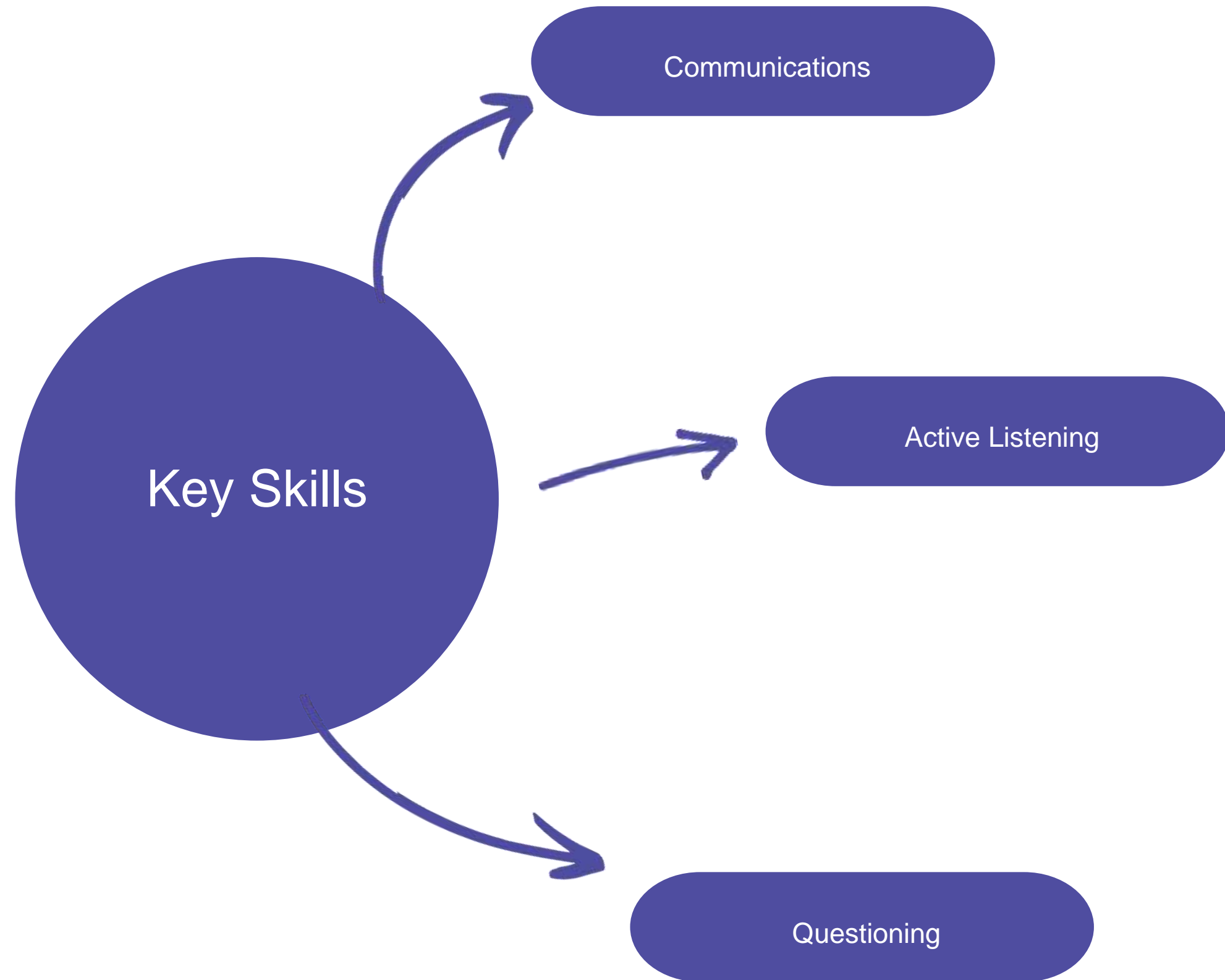- Motivates others to innovate and implement change

