Accelerator

Bringing Pace To Change

Berkeley Group

BET Line Management Programme

Helping You to Manage Well

Selecting for Success

Workshop *6* - Attendance – *19/04/22*

Name	Confirm attendance by signing
Luke Webb	Yes
Eddie Carson	Yes

Objectives

By the end of the workshop you will:

- Recognise your role in the recruitment process
- Have knowledge of legal implications and bias
- Identify the preparation needed for a successful interview
- Review best practice methods for selection and recruitment

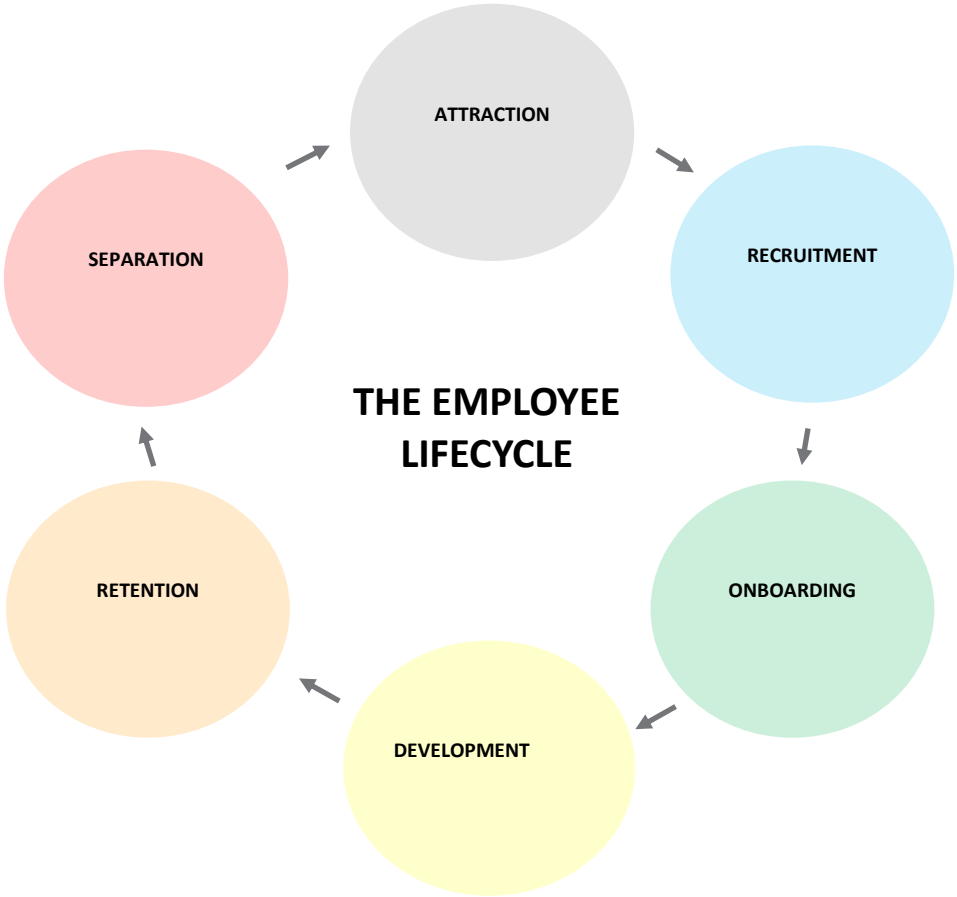
Agenda

- Introduction
- Your role in the recruitment process
- Legal implications and bias
- Break
- Behavioural interviewing
- Action planning
- Close – 12.30pm

Introductions

- Name
- Role
- Time with Berkeley
- Experience of recruitment / interviewing
- Challenging interview experience

Employee life cycle



Pre-coursework

- Your recruitment challenges
- Example of a challenging interview situation that you experienced either as an interviewer or interviewee.

