

1. Shortlisting

1.1 Preparation is the key to maximising the likelihood of selecting the most suitable candidate for the position.

1.1.1 Identify specific job-related criteria, using the job description.

1.1.2 Match these criteria with those detailed in the candidate's CV.

1.1.3 Use this information to select which candidates will be invited for interview.

1.2 Once a list of criteria has been identified it is useful, particularly when considering a large number of candidates for one position, to record how the candidate(s) compare using a tabular format, 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 positions with the Company, whether through a direct advertisement or a recruitment agency, should always be informed of the outcome of their application as quickly as possible. Where candidates have applied to the Company directly, they should be informed of the outcome in writing.

2. Considerations under the Equality Act

2.1 Under the Equality Act 2010 ("the Act"), prospective employers can ask health-related questions before short-listing or making a job offer if it is necessary for them to do so for one or more reasons permitted by the Act. These are situations where:

2.1.1 the employer needs to establish whether the employee is fit to undergo an assessment, or whether the employer has a duty to make reasonable adjustments in connection with an assessment;

2.1.2 the employer needs to establish whether the job applicant will be able to carry out a function that is intrinsic to the job concerned;

2.1.3 the employer wishes to undertake diversity monitoring;

2.1.4 the employer is considering taking positive action in relation to disabled persons; or

2.1.5 it is a genuine requirement of the job that the employee has a particular disability.

2.2 A question that does not fall within one or more of these exceptions will be prohibited. Asking a prohibited question does not of itself give a job applicant a tribunal claim. However, if a job applicant who has been asked a prohibited question does bring a claim of disability discrimination, the burden will be on the employer to prove that they have not discriminated.

3. Preparing for the Interview

3.1 Normally, recruitment interviews will be arranged and conducted by the recruiting person/manager. It is advisable wherever possible to ask someone else to interview with you. Interviewing with a colleague can be useful to give you time to collect your thoughts or plan further questions while your colleague 'takes the reins' for a while. You can also study the candidate's body language and facial expressions more easily when not directly involved in talking to the candidate. A second opinion is often useful in making recruitment decisions. In addition, a colleague's feedback is very useful to monitor your interviewing technique.

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

3.3 In preparing for the interview:

3.3.1 Review the CV/application form

3.3.2 Identify any areas that need further exploration or clarification. For example, where it is not obvious from the candidate's CV that they possess the required skills or experience.

3.3.3 Identify any other areas on the CV that need further exploration or clarification. Look particularly for unexplained gaps in employment, a succession of rapid job changes, or a statement of achievement that needs to be validated. For example, always being in the top five achievers is a somewhat different level of success when there are 100 people in the pool as compared to when there are only five in the pool.

3.3.4 Formulate the questions to be covered in the interview. Ensure that they will enable all the above information to be gathered. Please see the competency-based interview questions below, which are focused around sample competencies.

3.3.5 Allocate approximate times for each section.

3.3.6 Ensure there will be no interruptions during the interview.

4. Conducting the Interview

4.1 When conducting the interview:

4.1.1 Use the same questioning strategy with each candidate and do not ask for any personal information or views that are not relevant to the job, as this could be considered discriminatory.

4.1.2 Do not accept partial or unclear answers to any of your questions, probe for more detail if necessary.

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

4.1.4 Try to keep question open, not questions which require a simple yes / no answer.

4.1.5 Remember – the candidate should be talking for 80% of the interview and the interviewer(s) for 20%.

5. Structure of the interview

5.1 Introduction (5 minutes)

5.1.1 Greet and relax the candidate, introduce yourself.

Explain:

5.1.2 the objective of the interview is to share information

5.1.3 the structure will be a brief review of background, followed by specific questions

5.1.4 you will be taking notes

5.1.5 there will be an opportunity at the end to ask questions

5.1.6 the interview will take approximately one hour

5.2 Review of Background (10-20 minutes)

Review:

5.2.1 relevant positions on CV/application form, especially last two years' experience

5.2.2 current role, structure of a typical day/week?

5.2.3 main responsibilities

5.2.4 most significant achievements

5.2.5 why planning to leave?

5.2.6 last two years of experience

5.2.7 kinds of problems dealt with / decisions made in course of employment?

5.2.8 major responsibilities?

5.2.9 most/least satisfying aspects of job?

5.3 Competency Based Questions (5-10 minutes per competency)

5.3.1 Ask 2 to 3 questions under each competency which has been identified on the Job Description

Form. The list of competency-based questions below is merely a guide offering some examples of the types of questions to ask.

5.4 Ad hoc Questions (5 minutes)

Ask

5.4.1 what are main strengths? Why?

5.4.2 what are main areas for development? Why?

5.4.3 what are reasons for applying for this position?

5.5 About Company (10 Minutes)

Explain:

5.5.1 the structure and history of the Company

5.5.2 the role and where it fits into the organisation.

5.6 Domestic Questions (5 minutes)

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 notice period?

5.6.3 does current employer know the candidate is looking for another position? What would they say if the candidate resigned?

5.6.4 Any other interviews?

5.7 Interview Close (5 minutes)

Ask:

5.7.1 if the candidate is happy with the information he / she has given.

5.7.2 Is there anything else s/he would like to mention or raise?

5.7.3 Is there is anything else the candidate would like to add?

5.7.4 the candidate if the position is still of interest.

