
Recruitment and Interviewing: Design Document

| Subject | Topics to Include |
|--------------------------------|---|
| <i>Business Purpose</i> | <p><i>Challenge:</i> Staff is not hiring quantity nor quality candidates <i>What is needed?</i> A training on how to effectively prepare and conduct interviews with potential employees to bring in more and higher quality candidates.</p> <p>The purpose of this training is to create a standardized procedure so all recruiters and hiring managers have guidelines and strategies to follow while examining potential applicants and during the interviewing process. The training will also discuss the importance of why non hiring managers and recruiters need to be trained on how to prepare and conduct interviews. The goal of this course is for the company to boost the number of hired, quality employees.</p> <p>The anticipated behavior change as a result of this course includes hiring managers and recruiters using similar practical strategies to effectively identify potential employees and interviewing techniques to gather information related to technical skills as well as necessary HR information and hire an increased amount of quality employees.</p> |
| <i>Target Audience</i> | HR Interviewers/hiring managers and recruiters |
| <i>Training Time</i> | 20 minutes |
| <i>Training Recommendation</i> | <ul style="list-style-type: none">• 1 e-Learning course: asynchronous learning will provide staff to go through the training and scenarios at a self-pace. Because the learners are spread across the US, this will provide a standardized training process for all learners.• Information is scaffolded and teaches the learner about the process of preparing and finding quality candidates to interview, next conducting interviews, and finally discussing why it is important to teach this information to non-hiring managers and recruiters, so all team members are following a similar process.• Scenario based learning, including 3 hiring managers as the “characters” in the training. Each learning objective will take the learner through a scenario through the perspective of the hiring manager. In the scenarios:<ul style="list-style-type: none">○ Learners will distinguish between useful and ineffective ways of preparing for interviews.○ Learners will identify useful techniques vs. poor techniques in the interviewing process.○ Learners will recognize the benefits of training non-hiring managers/ HR and recruiters. |
| <i>Deliverables</i> | <ul style="list-style-type: none">• 1 e-Learning course<ul style="list-style-type: none">○ Developed in Articulate Storyline○ Includes voice-over narration. |

| Subject | Topics to Include |
|----------------------------|--|
| | <ul style="list-style-type: none"> ○ Scenarios using three different characters (recruiter/ hiring managers) ○ Storyboard that includes VO and scenarios to be included in Storyline course. ○ Job aide including strategies to prepare for interviews and strategies to use during interviews. <ul style="list-style-type: none"> ▪ Infographic including summarized bullet points of strategies outlined in this course as a desk reference or online reference to be kept on intranet site for all staff. This can be shared with non-hiring managers and recruiters to train on a standardized process of hiring quality candidates. |
| <i>Learning Objectives</i> | <ul style="list-style-type: none"> ● Distinguish between effective interview preparation vs. ineffective interviewing preparation. ● Identify at least 3 useful interview strategies to utilize during candidate interviews. ● Recognize the benefits of training and providing support to other interviewers during the interviewing process. |
| <i>Training Outline</i> | <p>Scene 1</p> <ul style="list-style-type: none"> ● Introduction <ul style="list-style-type: none"> ○ Welcome ○ Navigation ○ Course Goal and Learning Objectives ● Setting the Scenes to be used throughout the training: Introduction of 3 characters (hiring managers, recruiters) and their role in the company; let learners know they will be interacting with these characters throughout the training. <ul style="list-style-type: none"> ○ Character 1, Stacey is a hiring manager who moved to this position after working in a tech role for ten years. She is overwhelmed by the amount of daily work she has. Due to her high workload she has been unable to get all the staff needed for the interview in one place at one time last minute, so has frequently rescheduled interviews as a result. She loves her job and finding "the right" staff, but she's felt overwhelmed with the large majority of applicants coming through. ○ Character 2: Bill is a recruiter who has started working for the company three years ago. Bill's background is in HR. Although Bill practices learning python at home, he feels less confident in understanding the technical skills of the jobs he interviews for. Bill compensates by "really getting to know" the people he interviews with. ○ Character 3: Rashida, A hiring manager who began working with the company five years ago, but has spent a large |