- Name, role
- Experience of recruitment / selection
- Challenging interview

Prediction

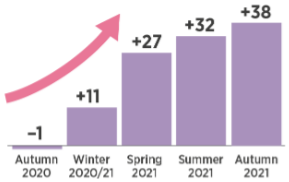
Costs of making the wrong decision

- Management Time
  - Screening applications / CVs
  - Interviewing
  - Managing poor performance
  - Training
- Formal training programmes
- Negative impact on business, clients, colleagues
- Severance costs
- Recruiting a replacement

£30k

Current Trends

The Labour Market Outlook Autumn 2021 (CIPD)



Net employment score recovery

Employment confidence continues to soar

The net employment balance – which measures the difference between employers expecting to increase staff levels in the next three months and those expecting to decrease staff levels – has risen yet again. At +38, it has exceeded last quarter's peak to reach its highest level since tracking began.

Top employer responses to hiring difficulties

Employers move to address hiring challenges

Encouragingly, employers are responding to recruitment challenges through positive action such as raising wages (47%), upskilling staff (44%), hiring more apprentices (27%) and improving job quality (20%).

Hard-to-fill vacancies more prevalent

Hard-to-fill vacancies becoming more prevalent

Recruitment difficulties have increased. The proportion of employers with hard-to-fill vacancies jumped from 39% to 47% this quarter. Meanwhile, the median number of applicants for low-skilled vacancies has dropped from 20 to 16.

86% of employers have experienced skills shortages in the past year

61% of organisations plan to increase salaries in the coming 12 months

47% of employers are now offering hybrid working

Hays Salary and Recruitment Trends 2022

Your role in the recruitment process

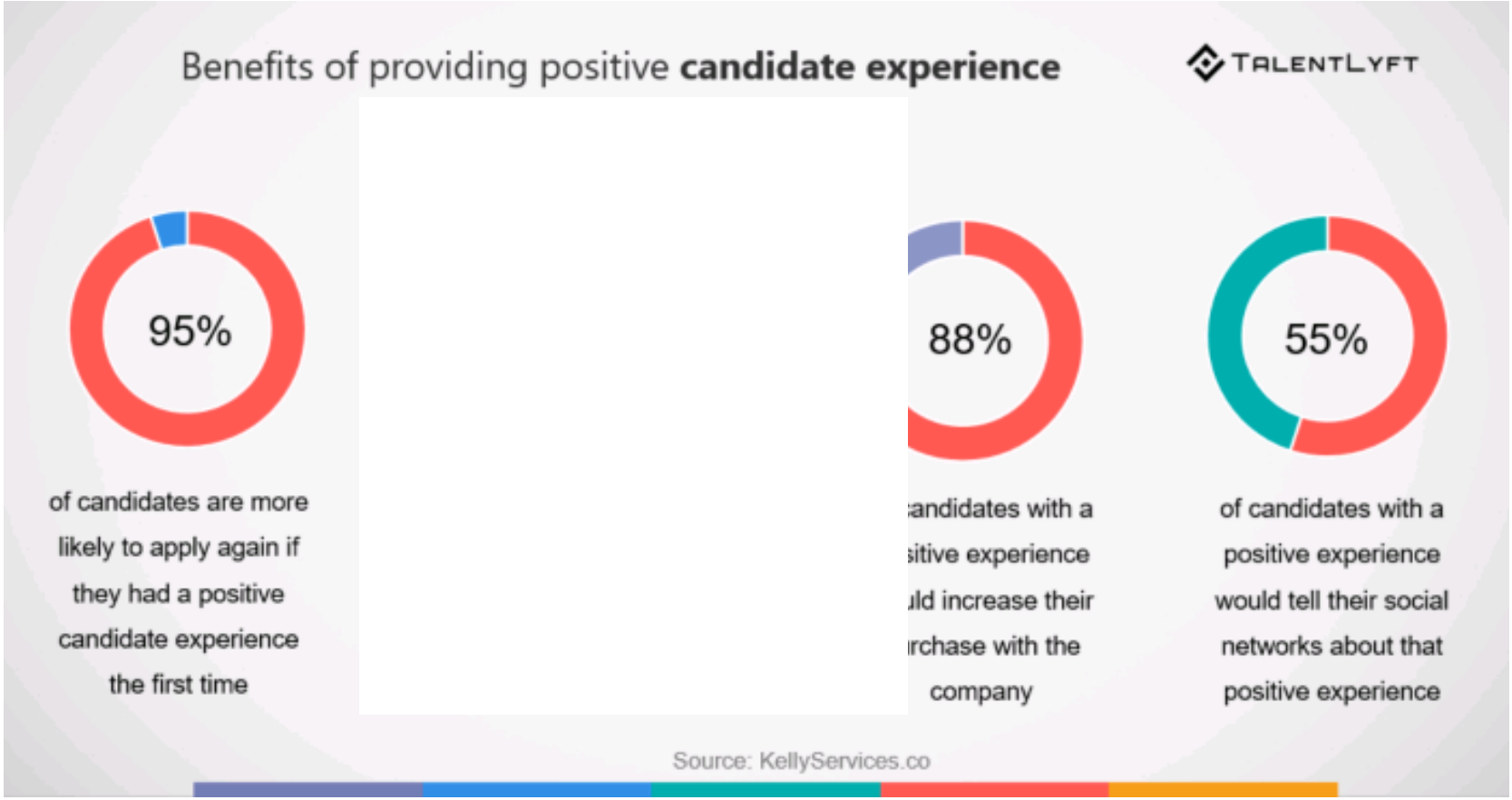
As a manager you are a “Badged Recruiter”

