

## SELECTION, INTERVIEWING AND RETENTION

***“The job interview, relied upon by employers as the key to error-proof selection, may just be the most questionable technique of all!”(Paul Loftus)*** This intensive, 3-day seminar will explore this pro-vocative statement, separate fact from assumption, and destroy myths – all with a view to making markedly improved selection decisions. It will also provide you with techniques to keep the people you hire.

### ABOUT THIS SEMINAR

High rates of turnover, absenteeism and tardiness coupled with low productivity, initiative and morale, cost companies dearly each year – and can frequently be traced to poor employee selection.

Effective selection involves a number of skills – skills that should be learned, understood and practiced, not on-the-job, not by trial and error, but in a risk-free workshop environment where “mistakes” are “cost-free”. On-the-job-trial-and-error learning can be, and often is, inefficient, ineffective, slow and sometimes legally risky – it can also be a poor exercise in public relations.

Unlike the many books, articles and seminars that leave you “hanging in the air”, this seminar will not only suggest **what** you must do to ensure better selection, but will also show you **how** to do it!

For example, “establishing rapport with an interviewee” is an oft-recommended stage, but seldom are you shown how. Similarly, ideas are often espoused regarding application forms, but you’re left to your own devices to actually design your own form. Not so at this seminar. You’ll get...

- Usable application blanks/forms
- Interview guides that comply with Human Rights guidelines
- Interview evaluation forms
- A waiver of liability form and also
- Practice in the skills you’ll bring back to the job- listening, probing, establishing rapport, résumé (CV) analysis, recording impressions – and more
- A thorough understanding of, and the ability to use, “behavioural interviewing”, the tested and proven idea that the best predictor of a candidate’s future performance is the candidate’s past behaviour
- The skills to write your own advertisements
- Techniques for dealing with employment agencies and executive search firms
- Numerous techniques used by many organization to retain their best people

So take a look at your own current selection practices (if they are mostly on “gut feel” then you really have cause to think!) and ask yourself if the potential improvement in selection is worth the time and cost of this seminar. If “Yes, it is” is your answer, please let us hear from you soon.

## METHODS OF INSTRUCTION

In keeping with the leader’s philosophy that adults learn best by doing, the seminar will be extremely participative.

There will be **brief lectures supported by PowerPoint slides, class discussions, case studies and role plays**. These techniques will help the participants test and hone their selection skills. Recent **training videos/ DVDs** will reinforce these skills.

**Printed handouts** will be provided to supplement lecture material and act as an ongoing reference source. **Group discussions** will enable participants to learn from each other and provide a cross-fertilization of ideas.

## WHAT YOU WILL LEARN

**Among the many things you will learn at this seminar are...**

10 external sources for recruiting applicants Many techniques for improving listening skills The hidden costs of turnover The advantages and disadvantages in using an employment agency/executive search

firm 15 things to watch for when analyzing résumés (CVs) 20 proven techniques for retaining top talent Why it’s vital to obtain both a résumé (CV) and a complete application form from every candidate The 6 major steps in conducting the selection interview The 9 major obstacles to effective interviewing 20 questions to avoid during an interview 18 tips to successful interviewing The distinction between validity and reliability The 5 major methods of reference checking... 3 methods for checking the applicant’s current employer ... **and much more!**

## WHO SHOULD ATTEND

By attending this seminar...

- **Human Resources Personnel** will learn to appreciate and learn how to use the wide range of selection tools available to them.
- **Experienced Individuals** will have many of their skills reinforced and will add to the skills they already have.
- **Managers, Team Leaders and Line Supervisors** who hire applicants will be better equipped to screen and evaluate them.
- **Persons new to the Human Resources** function will obtain the skills necessary in their roles of selecting new staff.

## PROGRAMME OUTLINE

## DAY ONE

### ➤ **Introduction**

The high cost of turnover  
The Selection Process – its importance to the organization  
The Steps in the Selection process  
The Selection Ratio

### ➤ **Job Descriptions**

What They are  
What They have to Do with Selection  
How to Write Job Descriptions  
Examples of Real Job Descriptions

### ➤ **Obtaining Applicants/ Sourcing**

Using an Employment Agency/  
Executive Search firm  
Campus Recruiting  
In-house Recruiting  
Using employees as recruiters  
Pirating  
Using the internet

### ➤ **Reference Checking**

Advantages of Reference Checking  
The Five Methods of Reference Checking  
How to conduct a Reference Check  
Skill Practice: Reference Checking by Telephone

### ➤ **Testing Applicants**

The Use of Psychological Tests  
Validity and Reliability  
Understanding norms in Testing  
In-house and Professional Testing  
The range of available Tests  
What can Tests test?

## DAY TWO

### ➤ **Human Rights**

Guidelines on Screening and Selection in Employment  
Case study  
Video  
Participant Exercise  
Federal & Provincial (State) Legislation

### ➤ **Advertising**

Media to Use  
Advertising Guidelines  
Effective Headlines  
How to Write Copy  
Task

### **Effective Listening Skills**

The Important of Listening in Interviewing  
Effective Listening  
Communicating for Understanding  
Task  
Video

### ➤ **Application Forms**

What They Should Contain  
Tying The “Answers” to The Interview Responses  
Linking The Candidate’s Résumé to The Application Form  
Waiver of Liability

### ➤ **Application Blank/Résumé (CV) Analysis**

What to Look for in the Candidate’s “Answers”  
“Red Flags”  
Why It’s Important to Have an Application Blank and a Résumé

## DAY THREE

### ➤ **The Interview**

- Effective Listening
- Video
- Structured vs. Unstructured Interviews
- Interview Plan
- Interview Environment

### ➤ **Conducting The Interview**

- Rapport Building
- Open-ended Questions
- Allowing Silence
- Seeking Disconfirming Evidence
- Controlling the Interview
- Gaining Behavioural Examples

### ➤ **Case studies**

- Practice Interviews
- Skill Practices

### ➤ **Retention Techniques**

- Calculation of Retention Rate
- Why Employees Stay
- Retention – Team Tasks
- Job Enrichment
- The Role of Mentoring in Retention

### ➤ **Further Retention Techniques**

- Identifying Employee' Values
- Video
- The Power of Positive Reinforcement
- Setting up a Retention Task Force
- Forms of Recognition
- The Exit Interview

### ➤ **Conclusion**

- Participants' Forum
- Seminar Leader's Wrap-up

## Evaluations

### SEMINAR LEADER

**Paul Loftus**, B.Comm., B.A., M.Sc., F.I.C.B.  
Industrial Psychologist  
Paul Loftus & Associates Inc.  
Montreal, Quebec  
Canada

Paul Loftus worked in recruiting for a major bank in Canada. He has also worked in an employment agency and for an executive search firm.

Mr. Loftus graduated from University College, Dublin, Ireland, with a B.Comm., and from Concordia University in Montreal with a B.A. in Psychology. He holds a M.Sc. in Industrial and Organizational Psychology from Lamar University, Texas. He also holds an F.I.C.B. (Fellow of the Institute of Canadian Bankers), and received an A.I.B. (Associate Insurance Broker) from the Insurance Brokers Association of the Province of Quebec. He obtained a Certificate in Journalism from Concordia University. Mr. Loftus is a Co-Founder and President of the Ireland-Canada Chamber of Commerce. He is also the Co-founder and a Director of the Montreal Trainers' Group and a former President of the Quebec Association for Adult Learning. His other professional affiliations include membership in The American Society for Training and Development, The American Management Association, The Irish Institute of Training and Development, The Asian Regional Training and Development Organization, The Montreal Press Club and others.

