

Interviewing and Appraisal Skills

Duration: 2 days

As the success of an organisation rests primarily with the quality and happiness of its employees, it is essential that management employ skill and technique in managing selection, appraisal, counselling, disciplinary and exit interviews.

Who should attend this course?

Managers wishing to develop their interviewing skills for various work situations.

Course Objectives

Upon completion of this course participants will be able to:

- Gain increasing confidence and competence as an interviewer
- Understand the purpose, value and objectives of different interviews
- Take a structured approach to the different types of interview
- Plan and conduct a range of interviews confidently – selection, appraisal, disciplinary, counselling and exit interviews
- Improve skills in listening, questioning and rapport building
- Utilise sound interviewing techniques to gather accurate information, interpret information and make decisions
- Make effective decisions based on new skills learnt

Optional: Use of professional actors for role plays and practical activities

Course Outline

- Outlining the types of interviews and their objectives
- The selection interview
- The appraisal interview
- The disciplinary and termination interview
- The counselling interview
- The grievance interview
- The exit interview
- Understanding the general principles of interviewing – approach, preparation, structure, conduct, follow-up
- Identifying the aspects of non-verbal behaviour
- Developing confidence to manage all types of interviews
- Establishing clear interview objectives and pre-planning
- Getting the best out of the interview
- Creating a comfortable environment for interviewing
- Building rapport with the interviewee
- Questioning, probing and listening skills – key techniques
- Pacing, timing and maintaining control
- Giving and receiving feedback
- Opening and closing techniques
- Taking constructive notes
- Utilising structured and situational questions
- Evaluating the information and making your decision
- Adapting your interview skills according to the type of interview
- Managing difficult candidates and situations
- An overview of the Legislation – Human Rights Act, Race Relations Act, Sex Discrimination Act, Disability Discrimination Act
- Case studies, role-plays and presentations