

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 from the job description.
 - 1.1.2 Match these criteria against the information provided in the candidate's CV.
 - 1.1.3 Use this information to determine 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 these criteria as follows:

Name	Criteria					
	Criteria 1	Criteria 2	Criteria 3	Criteria 4	Criteria 5	Criteria 6
Candidate 1						
Candidate 2						

- 1.3 Candidates who apply for a position through a direct advertisement or recruitment agency, should always be informed of the outcome of their application as possible. Where candidates have applied to the Company through a recruitment agency, 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 about a job applicant's health-related matters, 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 the employer has a duty to make a reasonable adjustment:
 - 2.1.1 the employer is considering whether the employee is fit to undergo an assessment; or
 - 2.1.2 the employer is considering whether the employee has a duty to make a reasonable adjustment with an assessment;
 - 2.1.3 the employer is considering whether the job applicant will be able to carry out a particular function of the job concerned;
 - 2.1.4 the employer is considering diversity monitoring;
 - 2.1.5 the employer is considering positive action in relation to disabled persons; or
 - 2.1.6 it is a genuine occupational requirement that the employee has a particular disability.
- 2.2 A question that does not fall within any of these exceptions will be prohibited. Asking a question that does not of itself give a job applicant a

tribunal claim. However, if you ask a prohibited question, the burden will be on the employer to prove that the question does bring a genuine and material issue before the tribunal.

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3. Preparing for the Interview

3.1 Normally, recruitment interviews should be arranged and conducted by the recruiting person/manager wherever possible to ask someone else to interview with you. It is a good idea to give your colleague a colleague can be useful to give you time to collect your thoughts. Your colleague can also study the candidate's body language and facial expressions. It is often useful in making a recruitment decision. Your colleague's feedback is very useful to monitor your interview.

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3.2 Interview arrangements should be confirmed in writing to the candidate.

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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 you see a gap in the candidate's CV that they do not explain.

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3.3.4 Formulate the questions that you will ask during the interview. Ensure that they will enable you to gather the information that you need to make a decision. Please see the questions below, which are focused on the key areas of the job.

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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 agenda for 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 and 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 too brief. Probe for more information.

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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 key areas of the job. Avoid 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 positions 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

5.2.6 last two years

5.2.7 kinds of projects and
employment?

5.2.8 major responsibilities

5.2.9 most/least satisfied

5.3 Competency Based

5.3.1 Ask 2 to 3 questions based on the Job Description below is more questions to ask

5.4 Ad hoc Questions (5 min)

Ask

5.4.1 what are main responsibilities?

5.4.2 what are main achievements? Why?

5.4.3 what are reasons for leaving the position?

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 the candidate have any other offers? Is the candidate looking for another position? What is the reason for the candidate resigning?

5.6.4 Any other interesting information?

5.7 Interview Close (5 minutes)

Ask:

5.7.1 Is there any other information he / she has given?

5.7.2 Is there anything you would like to mention or raise?

5.7.3 Is there anything you would like to add?

5.7.4 Is there anything of interest.

Finish by telling the candidate you have received their CV and thank them for the interview.

1. Thank the candidate and close the interview.

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.

2. Read the candidate's description again in light of the requirements for the position. Is the candidate a good fit for the position in the short/long term?

6.2 Compare each candidate against the requirements for the position. Consider whether they will fit the culture of the team and the organization. However, ensure that you are not discriminating against candidates of a different age or from a different background to the rest of the team.

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4. If you are uneasy about a candidate during the interview, ask the candidate to call you over the phone to discuss the job further. Trust your instincts and offer the job to the best candidate.

6.4 Let all candidates know the result as soon as possible. Delays could be detrimental to the candidate's experience.

5. Record your decision (and any reasons for bias) and retain a copy of the interview assessment form from the date of the interview. The form is given below.

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Candidate:		/:	
Vacancy:			

Requirement	Comments	avourable	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 well in this job cannot recon without reser	should job and I end for / <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 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 projects?
- Tell us about a recommendation that you have made as a result of your experience.
- What aspects of your work do you find most interesting?

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 do? (Look for a process and awareness of others.)
- Can you give me an example of a time when you influenced someone from another person?
- Can you give me an example of a time when you 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 customer service experience exemplifying superior customer service.
- What are some of the ways you have improved customer satisfaction?
- What does "customer service" mean to you?

4. Commercial & Business Acumen

- Can you give me an example of a business model from outside your own frame of reference?
- Can you give me an example of a time when you worked against objectives?
- What steps can be taken to improve business 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, Judgment

- What type of decisions do you 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 are using on proposals from others?
- Aside from formal training, what methods may be used for developing employees?
- Tell me about a development project you worked on? How did you ensure that this need was met? How did you ensure that you were confident in yourself and how you went about it?

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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 motivated a group or individual task.
- What is your strongest leadership style? How do you assist you for this job?
- What can a supervisor do to increase an employee's job and the employee's motivation?

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9. Working with Others / Teamwork

- How do you maintain a positive 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 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?
- What qualities do you have that make you a good 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 'are you looking for something with more responsibility?'

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10. **Proactive Approach**

- Can you give me an example of a time when you identified a problem or obstacle?
- One of the requirements for this role is that the 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?

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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 and scheduled events for yourself or others?
- Can you give me an example of a time when you demonstrated ability to forward plan and schedule events for yourself or others?

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