



Competencies that are addressed:

PRIMARY COMPETENCY CATEGORIES:

- **Human Resource Management—**

Manages the process for aligning human capital with organizational goals.

- **Communication—**

Advances the abilities of individuals and the organizations through active listening supported with meaningful oral and written presentation of information.

- **Decision Making—**

Obtains and understands facts, weighs risks, and objectively prioritizes alternatives that result in decisive action.

RELATED COMPETENCY CATEGORIES:

- **Leadership—**

Drives business results by aligning the vision, mission, and values to enhance business value. Is able to enlist the willing cooperation of others, while tapping into their highest skills and abilities, to achieve desired results.

- **Results Oriented—**

Passionate about winning. Dedicated to achieving all-win solutions to situations.

Talent Selection: Interviewing

SUMMARY

Successfully recruiting incoming talent is a challenge for senior management, leaders, and human resource professionals during both difficult and thriving economic times. When unemployment is high, displaced workers compete for jobs alongside recent graduates and retirees returning to the workforce. When unemployment is low, finding the most highly qualified and best fit for vacant positions is equally difficult.

CONTEXT

It's one thing for a candidate to look good on paper. Qualifications, skills, and knowledge are definitely important; however, the ability to relate to others, establish rapport, and demonstrate a positive attitude can only be determined in an interview. And remember, the interview is a two-way street. How you come across as an interviewer reflects on your organization. Getting to the heart of the applicant's abilities and developing a wider appreciation for the applicant's interpersonal skills is the goal of the interview. In this module, you will learn interviewing skills that will help you avoid costly mistakes. You will first look at the interview format best suited to narrow the field for vacant positions. Then you will review best practices for conducting applicant interviews and develop interview questions designed to probe for both experience and behaviors.

At the completion of this module, participants will be able to:

- Determine the best interview format to use for talent selection
- Apply effective interviewing tips and techniques
- Develop interview questions that successfully identify qualified candidates

"The retention we've benefited from comes from the company philosophy: You hire the best people, and then ensure they're happy."
—Mike Gallagher, Sr.