

Behavioral Interviewing: Practices for Hiring Smart

Intended Audience	Mid-Level	Delivery Options	<ul style="list-style-type: none">• 2-Day In-Person (Onsite and Seminar)• 4-Week Virtual
HR Competencies	<ul style="list-style-type: none">• Critical Evaluation• Communication• HR Expertise (HR Knowledge)	Recertification*	SHRM: 15 PDCs

Program Overview

In this practical, reality-based program, you will discover proven techniques for determining the knowledge, skills and abilities needed for a vacant position in your organization. You will also learn strategies for writing solid behavioral interview questions and conducting fair interviews that lead to great hires for your company. You will participate in hands-on exercises that will support you in accomplishing job analysis and interviewing activities and give insight into the debrief and selection process.

NEW! Participants of this program will receive access to an Online Learning Reinforcement Toolkit — a newly added takeaway, which will provide you with just-in-time resources to help you grow even after the classroom experience.

Download a sample template from this toolkit.

Program Objectives

As a result of this seminar, participants will be able to:

- Explain the hiring and retention landscape
- Conduct job analysis and define competencies
- Develop behavioral interview questions, rating scales, and guides
- Train interviewers, and prepare for and conduct interviews
- Evaluate and select candidates
- Analyze interview trends and retention strategies

Program Modules

This program includes the following modules:

- Module 1: Introduction
 - Welcome
 - Together Forward
 - License Agreement
 - Program objectives
 - Legend
 - Ice-Breaker Activity-Course Goals in Two Words



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- Module 2: The Hiring and Retention Landscape
 - Job Market Overview
 - Hiring Statistics
 - Retention Statistics
 - Hiring and Retention Metrics

- Module 3: Behavioral Interviewing Deep Dive
 - Behavioral Interviewing Video
 - What is Behavioral Interviewing?
 - Interview Techniques
 - Why Behavioral Interviewing Matters
 - 4-Step Process for Hiring the Best Candidates
 - Discussion – A Deep Dive About Your Organization

- Module 4: Job Analysis and Competencies
 - Defining Job Analysis
 - Gaining Hiring Manager’s Support
 - Data Gathering Techniques
 - Critical Incidents
 - 4-Key KSAO Findings
 - Behavioral Competencies
 - Technical Competencies
 - Identifying Competencies
 - Types of Competencies
 - Defining Competency Models
 - Types of Competency Models
 - SHRM Competency Model
 - Connecting Competencies to the Big Picture
 - Culture
 - Competencies for Fit into the Organizational Culture
 - Competencies for Position Fit
 - How to Identify Competencies for Your Needs
 - Practical Steps for Defining Your Organizations Competencies
 - Competency Activities

- Module 5: Questions, Rating Scales, and Guides
 - Addressing Competencies in Questions
 - Lead Questions
 - Probing Questions
 - Competency Focus – Individual Contributors
 - Competency Focus – Managers and Leaders
 - Avoid Guiding Language
 - STAR Model and Question Development
 - Rate the Responses
 - Rating Scale Definitions
 - Rating Guide
 - Questions, Rating Scales, and Guides Activities



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- Module 6: Interviewer Training and Conducting the Interview
 - Interview Planning and Formats
 - Selecting Interviewers
 - Interviewing Best Practices
 - Tips for Active Listening
 - Positive Interview Experience for the Candidate
 - Recognize and Avoid Biases when Interviewing Candidates
 - Four Tips to Spot Possible Issues During an Interview
 - Note Taking Tips
 - Activities

- Module 7: Evaluation and Selection
 - Inter-Rater Agreement
 - Debriefing Meetings
 - HR Documents and Hiring Decision
 - Discussion – Documentation for Your Organization

- Module 8: Interviewing Trends
 - Video Interviews
 - Job Auditions
 - Soft Skill Assessments
 - Meeting in Casual Settings
 - Virtual Reality

- Module 9: Retention Strategies
 - Finnegan’s Arrow
 - Onboarding and Mentorship
 - Teamwork and Collaboration
 - Retaining Employees is the Top Issue

- Module 10: Conclusion
 - Program Objectives
 - Toolkit
 - SHRM Knowledge Center Video
 - Closing Thoughts
 - Program Follow-up from Rockbridge
 - Thank you from SHRM!



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