Prepare the Answers

The biggest mistake Interviewers make is to not prepare answers to their questions!
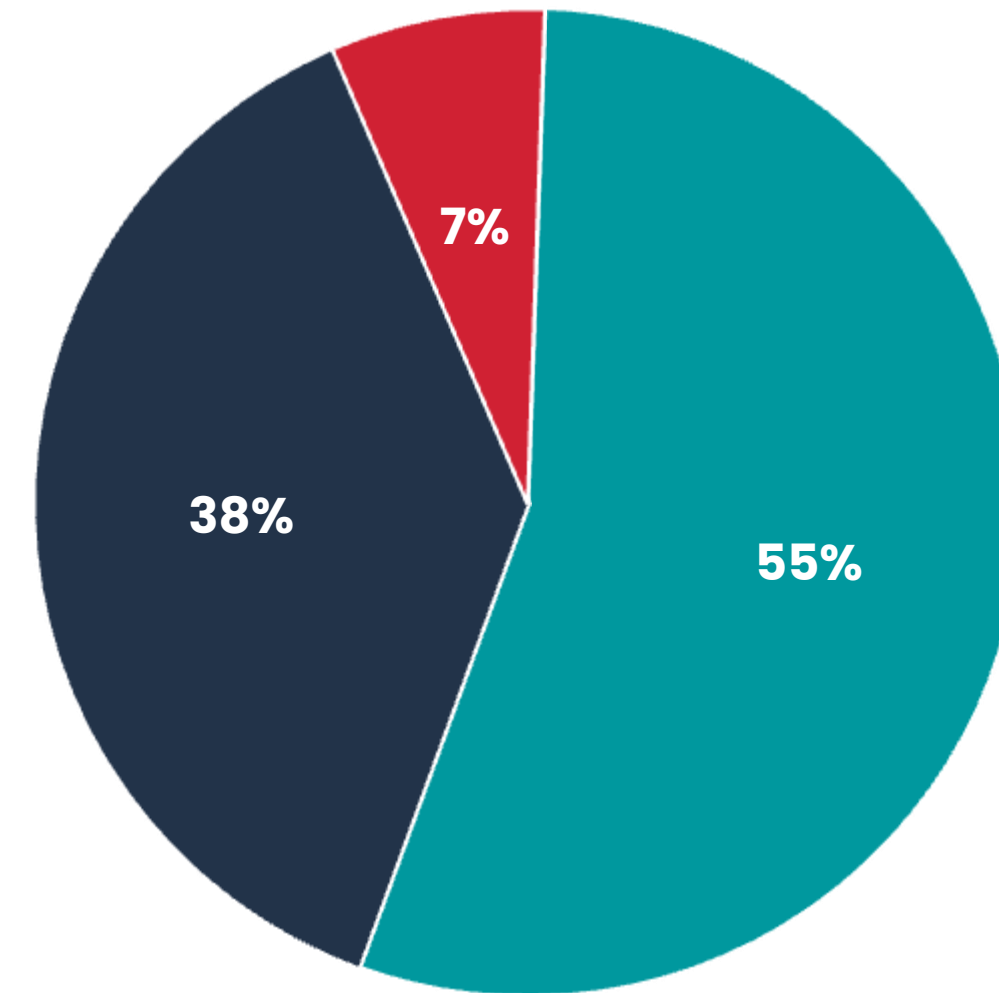
Interview Answer Prep

How will you know whether your candidate has given you an Excellent answer, or just one that is presented very well, if you don't know what you are looking for?

Narrative (STAR) answer

Style over substance is a poor basis on which to recruit!

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Skills Required to Interview Well

The good news is that they can be learned and developed!

Key Skills

Communications

Active Listening

Questioning

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Communication

According to Albert Mehrabian, three elements account for our perception of a person.

