

Joint Collaboration:



**Schulich**  
School of Business  
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**Hartford**  
School of Business Studies  
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THIS IS A SCHULICH  
SCHOOL OF BUSINESS  
YORK UNIVERSITY  
CERTIFIED PROGRAM



# CERTIFIED RECRUITER

**COURSE DATE :**

12-14 December 2011 . JW Marriott Kuala Lumpur

Researched & Developed By:

**DR. DAVID S. COHEN**  
ADJUNCT PROFESSOR  
YORK UNIVERSITY



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## ■ ABOUT THE WORKSHOP

Staff resources are limited everywhere, so selecting the right individuals to join your organisation, or rise within it, is critical for every manager or director. If you interview and screen candidates as part of your job mandate, Hartsford's Behavioural Interviewing workshop will be one of the most valuable programs you will ever participate in.

The practical workshop promises to unravel the inner workings of the most effective and efficient Behavioural Interviewing techniques, provide practical models, best practices and templates that will unquestionably benefit you in every aspect. Focused on helping organisations throughout the entire selection process - this intensive master-class will enable organisations to optimise the returns of their Human Capital Investments.

This workshop is designed to help you find, secure, hire, retain and build the 'right' talent pool. Hiring the right person for the right role at the right time will significantly increase your chances of higher retention and long-term employee engagement.

As a subject-matter expert, Dr. David Cohen will illustrate through data slides, facilitated 'live interview', video review, expert feedback on group exercises and 'hands-on' insights on Behavioural Interviewing, to show you how to translate the techniques of behavioural interviewing and job profiling into effective processes for managing your human capital.



## ■ BONUS TEACHING MATERIALS & INTERVIEW SIMULATION

- Competency dictionary of 18 competencies
- Behavioural interview questions to match the generic competencies
- Video review of the do and don'ts of a structured behavioural interview
- Sample structured interview guide

## YOU'LL COMPLETE THIS INNOVATIVE WORKSHOP WITH SHORT AND LONG-RANGE BENEFITS ENABLING YOU TO:

- **Understand the Parameters of a Well-Designed Interviewing Process:**  
*Use proven principles to customise your interviewing process*
- **Seed the Talent Pool - Identify High-Potential People:** *Master key probing techniques to reveal your candidate's core competencies*
- **Leverage on Best Practices:** *Understand best practices for attracting, developing and retaining high caliber talents*
- **Harness Your Skills:** *Develop your skills as an interviewer to improve your organisation's screening & selection processes*
- **Improve Quality and Long-term Success:** *Significantly lower the turnover rate and decrease the cost of wrong hiring*
- **Identify Key Competencies:** *Build those competencies into your hiring and selection process in order to attain strategic focus*



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**York University** is Canada's third largest university and has produced several of the country's top leaders across the humanities and in sciences such as chemistry, meteorology and space science. York has a student population of approximately 51,000 and 200,000 alumni worldwide. York University is a dynamic, interdisciplinary academic community of researchers, teachers, graduate and undergraduate students from over 155 countries. **The Schulich School of Business** is a business school operating under the York University.



## WHO SHOULD ATTEND

This workshop is designed for Directors, Managers, HR Specialists, Head of Departments and Managers, of public and corporate sectors, who are involved in hiring and screening job candidates and responsible for the following:

- › Recruiting and Staffing
- › Human Resources
- › Selection & Retention
- › Global Talent Management
- › Training and Development
- › Succession Planning
- › Human Resources Planning
- › Human Capital Planning
- › Career Development
- › Workforce Planning
- › Leadership Development
- › Organisational Development
- › Attraction & Recruitment
- › Human Capital Management

# PROGRAM CONTENT

## MODULE 1 THE BOTTOM LINE IMPACT: WHY BEHAVIOURAL INTERVIEWING IS A BUSINESS TOOL

- Questions to Consider Regarding the Cost of Turnover
- How Does This Impact Your Organisation's Bottom-Line?

## MODULE 2 WHY BEHAVIOURAL INTERVIEWS HELP SELECT THE BEST

- Traditional Interviewing
- The Behaviour-Focused Interview
- Research Results Regarding the Selection Process
- The Employee Brand: What Is It
- Consider the Following: as the "Line of Sight"

## MODULE 3 DEFINING COMPANY-SPECIFIC & ROLE SPECIFIC

- Behaviours Introduction: What is Behaviour-Focused Interviewing?
- Principles Underlying Behaviour-Focused Interviewing
- What is a Behavioural Competency?
- Corporate Culture Defined
- Defining Employee Fit for Your Company
- Overview of Behavioural Categories in the Workplace
- Creating A Well Defined Behavioural Statement
- Defining The Structure and Content of a Well-Articulated Competency Statement
- What Makes for a Well Defined Competency Profile
- Formulating a Common Definition of a Behavioural Competency  
19 Generic Behavioural Competencies

## MODULE 4 STRUCTURING EFFECTIVE INTERVIEW QUESTIONS

- Introductory or Fact Finding Questions
- Open Ended Behavioural Questions
- Using Probing Questions
- Probing Strategies

*Participants will receive a compilation of behaviour interview questions and corresponding probing questions for all the 19 competencies and also a complete sample interview guide upon which they can build their guides.*

## MODULE 5 CREATING THE CRITERIA FOR SELECTION THE S.K.B.E.E. MODEL

- A Summary of Behavioural Interviewing Methodology
- Comparing The Five Types of Interviews
  - I. Credentials and Technical
  - II. Experience
  - III. Opinions and IV. Situational
  - V. Behavioural
- Usage Comparison