Responsible for:

- Selecting the right candidate for the role / team
- Obtaining all relevant approvals prior to recruitment (HoD, FD, HR)
- Ensuring BET processes have been followed throughout.

<u>All vacant roles should have a signed ERF form prior to engaging with a recruitment agent</u>

The Process / candidate experience



The job role

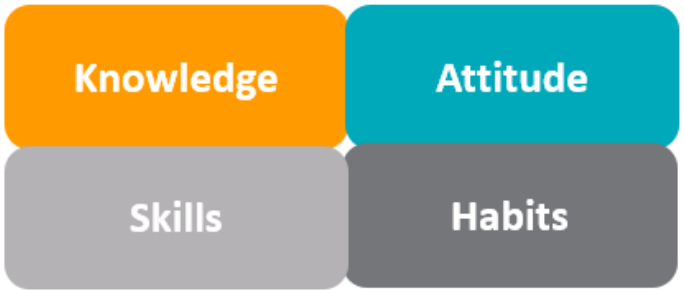
The job role

Job Analysis

Creating your selection criteria

- What knowledge and skills must this person have?
- What specific qualifications do they need?
- What experience will they have?
- What are the expected behaviours in this job role? (competencies)
- What are the values they will be expected to work by?
- What is going to motivate them to do a good job?

KASH model



Briefing the agency

- Reason for vacancy
- Reporting line
- Job spec / description
- The values
- Employer brand – digital attraction
- The Hook (Why Berkeley?)

Research by LinkedIn has proven that more than **75% of job seekers** research about a company's reputation and employer brand before applying. Companies with a bad reputation not only struggle to attract candidates, but they also struggle to retain employees. This is why employer branding is one of the top recruitment trends

Why work at BET?

CV Tips

- **Appearance**
  - Professional look and language (fitting for the job)
  - Mistakes – typo’s, grammar
  - Read the CV and highlight areas for questioning
- **Key sections** (match with person spec / job description)
  - Profile / personal statement
  - Education and skills
  - Experience (appropriate or transferable)
  - References
- **Other**
  - Gaps or missing information
  - Location (accessibility and flexibility dependent on job role)
  - Technical skills (proof or testing)
  - Tells a story of progression
  - Tailored to the job
  - Demonstrates a fit with culture

Small group task

- You are recruiting for a Customer Service or Admin role
- Examine the CV in your workbook
- Use the CV Tips to review this CV
- Can you spot any mistakes?
- What questions would you ask Maria in interview based upon her CV?

