

INTERVIEW GUIDE

NOTES FOR THE INTERVIEWER

- The Interviewer is expected to use the Structured Interview process as the minimum requirement. Each interview needs to be conducted by a minimum of three interviewers.
- In order to provide feedback to the candidates interviewed, interviewers are required to take notes focusing on the attributes and competencies explored. Ensure notes are readable and viable for future reference.
- Please ensure that questions are taking into consideration diversity and inclusion. As a general rule, avoid asking questions about any of the following subjects: Age, Birthplace, Ancestry, Ethnicity, Religion, Race, Former name, Military discharge, Family plans, and Physical/mental disability, Marital or Parent Status.
- Please sustain positive atmosphere.

PRE-INTERVIEW

- Read the CV of the candidate.
- Familiarise yourself with the Assessment questions.
- Agree with the rest of the interviewers on who will lead the interview process, and how to work together.

DURING THE INTERVIEW

- State questions clearly and concisely.
- Use STARR (Situation, Task, Action, Relationships, Results) and funnel technique to probe.
- Record Evidence - the objective is to produce an accurate and comprehensive record of the interview.
- At the end of the interview, your record should provide a summary transcript of what the candidate has communicated and not personal judgement.

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CLOSING THE INTERVIEW

- Allow 5-10 minutes to close the interview.
- Invite questions from the candidate.
- Share next steps and feedback timeline on outcome.

AFTER THE INTERVIEW

- Read notes taken during the interview.
- Evaluate Evidence.
- Calibrate ratings:

Below – not able to demonstrate with reasonable examples,

Meeting – was able to demonstrate with several reasonable examples

Exceed – demonstrates many examples with clear context

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INTERVIEW STRUCTURE AND OVERVIEW

1. Introduction of interviewers and Setting the Scene **(3 Minutes)**
 - Welcome and thank the candidate for making time
 - Explain the purpose of the interview. Re-iterate the apprentice role that he/she is applying for.
'This is a critical step in the selection process and a great opportunity for you to tell us about your achievements and strengths'
 - Explain the structure of the interview
 - Check if the candidate has any questions before starting.

2. Candidate Introduction **(3 Minutes)**

3. Attributes Questions - 2 Questions each **(30 Minutes)**

NOTE: Attribute or Competency Based Questions are to be determined by the organization or line manager, depending on the role.

4. Professional Development & Motivation Questions **(10 minutes)**

5. Close **(5 minutes)**
 - Candidate`s questions
 - Check availability
 - Inform feedback timeline

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WHAT IS A STRUCTURED INTERVIEW?

Structured Interview is a systematic approach to an interview, where it involves competency-based questions to accurately assess the candidates' skills. Also, same pre-determined questions are asked to all candidates to ensure standardisation and avoid discrimination. There are 5 main points to be considered:

1. Job Analysis
 - The purpose of Job Analysis is to match the skills of the candidate with the job position. This process is essential to design a Structured Interview.
2. Define Requirements
 - Once the list of requirements is ready, it is important to provide full definition for each requirement indicating its importance for the job position.
3. Lead and Probing Questions
 - Include at least two lead questions for each attribute chosen, preferably situational and behavioural questions that are related to the job.
 - Also, these situations can be of those expected to happen frequently for the job position.
 - Probing questions aim to clarify the points or gain more information to follow up the answers given by the candidate.
4. Determine Grading Scale
 - Enforcing a grading or rating scale aims to ensure objective results/decisions.
5. Conducting the Interview
 - Structured Interviews may be challenging for interviewers; thus, it is best if there is a guide as a reference and to follow.

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DECIDING WHAT QUESTIONS TO ASK?

The interviewer needs to ask follow up questions to probe a particular area in more depth. The two models are such, where initially open questions are asked relating to the candidates' competencies or attributes. Once the candidate answers, pursue the candidate in the nicest manner to acquire more information as per method below:

STARR MODEL

S SITUATION	What was the context? Describe the situation? Situation he/she was in?
T TASK	What was needed? What were the objectives?
A ACTION	What did you do? What difficulties did you encounter?
R RELATIONSHIP	Who else was involved? How did you motivate them?
R RESULTS	What was the outcome? What did you learn?

THE FUNNEL