## MODULE 6 BUILDING A STRUCTURED INTERVIEW PROCESS

- Starting the Meeting and Building Rapport
- Setting The Agenda: Taking Control of the Interview
- To Take Notes or Not To Take Notes
- What To Do When Encountering Non-Behavioural Responses
- Conducting the Interview - Concluding the Meeting
- Selling

## MODULE 7 MAKING THE RIGHT HIRING DECISION

- Common Rating Errors
- Ten Deadly Hiring Traps
- Hierarchy of Evidence for Anchored Scoring
- The Sophistication of Recommendation
- Making the Difficult Decision

## MODULE 8 BRINGING IT ALL TOGETHER: INTEGRATED

- Video review & Tips to summarise the entire process
- Conducting 'Live' Behavioural Interviews
- Receiving peer feedback
- Providing feedback to the 'candidate'

*This workshop will conclude with a series of 'live interviews'. Following each round of interviews there will be a debrief session focusing on feedback obtained from the interviewees.*

## PROGRAM WRAP-UP

- A Quiz: Summarizing What We Have Learned
- Your Thoughts and Observations
- Sample Behavioural Questions
- Sample Agenda Setting Statement
- A quiz on Behavioural Interviewing

### WORKSHOP SCHEDULE

Registration	0830
Course begins	0900
Morning Refreshment	1030
Luncheon	1300
Afternoon Refreshment	1530
End of the day	1700

## IMPORTANT

*In order to gain the most out of this workshop and to be able to build a customised interview guide during the session, we recommend that participants bring with them:*

- Copies of job description for one or two key role for which they expect to hire in the coming months
- Copy of their company's behavioural competencies especially those in teamwork, communications, focus on results orientation, customer service and a copy company values
- Copies of current interview questions/guide
- Information on turnover rate for the organisation and the annual salary for key roles
- Information on cost of advertising, internet recruitment, cost for head hunters, placement agency, temp agencies and training of new employees
- Copy of their organisation's competency dictionary



## ■ FACULTY

**“David’s sharing  
of real experience and  
stories was very insightful  
and useful.”**

- Mobinil

**“Excellent, very engaging,  
provoking and eye opening with  
full of insights.”**

- MCMC

**“Very informative...  
Overall very good.”**

- Bank of Muscat

**“It was excellent!  
Answered all my questions  
and inspired me.”**

- BMobile Communications

**“Dr. Cohen is a very  
knowledgeable & dynamic  
facilitator.”**

- Khazanah Nasional

**“He was an invaluable  
consultant when developing  
an integrated learning strategy  
for University staff and  
administrators.”**

- University of Notre Dame



**DR. DAVID S. COHEN** is the Principal of Strategic Action Group, a consulting firm specialising in Human Resources Development. For over 24 years, David has been an international thought leader on behavioural competencies and its application to aspects of talent management. Having built a wealth of knowledge on behavioural competency implementation in organisations, **David received the award for HR Leadership from the World HRD Congress in 2009.**

David has consulted many Fortune 100 companies on leadership development programs and conducted practical research to evaluate and leverage the outcomes and business impact of such initiatives. He currently teaches executive education programs at Schulich School of Business, York University.

Dr. Cohen brings along over 28 years of experience in the consulting field and is an internationally recognised speaker, corporate advisor and a professional instructor on human resources issues. He has spoken at over 300 conferences in Europe, America, Asia, The Middle East and the Caribbean. He is also the author of two best selling books on the subject - **The Talent Edge: A Behavioral Approach to Hiring, Developing and Keeping Top Performers** and **Inside the Box Thinking: A Radical Perspective**. Dr. Cohen is a member of the Human Resources Professional Association of Ontario (HRPAO) and an adjunct professor at Queens University and York University.

He holds a doctorate in Education from Boston University, focusing on adolescent behaviour and humanistic development and he has also completed an independent doctoral studies at the Harvard School of Education.

*Dear Colleagues,*

*As the economy witnesses the first fragile green shoots, Recruitment Managers across all sectors are in a scramble to ensure it has the right people in the right places to facilitate effective recovery and return to growth. Identifying key people and attracting them, as well as retaining the top talent within the organisation, is now at the top of the agenda in many boardrooms. While opportunities for hiring are abundant, so are the risk of losing your best talent to your competition. 40% of job seekers (RHI Survey) is expected to be more inclined to look for new hiring opportunities once the recession is over.*

***‘International recruiting and candidate generation- particularly in the Asia-Pacific region- is more difficult than ever before based on the explosive growth in these markets...’***

**- Examining Recruitment Trends in the Asia-Pacific Region, Kenexa**

*Documented to be three to five times more accurate than other methods of selection, Behavioural Interviewing technique is proven to provide strategic focus to significantly improve your selection decisions. This highly successful technique will enable you to translate job profiling into an effective process for managing your human capital well beyond the hiring process - into areas of career development, performance management, training, coaching and succession planning.*

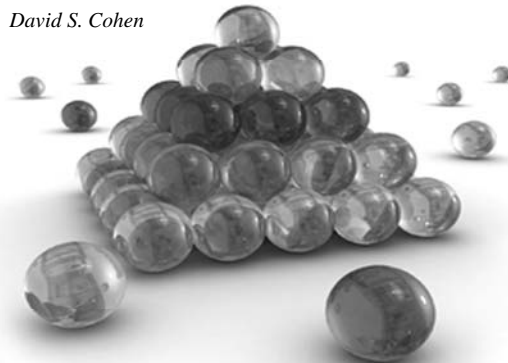
*This workshop is designed to help you find, secure, hire, retain and build the ‘right’ talent pool. Hiring the right person for the right role at the right time will significantly increase your chances of higher retention and long-term employee engagement.*

*I hope you will join me for this valuable learning experience.*

*All the best,*

*David S. Cohen*

David S. Cohen



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