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Business Overview	Company X has noticed a decline in the quantity and quality of technical position candidates it has received in the recent past. Interviewing practices have been inconsistent and even problematic. Issues around professionalism, communication channels, and timeliness have been identified. Also, there is a noticeable gap in the job-related knowledge of many of the interviewers, resulting in ineffective interviews that do not adequately assess the candidates' technical skills needed in the job.
Purpose of the Training	To provide Human Resources Interviewers (HRI) at Company X with the tools and knowledge necessary to conduct effective interviews in a timely and professional manner, and to accurately assess the candidates' technical skills as they relate to the needs of the company.
Target Audience	Human Resources Interviewers at Company X who partner with hiring managers (HM) to interview potential employees.
Training Time	20 minutes
Training Recommendation	An **eLearning training module** will allow the learner to take the training at a time convenient to them and address the fact that the target audience is spread out across the country. The module will include situational interview scenarios that allow the learner to make judgements about the best interviewing practices in each situation they watch. **vILT Interviewer Guide:** a guide for non-technical interviewers to ask technical questions and properly evaluate the answers. The content for this guide will be provided by Company X subject matter experts. ***Note:*** *It is recommended that this guide be the subject of virtual HRI orientations led by experienced Company X HRIs who have a good grasp of the technical requirements of the positions.*
Deliverables	❖ Storyboard ❖ 1 eLearning course built in Articulate Storyline with voice-over narration, three situational scenarios, knowledge checks, and a final assessment ❖ 1 Job Aid- *7 Steps to a Better Interview* ❖ 1 vILT *Interviewer Guide to Technical Questions*

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Learning Objectives	After completing the eLearning course, the HRI will be able to: ✓ Explain the steps needed to prepare responsibly for an interview ✓ Demonstrate responsible interview planning steps After using the *Interviewer Guide to Technical Questions* and attending vILT orientation sessions, the HRI will be more prepared to: ✓ Assess the answers of candidates to determine if they have the technical skills needed for technical positions within the company

Training Outline	❖ **Welcome/Introduction**
	
	    o Explain why this training is important
	    o Explain how it will be used to strengthen professional development
	    o Explain Objectives
	    o Explain the Assessment details
	    o Offer optional navigation tutorial
	
	❖ **What Makes a Good Interview? Seven Interviewing Strategies**
	
	  I. **Preparation-** Think through each stage of the interview
	
	    o Before the interview
	    o During the interview
	    o After the interview
	
	  II. **Know What You Want-**
	
	    o Have a clear job description that lists the skills needed to do the job
	    o The virtues of prioritizing skills within the job description
	
	  III. **Don't Waste Time**- Not your time or the candidate's time.
	
	    o This means avoiding delays, rescheduling, and being late
	    o Do not make them have to come back.
	    o Get them in, interview them, and get them a decision. It's the right thing to do and the candidate will appreciate the courtesy.
	    o Follow-up after the interview is just as important. Give them a timeframe so they know what to expect.

IV. **Choose Your Questions-**

- o Choose relevant questions and have them written down in the interview with you
- o Have a clear understanding of the skills needed
- o When asking technical questions, you must be able to evaluate their answers even if you, yourself, do not know much about the technical aspects of the job
- o What about recording the interview?
- o Take detailed notes on the job description itself if possible
- o Do not forget to talk about workplace culture…
- o Let the candidate ask questions, too.

V. **Remember the purpose** of the interview-

- o Purpose- Find someone who can do the job to your satisfaction.
- o Do not outnumber the candidate by more than 3:1, if possible
- o If a large group will be interviewing a single candidate, make sure the candidate is aware of that ahead of time
- o Do not let the interviewer(s) show off or ask unfair questions

VI. **The Power of Good Enough**-

- o Do not expect a candidate to have *every* skill on your wish list/check list. You might let a great candidate get away because they don't have a skill that is actually an insignificant part of the job.
- o Use the prioritized list of skills as a guide for gauging if the candidate is good enough
- o Remember, on-the-job-training (OJT) can often address deficits.

VII. **Decision making**-

- o Make sure everyone who makes the hiring decision meets the candidate.
- o Communicate timeframes
- o Communicate what to expect regarding any next steps and follow up

❖ **Scenario One-**
Summary- Interview situation that illustrates the possible bad outcomes when the interviewer fails to schedule the decision makers to meet the candidate during the interview window.
At each point in the scenario when a choice is made by the interviewer, the result of that choice is decided by a coin toss animation (or some similar gamification or interaction).

Bad outcome: the candidate takes another job.
Knowledge Check: One multiple choice question at the end to help the learner understand what went wrong.

Characters involved: Interviewer, Candidate.

❖ **Scenario Two**
Summary- Interview situation that illustrates the possible good outcomes when the interviewer has prepared, uses a prioritized list of job skills, and understands the concept of the "good enough" candidate.
At each point in the scenario when the interviewer makes a decision, the result of that decision is decided by a coin toss (or some similar gamification or interaction).

Good outcome*:* The candidate gets hired and becomes a valuable member of the team.

Knowledge check: One multiple choice question at the end to help the learner understand what went right.

Characters involved: Interviewer, Candidate.

❖ **Scenario Three**
Summary- Interview situation that illustrates the possible bad outcomes when the interviewer fails to prepare relevant interview questions ahead of time and ends up getting distracted and spending the whole interview talking about something unrelated to the job.

	At each point in the scenario when a choice is made by the interviewer, the result of that choice is decided by a coin toss animation (or some similar gamification or interaction). Bad outcome: the candidate takes another job. Knowledge check: One multiple choice question at the end to help the learner understand what went wrong. Characters involved: Interviewer, Candidate.

Assessment Plan	❖ **Assessment**
	 Knowledge checks:
	     o 3-5 in the form of drag & drop, click & reveal, or matching, etc., interactions placed throughout *Interviewing Strategies* section before the scenarios begin.
	     o 3 multiple choice scenario knowledge checks (one at the end of each of the three scenarios).
	 Final Assessment/Quiz:
	     o 5-10 questions targeting *Interviewing Strategies* content
	     o 80% passing score
	     o Retake and Review options