

RESOURCE MATERIALS

FOR

WOMEN IN EDUCATION MANAGEMENT

MODULE TWELVE

INTERVIEWING SKILLS

Department of Education and Culture  
KwaZulu-Natal, South Africa

Commonwealth of Learning  
Canada

**Copyright: Department of Education & Culture, KwaZulu – Natal, South Africa  
Commonwealth of Learning  
2000**

The twelve modules in this series were developed by the Department of Education and Culture, KwaZulu-Natal in collaboration with Commonwealth of Learning (COL).

**Ownership is vested in the following:**

- Department of Education and Culture (KwaZulu-Natal) South Africa.
- The Commonwealth of Learning (COL), Canada.
- All rights reserved. No part of this publication may be reproduced, stored in retrieval systems, or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording or otherwise without the permission of the publishers.
  
- The views expressed in these modules do not necessarily reflect the opinion or policy of the Department of Education and Culture – KwaZulu-Natal or that of the Commonwealth of Learning.

**Publishers:**

Published jointly by the Department of Education and Culture, KwaZulu-Natal and the Commonwealth of Learning.

**Materials are not for sale**

**Contact for the Programme**

**The Department of Education and Culture  
KwaZulu-Natal  
2<sup>nd</sup> Floor  
Administration Building  
King Dinuzulu Highway  
ULUNDI  
3838**

**THE MODULES IN THIS SERIES ARE:**

- |   |                                     |
|---|-------------------------------------|
| 1. Assertiveness                            | 7. Managing Conflict                |
| 2. Effective Communication                  | 8. Strategic Planning               |
| 3. Self Management Skills                   | 9. Delegation                       |
| 4. Leadership                               | 10. Conducting Productive Meetings  |
| 5. Understanding the Organisational Culture | 11. Report Writing and Presentation |
| 6. Team Building                            | 12. Interviewing Skills             |

RESOURCE MATERIALS

FOR

WOMEN IN EDUCATION MANAGEMENT

MODULE TWELVE

INTERVIEWING SKILLS

Written by

Christie Coetzer:	Principal
Hawa Mahomed:	Principal
Nomsa Nkosi:	Deputy Chief Education Specialist

## **TABLE OF CONTENTS**

Preface

Acknowledgements

Explanations of Icons

Introduction to module

Unit 1            Introduction to Interviews

Unit 2            Preparing to interview

Unit 3            Applying for a job

Unit 4            Preparing for an Interview

Unit 5            Conducting an Interview

Unit 6            At the Interview

Unit 7            After the Interview

Unit 8            The New Employee

Module Test

Glossary

References

## PREFACE

The Master Strategic Plan (2000 – 20003) of the Department of Education and Culture, KwaZulu-Natal (KZN) has, as one of its main policy objectives “*the Empowerment of Women Managers in Education*” The Education Human Resource Development Component came up with the initiative on Women in Education Management Training Programme to provide training in the area of Education Management.

Although management issues affect both men and women, historically, women managers seem to require more training than their male counterparts. There is often the perception that many Women Managers in Education, not only in KwaZulu-Natal, but globally, often lack the knowledge and skills required for effective management. Consequently, these materials were developed as part of the effort to develop human capacity especially in the area of Women in Education Management.

These materials are intended for use by people involved in education. The modules cover a wide range of management issues from policy to practice. As the users are spread over various geographical locations, the materials are accessible to as many, including the rural based. At the end, the materials should produce women who are ready to take up various key management positions throughout the Province.

The rationale for developing these materials is that all Regions should embark on meaningful training of Women Managers in Education. The overall skills and knowledge training will continue to be provided to all Education Managers. These training materials generally aim at enhancing management skills. In addition, the training on Materials Development and Materials Review workshops contributed to capacity building in developing Open and Distance Learning (COL) materials in KwaZulu-Natal.

