

Interview Questions

1. Shortlisting

- 1.1 Preparation is the key to the likelihood of selecting the most suitable candidate for the job.
- 1.1.1 Identify specific requirements of the job description.
- 1.1.2 Match these criteria against the information found in the candidate's CV.
- 1.1.3 Use this information to decide which candidates will be invited for interview.
- 1.2 Once a list of criteria has been established, it is useful, particularly when considering a large number of candidates for one position, to record how the candidates compare against the criteria as follows:

Name	Criteria		M			
	Criteria 1	Criteria 2		Criteria 4	Criteria 5	Criteria 6
Candidate 1						
Candidate 2						

- 1.3 Candidates who apply to the Company, whether through a direct advertisement or otherwise, should always be informed of the outcome of their application as possible. Where candidates have applied to the Company, they should be informed of the outcome in writing.

2. Considerations under the Equality Act 2010

- 2.1 Under the Equality Act 2010, prospective employers can ask questions or making a job offer if it is necessary for them to do so for the reasons permitted by the Act. These are situations where:
- 2.1.1 the employer has a genuine occupational requirement for an employee to have a particular attribute; or
- 2.1.2 the employer has a genuine occupational requirement for an employee to have a particular attribute; or
- 2.1.3 the employer has a genuine occupational requirement for an employee to have a particular attribute; or
- 2.1.4 the employer has a genuine occupational requirement for an employee to have a particular attribute; or
- 2.1.5 it is a genuine occupational requirement for an employee to have a particular attribute.
- 2.2 A question that does not fall within any of these exceptions will be prohibited. Asking a question that does not fall within any of these exceptions will be prohibited. Asking a question that does not fall within any of these exceptions will be prohibited.

tribunal claim. However, if the question does bring a claim, the employer to provide

who has been asked a prohibited question, the burden will be on the employee to prove they were discriminated.

3. Preparing for the Interview

3.1 Normally, recruitment interviews are arranged and conducted by the recruiting person/manager. However, it is possible to ask someone else to interview with you. This can be useful to give you time to collect your thoughts. Your colleague can be useful to give you feedback on your questions while your colleague is also studying the candidate's body language and facial expressions. It is often useful when not directly involved in the interview. Your colleague's feedback is very useful to monitor your interview.

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3.3 In preparing for the interview, you should:

3.3.1 Review the CV and cover letter.

3.3.2 Identify any areas that need further exploration or clarification. For example, when the candidate's CV states they possess the relevant skills, you should explore these.

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3.3.4 Formulate the questions that you will ask. They should be designed to explore the candidate's skills and experience. Please see the questions below, which are focused on the candidate's skills and experience.

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3.3.5 Allocate appropriate time for each question.

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3.3.6 Ensure there is a clear structure to the interview.

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4. Conducting the Interview

4.1 When conducting the interview, you should:

4.1.1 Use the same questions for every candidate. Do not ask questions that are not relevant to the job, as this could be seen as discriminatory.

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4.1.2 Do not accept answers that are not relevant to the job, as this could be seen as discriminatory.

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4.1.3 Give every candidate the opportunity to answer the questions fully.

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4.1.4 Try to keep the interview focused on the job. Do not ask questions which require a simple yes / no answer.

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4.1.5 Remember – the candidate should be talking for 80% of the interview.

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5. Structure of the interview

5.1 Introduction (5 min)

5.1.1 Greet and relax

Explain:

5.1.2 the objective

5.1.3 the structure of the interview
questions

5.1.4 you will be talking

5.1.5 there will be a break

5.1.6 the interview will last

5.2 Review of Background

Review:

5.2.1 relevant position and
experience

5.2.2 current role, start and end date

5.2.3 main responsibilities

5.2.4 most significant achievements

5.2.5 why planning to leave?

5.2.6 last two years' performance

5.2.7 kinds of projects and
employment?

5.2.8 major responsibilities

5.2.9 most/least satisfied

5.3 Competency Based Questions

5.3.1 Ask 2 to 3 questions per competency
on the Job Description. The first
below is merely an example. Ask
questions to assess each competency.

5.4 Ad hoc Questions (5 min)

Ask

5.4.1 what are main reasons for leaving?

5.4.2 what are main reasons for staying?

5.4.3 what are reasons for staying?

5.5 About Company (10 min)

Explain:

5.5.1 the structure of the company

5.5.2 the role and vision of the company

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5.6 Domestic Question

Ask:

- 5.6.1 what is the candidate's current salary? what salary are they looking for?
- 5.6.2 what is the candidate's current role?
- 5.6.3 does current candidate is looking for another position? What position? What candidate resigned?
- 5.6.4 Any other interest?

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5.7 Interview Close (5 min)

Ask:

- 5.7.1 if the candidate has any information he / she has given.
- 5.7.2 Is there anything the candidate would like to mention or raise?
- 5.7.3 Is there is anything the candidate would like to add?
- 5.7.4 the candidate has any other interest.

Finish by telling the candidate the interview.