Finish by telling the candidate what will happen next. Thank the candidate and close the interview.

6. After the Interview

6.1 Read through your notes about each candidate and complete the assessment form. Your reasons for appointing or not appointing a particular candidate are important in case your final decision is challenged.

6.2 Compare each candidate against the job description again in light of the additional information you now have concerning each candidate. Is the candidate a good fit against the job description in the short/long term?

6.3 Make an assessment for each candidate as to whether they will fit the culture of the team and the Company as a whole. However, ensure that you are not discriminating against any candidate because he/she is a different sex or of a different age or from a different racial, religious or cultural background to the rest of the team.

6.4 Do not pick the best of a bad bunch – recruitment mistakes are costly and time consuming and ultimately it is better to re-advertise to get the right person.

6.5 If you are uneasy or unsure about anything that was discussed in the interview, ask the candidate back for another interview or talk to the candidate over the phone to clarify. Do not ignore your instincts and offer the job anyway.

6.6 Let all candidates know whether they are successful or not as quickly as possible. Delays could mean that you miss out on the best candidates.

6.7 Record your decisions (make sure these have been reached without indication of bias) and retain any notes you may during interview, ideally for 12 months from the date of interview. An example of an interview assessment form is given below.

Interview Assessment Form

Candidate:		Date/Time of Interview:	
Vacancy:		Interviewer/s:	

Requirement	Comments	Excellent	Favourable	Reservations	Not Suitable
Academic & professional qualifications		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical knowledge & competence relevant to the job		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commercial & business awareness		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication skills		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal qualities		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall impression		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Match to Job / Per Spec

Short term		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long term		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Suitability to be offered employment:

The applicant is not suited to the job. I would not recommend for employment <input type="checkbox"/>	The applicant might do well in this job but I cannot recommend without reservations. <input type="checkbox"/>	The applicant should do well in this job and I would recommend for a 2nd interview / appointment. <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:

Examples of Competency-Based Questions

1. Expertise in Role

This is one of the most important areas to assess. Questions in this area will be dependent on the role and will be based specifically on the Primary Responsibilities described in the Job Description Form. For example:

- What would you consider to be your technical strengths and weaknesses?
- What would you like to spend more time developing and what would you like to move away from?
- Tell us about [] you have prepared/completed.
- What experience have you had in performing/managing/arranging [] ?
- Tell us about [] that you have performed and the recommendation(s) that you made as a result of your [] ?
- What aspects of your work do you get the most excited about?

2. Effective Communication & Impact

A large part of your assessment of this competency will come from the candidate interview and how well the candidate communicates with the interviewers.

- Can you give me an example of when you had to persuade someone of something which you felt they would not like? How did you go about it? (Look for a process and awareness of others.)
- Can you give me an example of handling an objection from another person?
- Can you give me an example of gaining agreement for ideas or actions? How did you do it?

3. Internal & External Customer Focus

- Tell us about how you have handled a dissatisfied customer in the past.
- Give us an example of a situation you handled exemplifying superior customer service.
- What are some of the ways to measure customer/user satisfaction?
- What does "customer service" mean to you?

4. Commercial & Business Awareness

- Can you give me an example of applying ideas and models from outside your own frame of reference?
- Can you give me an example of reviewing your plans against objectives?
- What steps can be taken to ensure quality in any operation?

5. Continuous Improvement

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

6. Problem Solving, Judgement & Decision Making

- What type of decisions do you make in your current position?
- Describe a situation where you had to solve a complex problem? How did you do it?
- What sources of information have you used to make decisions about your aspects of your work? Give me an example where you have used these effectively.
- Can you think of a situation when you did not find the solution to a problem? What were the circumstances?
- What was the last difficult decision you had to take? Was there a time constraint? How did you decide the timescale?
- Tell me about a time when you had to communicate a difficult decision? Who did you have to tell? How did you do it?
- Have you ever made a decision too late? Tell me about it.

7. Performance Management & Development

- Can you give me an example of supporting and building on proposals from others?
- Aside from formal training, what other means may be used for developing employees?
- Tell me about a development need you have identified in yourself and how you went about ensuring that this need was fulfilled.

8. Leadership & Motivation

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

9. Working with Others / Teamwork

- How do you maintain an effective working relationship with immediate work colleagues? Can you give me an example?
- How do you ensure that your team participates effectively in department or project meetings? Can you give me an example?
- Do you maintain established relationships outside of your immediate working group? Can you give me an example?
- Tell us about a situation in which you were required 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 of which you were a member. What was the most outstanding characteristic of that team? What did you contribute?
- What qualities do you have that make you an effective team player?
- AVOID asking questions related to discrimination, e.g. 'how would you feel about managing older/younger people?' or adding throwaway comments such as 'you're a bit young for a post of this responsibility' or 'don't you think someone like you should be looking for something with more responsibility?'

10. Proactive Approach

- Can you give me an example of persisting in the face of obstacles?
- One of the requirements for this position is that the individual be a self-starter. Give us an example of your ability to be a self-starter.
- Tell me about a time when you have had to act on your own initiative and how you handled the situation. Did you have any authority issues to overcome and how did you handle these?

11. Planning, Organising & Project Management

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