

## Select Interviewing

### *Accurate, Efficient and Legally Defensible Interviewing*



**"The experience base of this company was critical to our success in identifying and selecting relevant criteria. The program and questions were customised to fit exactly the position we needed."**

**Diana Jaden**  
Human Resources Manager  
PPG Auto Glass, LLC

Select Interviewing is a structured interview process based on extensive research and more than a decade of firsthand experience training thousands of interviewers. It eliminates the time consuming and unproductive elements of a traditionally structured interviews and concentrates on what really works. Your interviewers will conduct interviews that are consistently accurate, efficient and legally defensible. Plus they will give new hires a favourable impression of your company – essential in today's competitive market. The training is efficient and thorough, with an interactive format that provides hands-on practice and feedback. Each section of the training is also accompanied by a high impact-video vignette making it easy to understand and easy to facilitate. At the end of this workshop, participants achieve the following objectives.

#### **Identify "Builder, Cutter and Maintainer Behaviours"**

Participants learn about three main types of behaviours demonstrated by employees: Builder Behaviour, Cutter Behaviour and Maintainer Behaviour.

The concepts are addressed using video scenarios, theory and group discussion.

#### **Builder Behaviours**

Include been proactive vs. reactive, high energy, positive attitude, honest, committed to an organisation, etc.

#### **Cutter Behaviours**

Include been cynical, negative attitude, just doing the minimum required to get by, gossiping, taking credit for the work of others, making excuses or blaming others etc.

#### **Maintainer Behaviours**

Include been steadfast and dependable, very task focused, comfortable with the status quo, essentially "B" players who do their job well, but are not looking for promotions, involvement in committees, volunteer teams, etc.

The theme of these three behaviours is carried on throughout the training. The main emphasis being that the Select Interviewing program is designed to help interviewers identify these types of behaviours during an interview, before an offer

is extended. And before you find out you've hired someone more likely to demonstrate "Cutter" behaviours.

#### **Recognise effective interview flow.**

Through theory as well as visual representation, participants learn about Select's concept of how an interview should flow.

Main steps discussed include:

- Preparing for an interview
- Opening an interview
- Gathering information
- Appropriate and inappropriate interview questions
- Making accurate evaluations/ratings
- Closing an interview

Basic concepts and actions are discussed and some interview etiquette techniques are provided.

#### **Identify specific examples of past behaviours by asking legally defensible behaviour questions.**

The largest portion of the training is learning how to ask questions that are job relevant, legally defensible, and that will identify specific examples of a candidates past behaviour as it relates to the competencies required for job success.

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**“PPG considers Select an extension of our HR department. They are great people to work with. They are open to new ideas and excellent problem solvers. Select’s solutions are innovative and practical. We can trust them to do things right and to deliver a quality product and service.”**

**Ann Durham  
Manager of  
Organisation &  
Selection Technology  
PPG Industries**

The sections addressing this objective include video exercises, interactive group discussions and exercises, supplemental handouts and practical application such as listening for and collecting examples of past behaviour.

### **Understand the relationship between skill sets required for a position and the interview process.**

This section addresses the importance of how competencies or “skill sets” required for a position relate to the interview process.

### **Demonstrate the techniques/methods of behavioural based structured interviewing.**

The last part of the workshop is spent applying all of the theory and concepts that have been covered in the training. During this time, participants break into triads and practice interviewing each other.

### **Demonstrate effective note taking and identify key points to make accurate evaluations.**

Aside from learning Russell Consulting International’s theory on note taking and the various methods of rating and data integration, videos in this section also demonstrate positive interviewer modeling.

Participants get to practice what they have learned by watching videos of interviews taking place to:

- Gather specific examples of past behaviour
- Take notes
- Assign ratings
- Have a debrief group discussion
- Complete a group data integration of scores

### **Learn how to evaluate “motivation” to do the job.**

Another key concept covered in the training involves “motivational fit” or the correlation between what a candidate finds satisfying/dissatisfying in a job, and what is actually offered in that position.

Participants learn how an effective resume screen, background experience review, and initial probing around a candidate’s likes and dislikes can reduce costly turnover.

Interactive group activities include an exercise in which participants screen sample resumes, highlight areas of concern and formulate follow-up probing questions to ask during the interview.

### **Legal Issues**

In addition to the information noted above, there is a section that addresses common interviewing errors and legal issues. Participants learn how to avoid making common interview errors as well as learning topics and questions that absolutely cannot be addressed during an interview.