Legal implications & bias

GDPR

Diversity

…for every 1% rise in a workforce's gender and cultural diversity, there were corresponding spikes of 3% and 9% in sales revenue…

…85% of CEOs whose company supports a diversity and inclusion strategy say that it's increased performance overall. What's more, companies with diverse leadership are 70% more likely to expand their market share within a given year…

Legal Implications

The job advertisement (content and where you advertise)
The agency brief
The job description / spec
The screening process
The questions you ask / tasks / assessments
The interview environment
How you make selection decisions

Discrimination & Legislation

*‘**Discrimination** is the prejudicial or distinguishing treatment of an individual based on their actual or perceived membership in a certain group or category, or characteristic.’*

(Wikipedia)

- Key legislation – **Equality Act 2010**
- Many others – Equal pay, Disability Discrimination, Work and Families, Sex Discrimination, Race relations

Protected Characteristics

- *Age*
- *Disability*
- *Gender reassignment*
- *Marriage and civil partnership*
- *Pregnancy and maternity*
- *Race* (including colour, nationality and ethnic or national origins)
- *Religion or belief*
- *Sex*
- *Sexual orientation*

Interview questions

Can the person meet the requirements of the job?

Job req	Language to avoid	Selection question / method
Fluent English	Where are you originally from? What is your native language?	English language assessment The job requires fluent English speaking, are you able to meet this requirement?
Weekend working	Have you got, or are you planning to have a family?	The working hours include working every other weekend. Are you able to meet this requirement?
Heavy lifting	Aren't you a bit too old to cope with the demands of this job?	The job requires heavy lifting (e.g.…), will you be able to do this?
Working hours	Do you follow the Jewish calendar?	The working hours are between 8am-6pm Monday to Friday. Are you able to do this?

Unconscious bias

- Affinity bias

I need someone like me, who I can get on with. After all I will be working with them everyday.

- Confirmation bias

Their CV looked really good and I like the answers they are giving me too.

- Attribution bias

The candidate was late to the interview…I don't think they will fit our organisation.

- Conformity bias

My colleagues like this candidate, so they must be good.

- Horns and Halo

The candidate has got a ski instructor qualification, they will really fit here.

- Contrast effect

The first candidate set the standard. None of the others compared well.

Unconscious bias

- Gender bias

I need a man for the site manager position. He has to be tough to manager the subbies.

- Ageism

They are too old. They won't fit with the team.

- Name bias

They sound like they will fit with the team.

- Beauty bias

I need someone to look good to represent us in sales and marketing.

- Height bias

They are too short. I can't see them taking charge of the team.

Avoiding bias

A ‘structured interview’ means that:

- questions are planned carefully before the interview
- all candidates are asked the same questions
- answers are scored using a rating system
- questions focus on the attributes and behaviours needed in the job
- Needs to be a balance

(CIPD)

Selection

Two way process

Forbes – 13 Top tips for selecting the right candidate

1. Trust your instincts
2. Look at talent and cultural fit
3. Give them a relevant task
4. Take the candidate out of the office
5. Use behavioural assessments
6. Look past the CV
7. Trust the process
8. Focus on the future
9. Look for signs of an open mind
10. Use constraints to reflect the real world
11. Leverage reference checks
12. Consider employee growth needs
13. Increase case study interviews

Trust your Instincts - Tuning In (EI)