The successful development of the training materials could not have been realized without the generous support of the collaborating SADC Ministers of Education (Botswana, Namibia and Zimbabwe) and the Namibian College of Open Learning. In this regard the Department of Education and Culture, KwaZulu-Natal is grateful to Mrs. Matloatsie Masendu (Botswana), Mr. Tuaunda Keeja (Namibia), Mr Alfred Illukena (Namibia). Mrs Patricia Rutanhira (Zimbabwe), Mr Africa Moyo (Zimbabwe), Mr Gray Nyathi (Zimbabwe) and Mr Rodgers Sisimayi (Zimbabwe) for the background training support and advice they provided to facilitate the realization of the programme.

Without the administrative leadership and professional support of Honourable E.E.N KaNkosi-Shandu Minister of Education and Culture, KwaZulu-Natal, Mr N S Shamase – Deputy Director General Professional Services, Mr P M Ntshangase – Chief Director, Human Resource Management and Development, Ms A N Cele, Mr M R C Msweli and Mr S L N Kheswa, the programme would not have been successful.

The development of the course materials has been achieved through the joint responsibility and commitment of all the eight Regions of the Department of Education and Culture, KwaZulu-Natal and the course writers as reflected in the training modules. The Province of KwaZulu-Natal is grateful for the level of human capacity developed through this exercise.

Altogether 37 Course writers were trained. Ten Secretarial and Administrative staff received training in basic desktop publishing.

We are particularly grateful to the South African Breweries, Indaba Conference Centre and Umhlanga Rocks Hotel for supporting the workshop.

Finally, we thank the Commonwealth of Learning, Vancouver, Canada, represented by Ms Kgomoetso Motlotle, Education Specialist, for the technical support they provided right from the inception to the completion of the programme.

.....  
**Dr M A M Jarvis**  
**Superintended – General**  
**Department of Education and Culture**  
**KwaZulu-Natal**

## **Acknowledgements**

These modules were developed by a team of writers from the Department of Education and Culture, KwaZulu-Natal, South Africa, with the assistance of an external development team:

### **Workshop Development Team**

Ms Kgomotso Motlotle, Education Specialist, Commonwealth of Learning, Canada  
Mr Rodgers G Sisimayi, Manager of Training, Public Service Commission, Zimbabwe  
Mr Alfred Ilukena, Deputy Manager, Human Resources Development, Namibia  
Ms Matloatsie Masendu, Principal Education Office, Ministry of Education, Botswana

### **Programme Co-ordinators**

Mr Sibusiso Lincoln Nkosinathi Kheswa, Deputy Chief Education Specialist, Education Management Development, KZN  
Mr Mandlenkosi Refuge Msweli, Deputy Chief Education Specialist, Education Management Development, KZN  
Ms Adelaide Ntombazonke Cele, Chief Education Specialist, Education Management Development, KZN

### **Writing Team Leaders**

Mr Africa Moyo, Education Officer – English, Zimbabwe  
Mr Gray Nyathi, Education Officer – English, Zimbabwe  
Mr Tuaunda Keeja, Manager: Marketing & Learner Support, NAMCOL, Namibia  
Ms Patricia Rutanhira, School Head, Zimbabwe

### **Writers**

Ms Phumzile Kganye  
Mr Mandlenkosi Msweli  
Ms Veronica Thandeka Sokhela  
Ms Sandi Hill  
Ms Thulisiwe Beauty Dlamini  
Mr Cyril Bonginkosi Gumede  
Ms Busaphi Eleonor Machi  
Ms Jennifer Ntombizethu Masuku  
Ms Angeline Jefferina Finger  
Ms Ethney Thembelihle Ntombela  
Ms Nokuthula Glenrose Ndlovu  
Mr Sibusiso Lincoln Nkosinathi Kheswa  
Mr Steven Sibusiso Ngobese  
Ms Christie Coetzer  
Ms Vijjalakshmi John  
Ms Jean Choudree  
Ms Zandile Phumzile Khumalo