- Words
- Tone
- Body Language

7%

38%

55%

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5 Levels of Listening

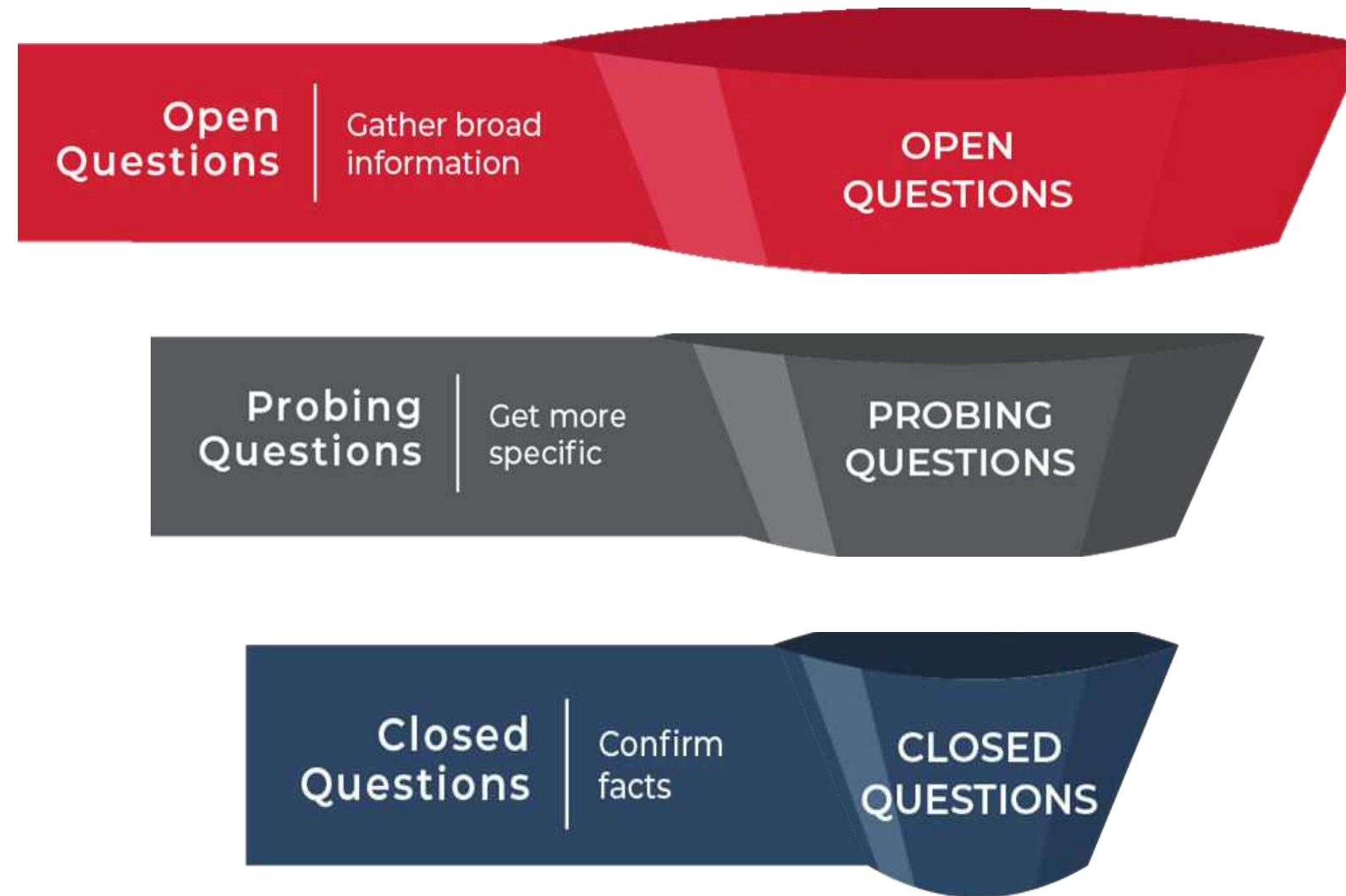Each level represents the degree to which someone is listening to another person during a conversation.

