



Purchasing Department Employee Interview: Exercise Description

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Purchasing Dept. Employee Interview

Background

This exercise has been designed to investigate how a candidate behaves in a one to one exploratory interview with a staff member. It is suitable for graduate to middle managers. The candidate takes the role of a purchasing manager for a large Public Health Trust who meets with a staff member (role player) whose performance has recently declined. The exercise tests the capacity of candidates to maintain their relationship with a staff member, dealing positively and sensitively with their performance issues, whilst setting a clear action plan to improve performance. The exercise is suitable for use in any selection or development situation where there is a requirement of the candidate to manage others.

The competencies that are relevant to this exercise and can be used as rating dimensions are as follows:

Analysis & Problem Solving Skills

Communication Skills

Organisation

Team Orientation

Users may substitute versions of the competencies above from their own existing competency framework as desired.

A five minute briefing is required in which candidates are provided with their materials. This is followed by a 10 minute 'silent reading' period to review background information and prepare for the interview. Following this the candidate is introduced to the role player and a 15 minute one to one meeting is held.

Exercise Content

A two page candidate brief provides some background information about the staff's past work history and experience. First candidate instructions outline the scenario as follows:

"You now have some time to prepare for an informal interview with one of your staff members concerning their recent deteriorating performance. Your task in the 15 minute interview is to explain why you are meeting, identify the root of the problem, consider alternative options, and agree with them an appropriate Action Plan for turning around their recent decline in performance. There will be an observer present during this exercise."

“You are Chris Charger, the Purchasing Manager for a large Health Trust. You have 4 Purchasing Officers and 2 Administrative Assistants in your Department. You were appointed as Purchasing Manager 6 months ago, having previously.....

You have noted with concern the declining performance of one of your Purchasing Officers..... Of late, you have observed that Leslie’s and that A number of which could have had serious implications for ... internal customers and suppliers had you not intervened. Leslie has sometimes appeared..... “

Assessor Brief

The Assessor Brief provides background information (i.e. an Overview, Relevant Competencies, Timing, Exercise Materials and Key Issues). A separate full set of Administration Instructions is provided. General advice is provided on observing and rating the exercises, along with rating guidelines, and details of how to conduct a Post Exercise Review.

Role Player Brief

The role player brief for the staff member also provides background information about past career and recent events together with some direction as to their wants, needs, thoughts and feelings surrounding their on-going employment in the purchasing department. The brief includes specifics about the employee’s career history, temperament, current work situation and challenges, together with other factors that have a likelihood of impacting performance. The issues covered relate both to work and non-work matters, and the brief includes direction as to how the employee should react to and handle the interview.

Quantities

The Administration Pack contains the following items:

- 12 Participant Briefs
- 2 sets of Admin Instructions
- 12 Observation Sheets
- 12 Rating Forms
- 4 Assessor Briefs
- 2 Role Player Briefs

After initial purchase of the Admin Pack, a Refill Pack may be purchased which contains the following consumable items:

- 12 Participant Briefs
- 12 Observation Sheets
- 12 Rating Forms

Current pricing can be determined by reference to <http://www.sr-associates.com/pricing.html>

If desired, further queries as to the exercise demands and content can be made to:

Stuart Robertson & Associates Ltd
Empress Buildings
380 Chester Road
Manchester
M16 9EA
Tel: 0161 877 3277
www.sr-associates.com
mail@sr-associates.com