Mr Francis Nzama  
Mr Richard Bhekeni Sibiya  
Ms Shobana Mandraj  
Dr Thabisa Dumisa  
Ms Busisiwe Joyce Mbatha  
Mr Nhlanhla Shadrack Shandu  
Ms Phindile Ngcobo  
Mr Musawenkosi Eric Mabaso  
Ms Thandiwe Mthembu  
Ms Peggy Busisiwe Msimango  
Mr Sizolwethu Bongumusa Mayise  
Mr Sicelo Thulasizwe Mkhize  
Ms Zani Buthelezi  
Ms H Mahomed  
Ms Nomsa Nkosi  
Ms Bongiwe Thandiwe Ntombinkulu Xaba  
Ms Makhosazana Elaine Tiny Masinga

Mr Thulani Clement Ngubane

Ms Lynn Phillips

**Editorial Team**

Mr Steven Sibusiso Ngobese

Ms Christie Coetzer

Ms Vijjalakshmi John

Ms Makhosazana Elaine Tiny Masinga

sMs Lynn Phillips

Ms Shobana Mandraj

Ms Zani Buthelezi

Ms Nomsa Nkosi

**Secretarial Team**

Ms Corrine Strydom

Ms Lynn Lund

Ms Peggy Sbhongile Duma

Ms Johanna Rousseau

Ms Nompumelelo Nelisiwe Langa

Ms Thandeka Mdlalose

Ms Matildah Chiya

Ms Nokuthula Madlala

Ms Tabeth Chirima (Zimbabwe)

Ms Egnés Sibindi (Zimbabwe)

Ms Ayanda Xolelwa Bokwe (University of Fort Hare, Eastern Cape)

The Commonwealth of Learning and the entire Workshop Development Team are grateful to the writers, the editorial team and secretarial support staff from the Department of Education and Culture KwaZulu-Natal and the supporting SADC Ministries of Education for working so hard to produce the modules.



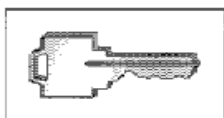
## **EXPLANATION OF ICONS**

**Icons are graphic signs that require you to undertake specific activities.**



**Read Text**

Read the text provided in the unit.



**Key Words**

Main words or concepts that are important in the unit.



**Self Evaluation**

Carry out an activity that is based on the content you have just read.



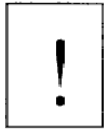
**Practise Activity**

Apply the knowledge and skills you have just learnt.



**Assessment Task**

Demonstrate your understanding and application of knowledge and Skills learnt.



Important-take note!

The answers to the activity are provided at the end of the unit.



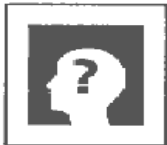
Reflection

In the light of the text you have read, think through your own Practice



Unit Test

There is a test which you should do before proceeding to the next unit.



Module test

At the end of every module, there is a test you should do before proceeding to the next module.



Summary

Highlights of the main ideas or concepts covered in the unit.

## **INTRODUCTION TO MODULE**

With jobs being so scarce, and an abundance of competent, highly qualified people, competition at the workplace has increased. Therefore in this competitive world of today, you need all the extra help and motivation, to get the job that you have always dreamt of. This module attempts to equip you with the skills that you need as an applicant or interviewee.

After each round of applications, our Department is bombarded by grievances from applicants who are unhappy with the way in which managers conduct interviews. Every employer seeks the best candidate for the job, but sometimes less competent candidates are selected into posts as a result of poor interviewing skills. This module addresses this problem by sharpening the interviewing skills of managers.

## **AIMS**

This module has the following aims, namely to:

- Equip the reader with knowledge of correct interview proceedings.
- Prepare both interviewer and interviewee for attending and conducting interviews.
- Protect readers from discrimination.
- Prepare an employer for her new job.
- Sharpen the induction skills of a manager.

To understand the stated aims, the content in this module is presented in eight units which are:

1. Introduction to Interviews
2. Preparing to Interview
3. Applying for a job
4. Preparing for an Interview
5. Conducting an Interview
6. At the Interview
7. After the Interview
8. The New Employee