STEPHEN COVEY'S LEVELS OF LISTENING

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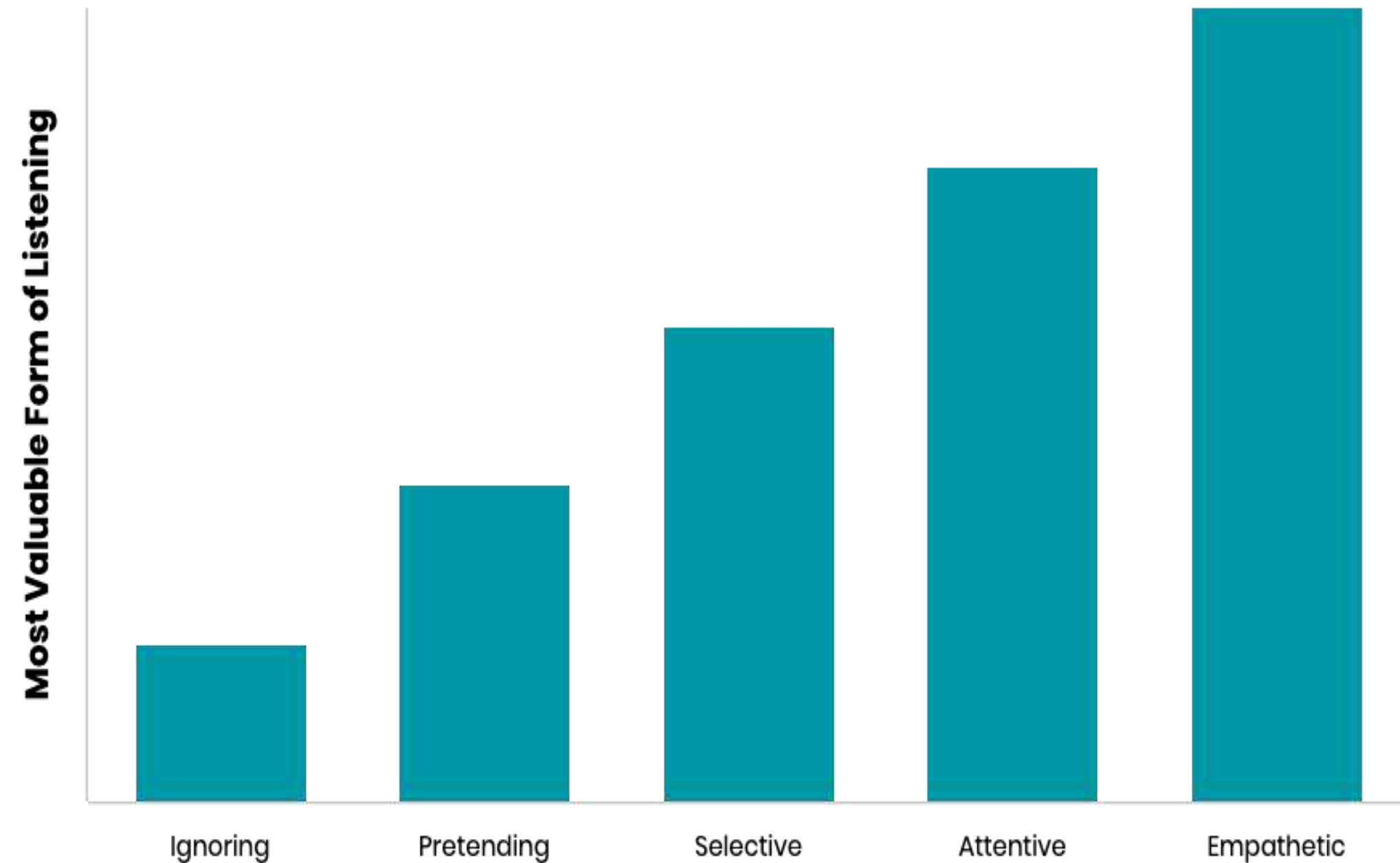
Demonstrate Active Listening

The good news is that they can be learned and developed!