. Thank the candidate and close

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6. After the Interview

- 6.1 Read through your notes and complete the assessment form. Your reasons for appointing a particular candidate are important in case you are challenged.
- 6.2 Compare each candidate against the job description again in light of the additional information gathered during the interview. Is the candidate a good fit for the role in the short/long term?
- 6.3 Make an assessment of the team and the candidate. However, ensure that you are not discriminating against a candidate of a different age or from a different ethnic or cultural background to the rest of the team.
- 6.4 Do not pick the best candidate. Recruitment mistakes are costly and time consuming and ultimately can harm the business. It is better to advertise to get the right person.
- 6.5 If you are uneasy about a candidate, ask the candidate to come in for a second interview or talk to the candidate over the phone to clarify any doubts. Trust your instincts and offer the job to the best candidate.
- 6.6 Let all candidates know the outcome of the interview as quickly as possible. Delays could be detrimental to the business.
- 6.7 Record your decision (and any reasons for bias) and retain a copy of the interview assessment form for 12 months from the date of interview. If a candidate has not been reached without indication of bias, retain a copy of the interview assessment form for 12 months from the date of interview.

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Interviewer: _____		Candidate: _____	
Interview Date: _____		Interview Time: _____	

Candidate:	_____	Interviewer:	_____
Vacancy:	_____	Interviewer:	_____

Requirement	Comments	Favourable	Reservations	Not suitable
Academic & professional qualifications				
Technical knowledge & competence relevant to the job				
Commercial & business awareness				
Communication skills				
Personal qualities				
Overall impression				

Match to Job / Per Spec

Short term				
Long term				

Suitability to be offered employment:

The applicant is not suited to the job. I would not recommend for employment. <input type="checkbox"/>	The applicant is well suited to the job. I would recommend for employment without reservation. <input type="checkbox"/>	The applicant should be considered for employment. I would recommend for employment. <input type="checkbox"/>	The applicant should be excellent in this job and I would recommend with confidence. <input type="checkbox"/>
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Comments:

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Examples of Competency-Based

1. Expertise in Role

This is one of the most important competencies for a role and is dependent on the role and responsibilities described in the Job Description.

- What would you consider to be your strengths and weaknesses?
- What would you like to spend more time on and what would you like to move away from?
- Tell us about a project you have completed successfully.
- What experience have you had in managing/arranging a project?
- Tell us about a recommendation that you have made as a result of your experience.
- What aspects of your work do you find most challenging?

2. Effective Communication

A large part of your assessment will come from the candidate's ability to communicate effectively with the interviewers.

- Can you give me an example of a time when you persuaded someone of something which you felt they would not believe about it? (Look for a process and awareness of others.)
- Can you give me an example of a time when you have learned from another person?
- Can you give me an example of a time when you have sought out ideas or actions? How did you do it?

3. Internal & External Customer

- Tell us about how you have served a customer in the past.
- Give us an example of a time when you have exemplified superior customer service.
- What are some of the ways in which you have improved customer satisfaction?
- What does "customer service" mean to you?

4. Commercial & Business Awareness

- Can you give me an example of a time when you have learned models from outside your own frame of reference?
- Can you give me an example of a time when you have worked against objectives?
- What steps can be taken to improve performance?

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5. **Continuous Improvement**

- Can you give me an example of improving the present process and methods in your own department?
- Have you ever tried to do a new thing? Have you ever introduced a new approach? Tell me about it?

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6. **Problem Solving, Judgement**

- What type of decisions do you have to make in your position?
- Describe a situation where you had to solve a complex problem? How did you do it?
- What sources of information do you use to make decisions about your aspects of your work? Give me an example of how you used these effectively.
- Can you think of a situation where you had to find the solution to a problem? What were the circumstances?
- What was the last difficult decision you made? Was there a time constraint? How did you decide the time to make the decision?
- Tell me about a time when you had to make a difficult decision? Who did you have to tell? How did you decide?
- Have you ever made a decision that you regretted? How did you deal with it?

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7. **Performance Management**

- Can you give me an example of how you have been using proposals from others?
- Aside from formal training, what methods may be used for developing employees?
- Tell me about a development project you have been involved in yourself and how you went about ensuring that this need was met?

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8. **Leadership & Motivation**

- Can you give me an example of how you have influenced the feelings from others?
- Tell me how you have monitored the progress of a group or individual task.
- What is your strongest leadership skill? How can it assist you for this job?
- What can a supervisor do to motivate an employee's job and the employee's motivation?

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9. **Working with Others / Teamwork**

- How do you maintain a good working relationship with immediate work colleagues? Can you give me an example?
- How do you ensure that you work effectively in department or project meetings? Can you give me an example?

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- Do you maintain established working relationships with members of your immediate working group? Can you give me an example?
- Tell us about a situation in which you had to work with people at various levels within your organisation. What was the most important step that you took to work effectively with these people?
- Tell us about a successful team you have worked with. What was the most outstanding characteristic of this team? How did you contribute?
- What qualities do you have to be an effective team player?
- AVOID asking questions relating to age. e.g. 'how would you feel about managing older/younger people?' or 'are you a bit young for a post of this nature?' or 'do you think someone like you should be looking for something with more responsibility?'

10. **Proactive Approach**

- Can you give me an example of a time when you identified a problem or obstacle?
- One of the requirements for a self-starter is that an individual be a self-starter. Give us an example of your ability to identify and solve problems on your own initiative and how you handled the situation. Did you have any issues to overcome and how did you handle these?

11. **Planning, Organising & Prioritising**

- Can you give me an example of a time when you demonstrated ability to forward plan and schedule events for yourself or others?
- Can you describe a plan you have developed which shows some contingency or "what if" provision?
- How have you identified priorities?
- Can you give me an example of a time when you demonstrated ability to forward plan and schedule events for yourself or others?