| Subject | Topics to Include |
|---------|--|
| | <p>proportion of time getting to know her colleagues. She works with staff to develop outlines of job descriptions and matching quality of technical skills needed on the job. She pre-screens prospective employees and works with colleagues in preparing for interviews, so all employees in the interview are on the same page.</p> <p>Focus on LO1: Distinguish between effective interview preparation vs. ineffective interviewing preparation.</p> <ul style="list-style-type: none">• Highlight useful strategies when prepping for job interviews.<ul style="list-style-type: none">○ Know what candidate you are looking for, skills necessary for the job in this candidate, and be sure to understand the role description and reach out to supervisors as needed to clarify needs prior to interviewing candidates.○ Ensure Timeliness- get them, interview them, and give them a decision based on how the interview goes.○ Identify who is needed in the interview process, and identify which staff will meet the candidate in order.○ Ensure staff are trained on how to prepare for the interview and know the questions they are going to ask.○ Staff should be trained to identify the questions they will ask and know which staff will ask technical related questions vs HR related questions.<ul style="list-style-type: none">▪ Do not assume that staff know what questions to ask.▪ Staff should be trained to share their interview questions with one another to ensure all information is effectively captured and no repeat questions are made.○ Scenario based KC using Stacey.<ul style="list-style-type: none">▪ Created through Drag and Drop interactive KC to identify missteps that were made in the preparation process vs. steps that should always be followed when preparing for an interview.▪ Follow up question on what Stacey could have improved upon when preparing for interviewing (based on missteps in scenario/drag and drop) <p>Focus on LO2: Identify at least 3 useful interview strategies to utilize during candidate interviews</p> <ul style="list-style-type: none">• Strategies to utilize during candidate interviews.<ul style="list-style-type: none">○ Don't have a checklist. You're not ordering parts to make something. You're interviewing. |

| Subject | Topics to Include |
|---------|--|
| | <ul style="list-style-type: none">○ Prepare all staff involved in the interview. You must know what questions you are going to ask. Without a list of questions, you'll end up talking about the weather.<ul style="list-style-type: none">▪ Make sure the list of questions is shared with other staff in the hiring process.▪ Ensure there are no repeat questions from staff interviewing separately.▪ Ensure there is a balance of HR related questions and questions to acquire technical skills and knowledge.○ Remember the purpose of the interview: to find a candidate that's capable of doing the job to your satisfaction.<ul style="list-style-type: none">▪ Every person in the interviewing process should have a role description for the job with them.▪ Questions should be related to on-the-job tasks and culture of the company.○ Make sure the candidate meets everyone necessary.<ul style="list-style-type: none">▪ All individuals in the interviewing process should be available at the time of interview and take time to meet with the candidate separately.<ul style="list-style-type: none">• There should be preparation in identifying the staff that will go first, second, third... and the questions that will be asked.○ Reintroduce 2 characters and highlight their practices while interviewing candidates.<ul style="list-style-type: none">▪ Branching slides: learner will see two characters and will be prompted to click on each picture of the character which will introduce a scenario and then a question about the strategies that were utilized through the meeting.<ul style="list-style-type: none">• Learner will have to complete both character scenarios and questions to move forward. <p>Focus on LO3: Recognize the benefits of training and providing support to other interviewers during the interviewing process.</p> <ul style="list-style-type: none">• People in the interview - including hiring managers - need to be trained. Don't let just anybody perform an interview. Help them to do it properly.• Training staff on effective preparation and interviewing strategies supports hiring quality staff who will retain employment and reduce company costs while building stronger teams.<ul style="list-style-type: none">○ Tips for training staff will be presented through a conversation with a new colleague that Rashida is training. The conversation will be presented, and summarized through a Knowledge check following the conversation. |

| Subject | Topics to Include |
|---|---|
| | <ul style="list-style-type: none"> ▪ Ensure the interviewers are clear on the role and questions that are suitable to ask to gather information effectively and efficiently. ▪ Support staff in understanding the balance in collecting information about both technical skills related to the specific job as well as necessary HR related information. <ul style="list-style-type: none"> • Ensure members of the interviewing team know who will be responsible for collecting each piece of information to gather a whole perspective of the quality of the candidate • Staff should understand that it is important to know how the person will fit into the company culture, so gaining some background information from the individual is important, but it is also important to ensure that information is gathered related to the nature of the role they will be providing, and ensuring they pass all required needs from HR standpoint based on the role description. ▪ Teach staff effective tips on Preparing for the interview/ Conducting interviews. <ul style="list-style-type: none"> • Determine the number of major topics in your interview. • For each topic, determine which questions you need to ask in order to be confident that the candidate knows it. By picking the right questions, you eliminate a lot of others which saves you and the candidate time. • Let staff know they can go “off script” based on answers to get additional important information. ○ Knowledge check to summarize points learned: learners will see tiles on the screen and must select the tiles that are tips hiring managers must train staff on. <ul style="list-style-type: none"> • Final Assessment focusing on the three LOs • Summary and Course Completion |
| <i>Implementation Strategy (include physical distribution of materials)</i> | <ul style="list-style-type: none"> • Storyline Course will be uploaded and tracked via Moodle. • Job aides will be added to resources section of the course and uploaded to the company’s intranet resource section |

Recruitment and Interviewing: Design Document

| Subject | Topics to Include |
|------------------------|---|
| <i>Assessment Plan</i> | <ul style="list-style-type: none">• Learners must complete a 5 question final assessment to test their knowledge on the Learning Objectives• Learner must score an 80%, or 4/5 questions to pass the assessment.• Questions will be proposed in the storyboard and adjusted as needed based on feedback/approval. |