Key Skills

Silent – resist the urge to interrupt

Non-reactive

Open & Curious Mindset

Patient

Paraphrase…you're saying…

Summarising
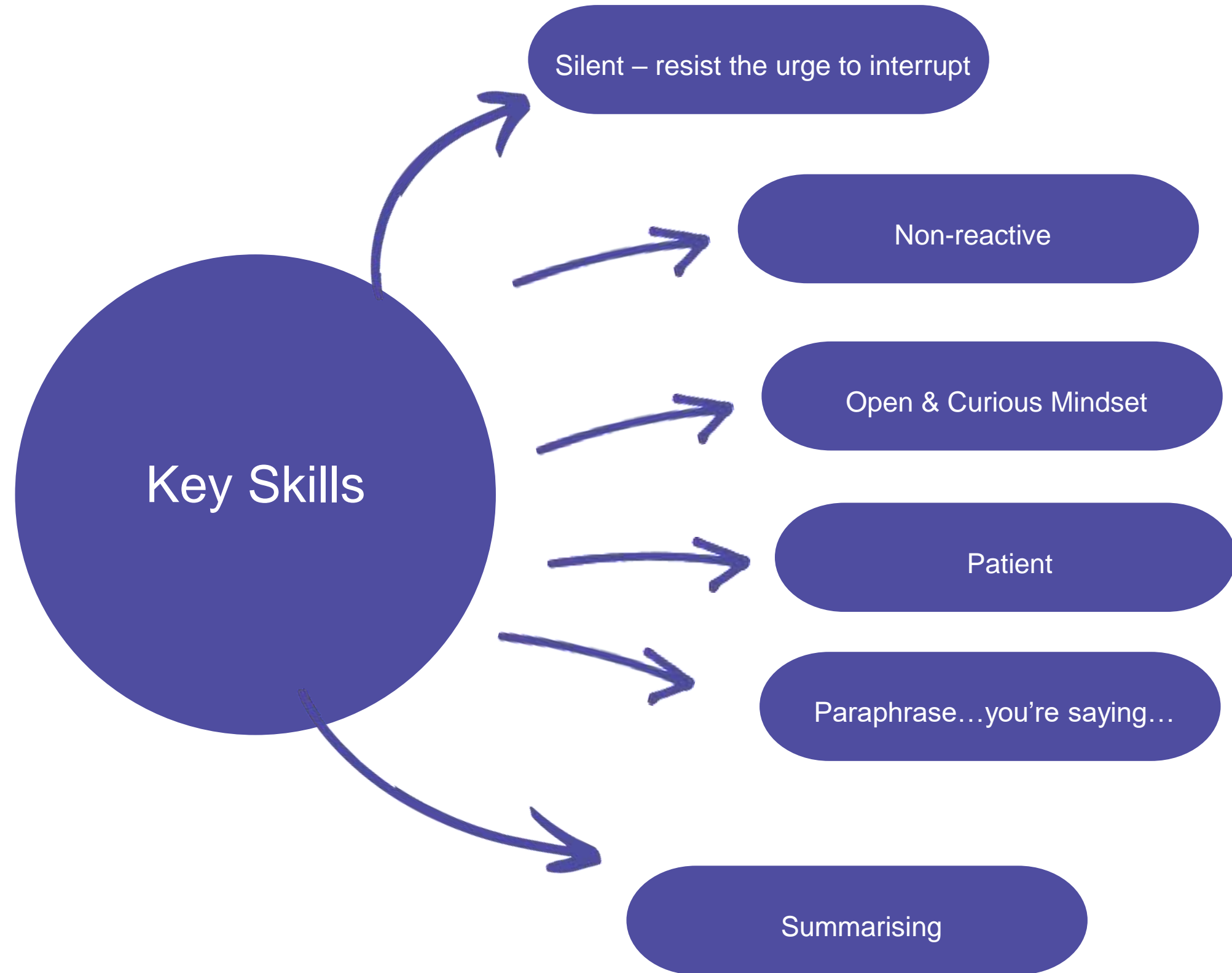
Questioning

Good questioning skills!

Probing Questions

Good questioning skills!

Probing Questions

Can you explain what you mean by…..

What steps did you take?

Did you have any other options?

What was your level of involvement?

How did you feel when that happened?

What was the outcome?

How would your manager/customer describe the outcome?

