

Structured Behavioral Interview Training: Course Content

This course will describe the critical components needed to develop and conduct reliable and valid employment interviews and show how interview results can be properly combined with other assessment tool information (e.g., The Global Work Styles Inventory) to maximize the prediction of job performance.

Our staff will instruct your group on how to get the most out of your brief time with a potential hire in a structured interview setting.

Following is a brief outline of the specific topics addressed during the training session:

- Introduction and Overview
 - The importance of good interviewing
 - Staffing basics (e.g., validity, measuring the content domain, inputs into job performance, selection ratios and utility)
 - Interviewer errors and bias
- Describing Job Requirements
 - Job analysis: the key to good selection
 - Task and Knowledge, Skills and Abilities (KSA) analysis
 - From KSAs to interview content
 - Exercise: Develop KSAs for a target position
- Developing Interview Content
 - Types of interview questions
 - Behavioral interviewing
 - Exercises: Develop content for each type of question
- Interviewer Skills
 - Note taking
 - Listening skills
 - Providing a realistic job preview (RJP)
 - Exercise: Develop an RJP
 - Probing and follow-up questions
 - Exercise: Develop probes for each question
 - Controlling the interview session
- Conducting the Interview Session
 - Preparing for the session
 - Opening the session
 - Body of the interview

- Closing the session
- Exercise: Develop an opening and closing for the interview
- Following the session
- Putting It All Together
 - Exercise: Conducting a mini interview session
 - Feedback from observers
 - Note:** Participants are given the opportunity to apply their new skills using the questions they developed during the workshop. Observers use an evaluation sheet to critique the session and provide feedback.
- Making Employment Decisions
 - Staffing strategies
 - Consensus decision making
 - Combining selection information (e.g., interview, tests, references, etc.)
- Legal Issues
 - Major legal considerations
 - Adverse impact and burden of proof
 - Exercise: Calculating adverse impact
 - Questions you “can” and “cannot” ask
 - Defending the interview in court
- Examining return on investment (ROI)
 - Expect ROI
 - Time and effort needed

Leveraging the Training—The following steps can be taken to customize the content and optimize the training session:

- Course content can be improved if The Devine Group receives information related to a few key jobs (e.g., job descriptions). This information can be used to develop KSAs and interview questions specific to those jobs.
- Improvement can also be made if The Devine Group understands the present selection procedure. We can tailor material for consistency and/or make recommendations for improving the selection process.
- Finally, many organizations have in place core competencies and/or strategic initiatives (e.g., total quality, customer service). Being privy to that information allows us the opportunity to tailor content specific to that information.

Full-Day Training (approximately 7 hours)

This is our most basic and popular course. The purpose of this training is to provide participants with the skills necessary to both *develop* and *conduct* reliable and valid structured behavioral interviews. The major advantage of the full-day session over the half-day session is that it allows participants the opportunity to practice the various skills presented (e.g., writing KSAs, writing questions and probes, taking notes and conducting an interview session).

The full-day workshop can also be used as a train-the-trainer course. This workshop follows the same basic outline as our basic course. The biggest differences are that participants receive a copy of the Interview Right™ CD that must be completed prior to the workshop and each participant receives a workbook that includes exercises and guidelines for reinforcing key learning concepts.

Learning Objectives - At the completion of this training, the participant will be able to:

- Understand the importance of making good selection decisions
- Understand the various errors that interviewers typically make
- Develop meaningful KSAs (“hard” and “soft”) for a target position
- Understand the benefits for using structured behavioral interviewing
- Develop relevant interview questions using all five types of questions
 - Education and training
 - Experience
 - Specific knowledge
 - Behavioral description
 - Situational judgment
- Develop probes or follow-ups for each question
- Collect behavioral notes based on candidates’ responses
- Develop a realistic job preview (RJP) for the target job
- Put together a viable interview team or panel
- Design the interview content and process
- Make employment decisions using consensus
- Understand the legal requirements related to the employment interview
- Understand and calculate “adverse impact”
- Understand the return on investment (ROI) from making good employment decisions

Two-Day Training

This training is similar to the one-day course described above. The major differences include:

- More time for the participants to develop specific interview content (i.e., KSAs, interview questions, probes, RJPs, openings and closings, etc.).
- More time to work with participants and provide specific, one-on-one feedback.
- Most importantly, the two-day training provides the opportunity to actually conduct a structured behavioral interview, videotape the session, and give explicit feedback to the participants.

Half-Day Training

This is an abbreviated version of the one-day training program. Every effort is made to cover most of the described material. Omissions include:

- Interviewer errors and bias
- Controlling the interview
- Discussion of the EEO laws
- Determining adverse impact
- Discussion of ROI

The biggest difference is that much less time is available for exercises and feedback. Time exists for three or four exercises; the final application exercise is omitted.