Selection Interview Skills Training Course for Senior Hiring Panels

1 – 5 February 2027
Milan

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Ref: 884_40540 **Date:** 1 – 5 February 2027 **Location:** Milan **Fees:** 5500 GBP

Programme Summary

Selection interview skills for senior hiring panels is the subject of this one-week training course for directors, heads of function and HR leaders, ending in a panel interview pack for one senior vacancy. Senior appointments are costly to reverse, yet panels often rely on impressions and uneven questions. The programme moves from role scorecards to competency questions, fair scoring, calibration and decision records, using prepared candidate scenarios. Mars Training Centre UK delivers this programme on selection interview skills to mixed-organisation cohorts.

The Business Case

Banks, ministries, hospitals and manufacturers all depend on a few senior appointments to carry strategy and culture. Panels that ask consistent questions, score evidence independently and record the reasons for a decision make fewer costly mismatches. They also defend their choices more easily when a candidate, a board or an oversight body asks how a decision was reached and which evidence supported it.

- Early Turnover: Falls when role scorecards describe the real work and candidates are tested against it.
- Decision Quality: Improves when panellists score separately before discussing and record the evidence behind each rating.
- Candidate Experience: Strengthens when questions, timing and feedback follow one published routine.

Principles and Evidence Base

- Structured Interview: A method in which every candidate receives the same core questions, applied in Sessions 1 and 3 to keep comparisons fair.
- Competency-Based Interviewing: A method that tests past behaviour against defined competencies, applied in Session 2 to build questions for a scorecard.
- STAR Method: A frame of situation, task, action and result, applied in Sessions 2 and 3 to structure answers and score them against anchors.

Intended Participants

- Directors who chair or sit on panels that appoint senior colleagues.
- Heads of function who decide who joins and leads their teams.
- HR leaders who design selection routines and advise panels.
- Talent acquisition leads who brief, support and coach interviewers.

Typical settings include banking, government, healthcare and manufacturing.

Learning Outcomes

1. Participants will be able to construct a role scorecard that links competencies to observable evidence.
2. Participants will be able to design behavioural questions and probes that test past conduct.
3. Participants will be able to diagnose bias and rating errors in interview notes and scores.
4. Participants will be able to evaluate candidate answers against behavioural anchors.
5. Participants will be able to prioritise evidence when panel scores differ.
6. Participants will be able to justify a hiring decision in a written record.

Programme Structure

Day 1: Selection Interview Skills and the Role Scorecard

Which evidence should a senior hiring panel collect, and against what standard?

- Structured Interview Principles
- Role Scorecard Construction
- Competency Definition Table
- Panel Role Allocation Sheet
- Interview Evidence Map

Day 2: Competency-Based Questions and Probing

How does a panel draw out real past behaviour instead of rehearsed answers?

- Competency-Based Interviewing Question Bank
- STAR Method Question Design
- Probing Ladder
- Follow-Up Question Prompts
- Interview Note-Taking Template

Day 3: Bias Diagnosis and Fair Scoring

Where do panel judgements drift, and how is that drift contained?

- First-Impression and Similarity Bias Review
- Behavioural Anchor Scale
- Independent Scoring Sheet
- Rating Error Diagnosis
- Question Consistency Audit

Day 4: Panel Calibration and Hiring Decisions

How do separate scores become one defensible hiring decision?

- Calibration Meeting Protocol
- Score Reconciliation Grid
- Evidence-Based Decision Record
- Reference and Assessment Cross-Check
- Candidate Experience Standards

Day 5: Panel Interview Pack for One Senior Vacancy

Do the tools join into a pack a panel can run unchanged?

- Applying the Day 1 Role Scorecard
- Testing the Day 2 Question Bank
- Checking the Day 3 Anchor Scale
- Reviewing the Day 4 Decision Record
- Completing the Panel Interview Pack

Methodology

The programme is a simulation built on prepared candidate profiles, recorded answer extracts and sample panel notes for two sectors. Participants write scorecards and questions, run short mock interviews in rotating panel roles, score independently, then reconcile scores in a calibration meeting observed by peers. Each round ends with feedback on question quality, note quality and fairness of scoring.

- Suggested activity: Rewriting weak interview questions into behavioural questions with probes.
- Suggested activity: Scoring the same answer extract independently and comparing ratings.
- Suggested activity: Chairing a calibration meeting where two panellists disagree.

Capstone Output

Each participant completes a panel interview pack for one senior vacancy. It holds the role scorecard, a question bank with probes, a behavioural anchor scale, an independent scoring sheet and a decision record template. At work it is issued to the panel before interviews begin and reused for later appointments.

Frequently Asked Questions

Is selection interview skills training suitable for leaders who have never been trained as interviewers?

Yes. Selection interview skills are taught from first principles through prepared scenarios and templates. You need to sit on or advise hiring panels, but no psychology or HR qualification is assumed.

Which methods do selection interview skills rest on in this training?

Selection interview skills here rest on the structured interview, competency-based interviewing and the STAR method, each applied to question design, scoring or panel calibration.

How is the panel interview pack from selection interview skills training used at work?

You issue the scorecard, question bank and scoring sheet to your panel before interviews, use the decision record to document the outcome, and reuse the pack for later appointments.

How do selection interview skills differ from a programme on workforce planning?

Selection interview skills concentrate on questioning, scoring and deciding between candidates for one role, while workforce planning concentrates on forecasting how many people and which skills an organisation needs.