About the Day

Check-list

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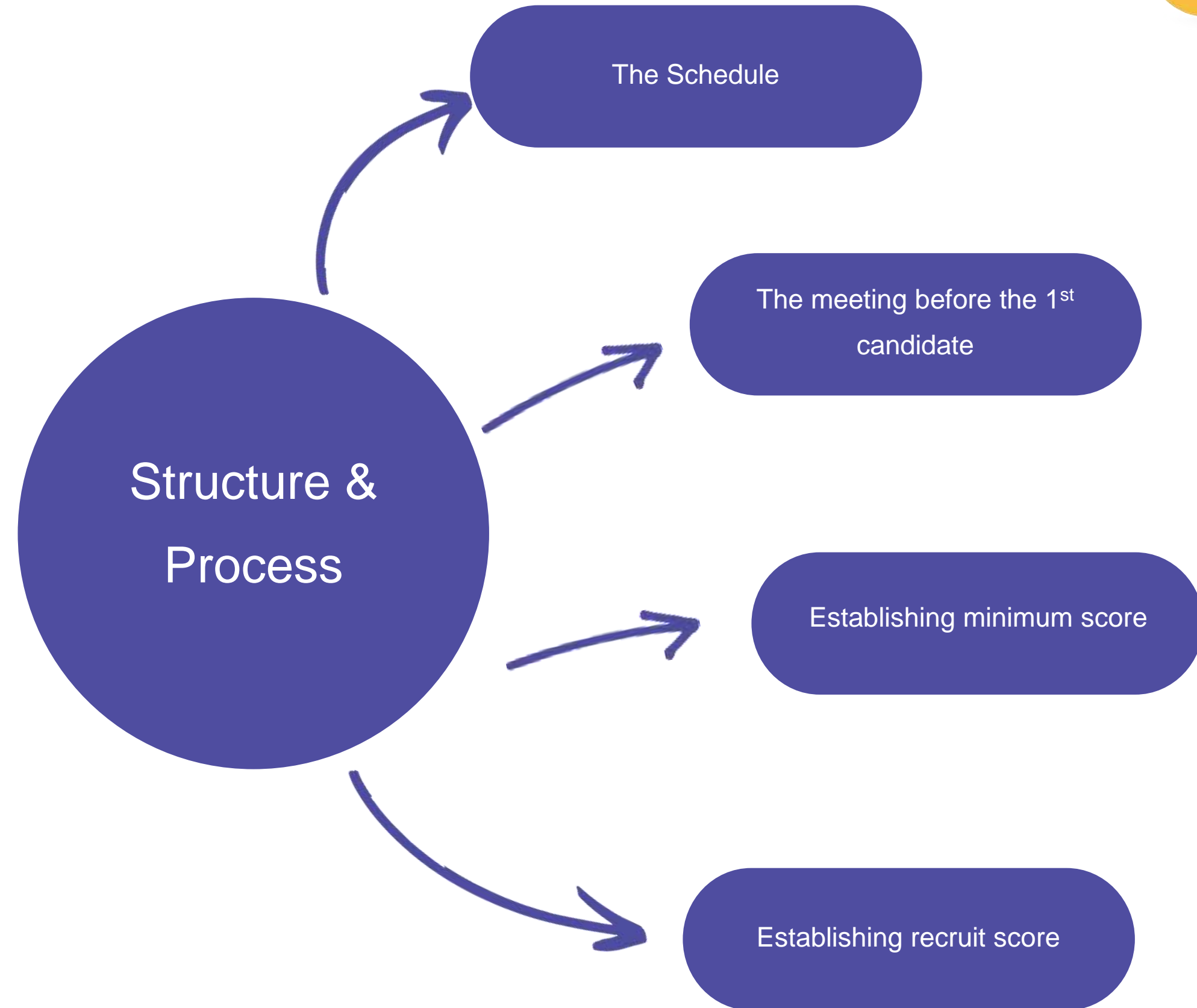
Interview Format