- What behaviours will you see when a person is authentic / telling the truth?
  - Talking about what they personally did
  - Making eye contact
  - Providing detail easily
  - Taking time to listen and reflect on the question
  - Calm (although initial nerves)
  - Varied tone / some animation
- What behaviours will you see when a person is telling a story / telling you what they think you want to hear?
  - Lack of eye contact
  - Vague replies
  - Talking about ‘We’ rather than ‘I’
  - Answering what they want to, rather than what you asked
  - Lack of authentic expression

Selection methods

Matching selection methods to job requirements:

Individual task:

1. Think of one of the roles you may have to recruit for
2. List the key responsibilities of that role
3. List the key knowledge the recruit would need
4. List the key skills they would need
5. List the behaviours (attitudes and habits) you are looking for

Group task:
Share at least one of the knowledge, skills or behaviours required for the role with your group. Together, brainstorm the most appropriate selection methods to gain evidence in these areas. Brainstorm the detail – if a case study (what would this be about etc.) / what questions would you ask in an interview

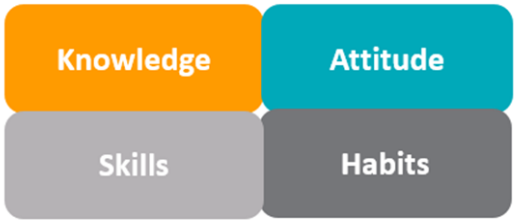
Behavioural questions

Tell me about a time when you had to deliver a project under pressure.
What difficulties did you face?

Describe a time when you had a personality clash with someone at work.
How did this affect your relationship? How did you manage this?

Give me an example of how you managed your workload when you worked at Crest Nicholson.
How did you prioritise your work?

On your CV it states that you were responsible for a team delivering on the new eco home part of the business.
What was your role? What challenges did you face?



