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MANAGEMENT, LEADERSHIP AND HR

Recruitment and Selection: Methodologies and Techniques

DURATION	CONTACT HOURS	LEVEL	FEE PER DELEGATE
5 days	30	Intermediate	US$1,500

Selecting on evidence rather than on impression, and defending the decision if somebody challenges it.

Most selection decisions are made in the first few minutes of an interview and justified afterwards. The predictable consequences are a shortlist that resembles the panel, a reference check that confirms nothing, and a probation failure that was visible in the application if anybody had known what to look for. This week builds the process that reduces that: a specification drawn from the work, structured questions scored against it, work samples where the job allows, and a decision record that holds up to an unsuccessful candidate or a tribunal.

Available as classroom, live online, in house.

Who it is for

HR officers and recruiters, hiring managers who sit on panels, and HR business partners designing the selection process.

What you will be able to do

- Draw a person specification from the work rather than from the last job advertisement.
- Build a structured interview with questions scored against the specification.
- Use a work sample or test that predicts performance rather than confidence.
- Recognise where the process is screening on something it should not be.
- Record a decision so it can be defended months later.

The outline

DAY 1

Before the advertisement

What the work actually requires, established with the manager · Essential against desirable, and the cost of confusing them · Where to find the people who do this work · An advertisement that deters the wrong applicants

DAY 2

Screening

Sifting against the specification rather than on impression · Qualifications as a proxy, and when it is a poor one · Gaps, short tenures, and asking rather than assuming · Keeping a record of why somebody was rejected

DAY 3

Interviewing

Structured against unstructured, and the evidence on each · Behavioural and situational questions that cannot be rehearsed · Scoring with anchors, so a panel scores the same answer alike · The first few minutes, and the judgement formed in them

DAY 4

Beyond the interview

Work samples and tests that predict performance · Assessment centres, and when they are worth the cost · References that tell you something · Background and qualification verification

DAY 5

Deciding and defending

Combining evidence without letting one source dominate · Bias in a panel, and the mechanisms that reduce it · The offer, the negotiation, and the candidate who declines · Records, feedback, and probation that is actually used

What you leave with

- A person specification and scoring matrix for one real vacancy.
- A structured interview guide with anchored scoring.
- A selection record template that stands up to challenge.

Published dates

DATES	WHERE	FEE
23 to 27 November 2026	Lagos, Nigeria	**US$1,500**
30 November 2026 to 4 December 2026	Cairo, Egypt	**US$1,500**
7 to 11 December 2026	Durban, South Africa	**R15,000**
14 to 18 December 2026	Nairobi, Kenya	**US$1,500**

Fees are per delegate and co
arranged by the delegate. Reg

Register or ask a question

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