Check-list

Structure & Process

- Introductions
- Preamble
- CV Based Question/Presentation/Work Test
- Core CBI/BIBI Questions (probe within)
- Anything to Ask us?
- Thanks & Next Step
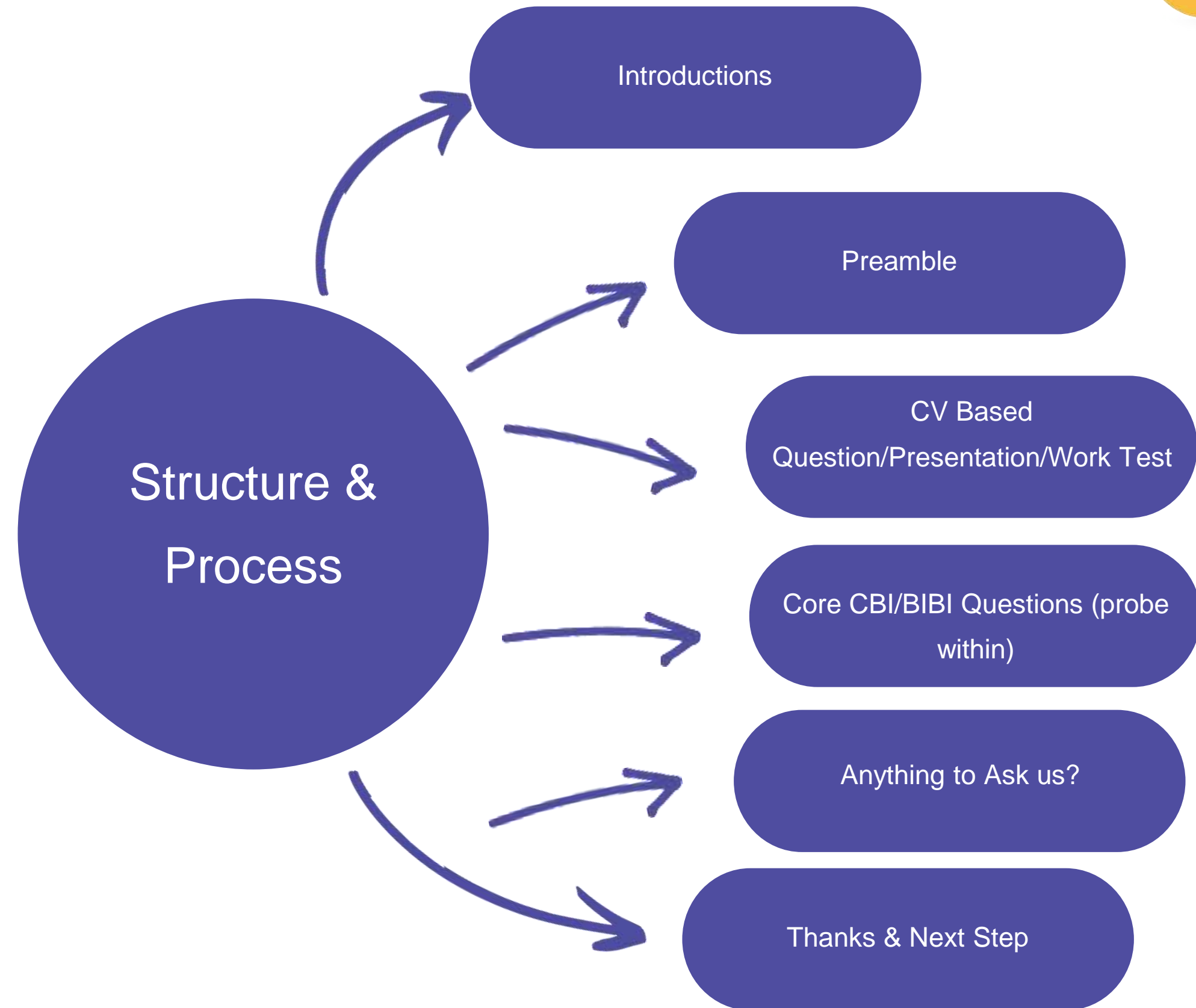
Topic 3

Post Interview Best Practice

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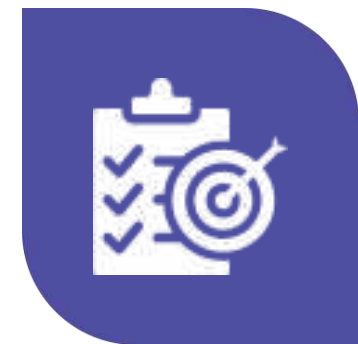
After The Interview

01 Each person should score each box within the Interview Evaluation Sheet

02 Then come together to arrive at a consensus score sheet for the candidate

03 Summarise and close out, ahead of preparing for the next candidate. Allow ample time between candidates.

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After All The Interviews

01 Check the minimum scores and recruit scores against each candidate

02 Establish the short list of those who have achieved both

03 Decide on a candidate to make an offer to, and a reserve candidate if appropriate

Evaluate The Process

01 Initial review – after a candidate has been chosen, get and give feedback amongst your fellow interviewers.

02 Tip: 1) What worked well; 2) What needs improving, 3) How will we implement that?

03 About six months after the new person has been in the job evaluate the process.
If appropriate, ask the person what they thought of your process.