Strengths based approach

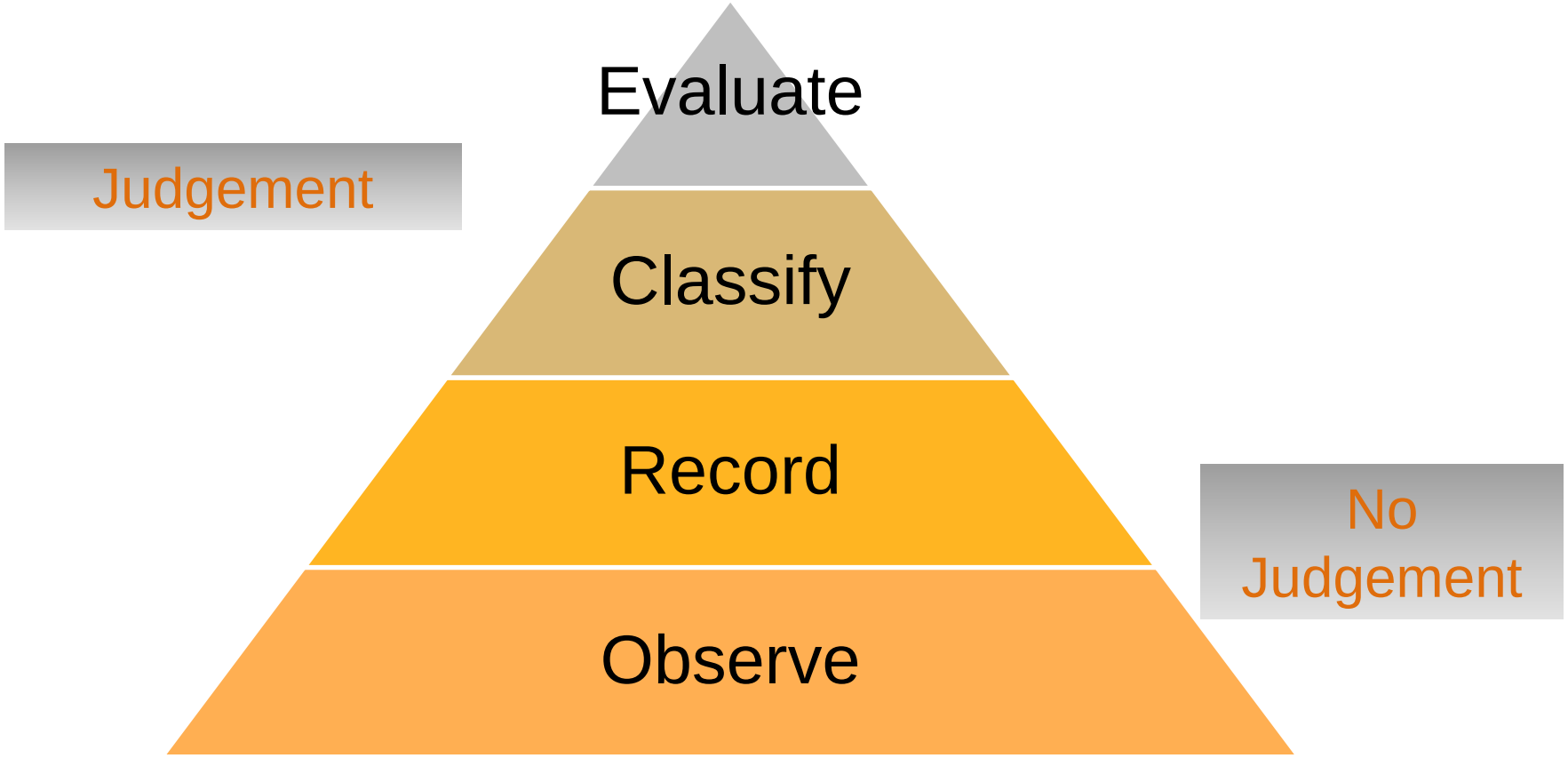
Focus on the positive

- Based on what people enjoy doing and are good at
- When people enjoy work they get lost in the ‘flow’
- Flow – produce higher standards of work
- Focus on building strengths
- Replicating successful techniques
- Future focus
- Focus on the positive – using positive language

Example – Strengths based

- What strengths did you bring to working at company X?
- You said that you really enjoyed working on X project. Tell me what you did and what you enjoyed about it.
- What aspects of this role do you think you will enjoy?
- Come up with your own question…

ORCE



Record – STAR method

STAR

Question – Describe a time when you had to plan and prioritise you work? Tell me how you did this?

Situation: *'I was simultaneously managing four client research projects'.*

Task: *'I had to ensure that we met the project milestones and regularly monitored progress'.*

Action: *'I set up individual project plans with deadlines to achieve short term actions and longer term milestones'. I set up a regular system of reminders in my calendar for me to check progress against the project plans. I set up weekly contact calls with my team and the client…'*

Result: *'Three of the projects went smoothly and the results were achieved on time. We had some problems with the other project so we had to re-set deadlines…'*

Evaluating answers - example

What does good look like?

Rating	Description	Competency scoring
1	Clearly misses requirements	Few positives, many negatives
2	Less than requirements	More negatives than positives or 50/50
3	Meets requirements	At least 2/3 positive / only 1 negative
4	Exceeds requirements	All positive, no negative
5	Far exceeds requirements	All positive, no negative & additional positive

Example

Question – When you worked at Company X, how did you work with your team to make sure the project was delivered to the programme.

Answer: *"Well the programme was very tight, so it meant there was no room for people not pulling their weight. I met with the teams on a regular basis and made sure they knew the deadlines and what I expected of them. I let the good ones get on with it, the others I would have to check in with more often. They would come up with all sorts of excuses why something couldn't happen on time. A lot of the time, they just needed telling to get on with it. Some of my team didn't like my style, but that is the way I am and I am not going to change now.'*

What rating would you give them?

Interview preparation

Virtual interviews

The increased use of video calls brings some key advantages to recruitment:

- No need to meet face to face (less time involved)
- Can be organised and attended by both parties quickly
- Easy to interview candidates or involve colleagues who are located far away
- Less pressure on candidates
- Ability to screen candidates efficiently
- The interview can be recorded
- What are the disadvantages?
- New way forward?

Tops tips for virtual interviews

- Check your background beforehand (lighting, view, distractions)
- Practice using zoom, MS Teams, Skype etc.
- Have more than one interviewer
- Silence your phone
- Ensure your laptop is charged
- Ensure you have a professional name display
- Look into the camera when speaking
- Check the internet connection and explain to interviewees what you will do if it fails

Preparing for a structured interview

- **Contact the recruitment consultant**
  - Get feedback
  - Find out if the interviewee needs any special requirements for the interview
  - Read the CV and highlight areas for questioning
- **Plan**
  - How much time do you need
  - Where / how will the interview take place?
  - When the interview will take place?
  - Who will conduct the interview?
- **Prepare**
  - Your selection criteria / job description
  - An outline structure for questions covering - CV – Experience, qualifications, gaps, concerns
  - Competencies and values
  - Basics – hours, location, salary and benefits
  - Consider diversity issues

Opening the interview

- Introductions and welcome
- Ice-breaking questions
- Explain the recruitment process
- Describe the job
- Set expectations of the sorts of questions / selections methods you will use and how they should respond
- Tell them you will be taking notes / recording the call
- Ask them if they have any questions before you begin your questions

Closing the interview

- Give them an opportunity to ask more questions
- Tell them what the next steps are
- If it is a second interview consider showing them their work environment & meeting the team
- Thank them for their time

Interview decision scenario

Scenario 1

You like two candidates. One has more experience, but the other candidate provided better examples and answers to your question. What do you do?

Scenario 2

You have interviewed 5 candidates, but none of them meets your expectations in terms of their experience or attitude etc. What do you do?

Scenario 3

You have been recommended a candidate from another division of Berkeley, however you have heard some negative things about them. What do you do?

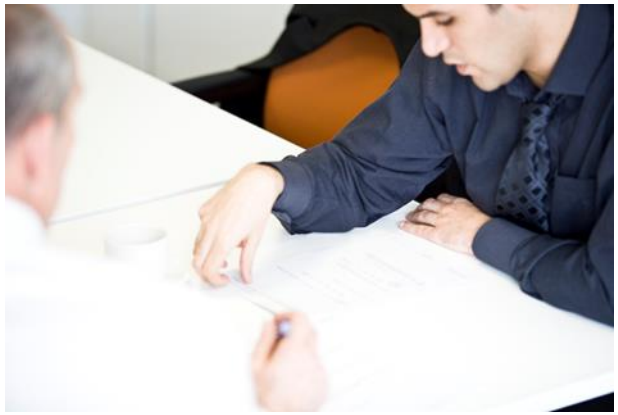
Making good decisions

- Avoid snap judgements and decisions
- Base your decisions on the evidence (the interviewees answers) and their behaviour during the interview / selection method
- Be aware of personal bias
- Take time after the interview to evaluate the answers carefully
- Reflect on the answers / evidence with others involved in the process
- If there is a deadlock over 2 or more candidates consider asking them to take another assessment or another interview (with further questions)
- Think to the future

If in doubt don't recruit!

Action Planning / Post-Course Work

- Review your job description / job specification
- Review your brief to the agency
- Create a structure for your interview including:
  - Opening questions / statements
  - Questions based on job description / spec and KASH
  - Note-taking method
  - Closing statements / questions
- Review your interview / selection methods with the following in mind:
  - Diversity vs. discrimination
  - Personal bias
  - Gathering evidence



References

- A Head for Hiring: The Behaviour Science of Recruitment and Selection, CIPD
- Strengths-based recruitment: How it benefits organisations https://www.youtube.com/watch?v=pgkFKsiuZKM

Questions, Feedback, & Close

Thank you