**1.3e Recruitment & Selection Interview Structure**

**Interview plan Guidelines**

**Starting the Interview**

* Introduce yourself.
* State how long the interview will last.

○ Describe the structure of the interview.

○ Question on a number of competencies.

○ Both interviewers may be asking questions/taking notes.

* Be professional and polite throughout.
* Ask them to listen carefully, take their time and seek clarification if required.
* Emphasis that we are looking for examples from their own personal experience.
* Explain that they can use situations from outside work if they cant think of example, but last 2/3 years is best.

**During Interview**

* Make questions sound relevant, using your own preamble, e.g. *“we all have experience of a difficult customer” or “ in this environment we have to work to tight deadlines etc*. .. – can you tell me about a time when you had to assist a difficult customer at work?”
* Listen carefully to responses.

○ Remember “we” – are they telling you what they did or the team did?

○ Funnel, probe, summarise back to confirm your understanding if necessary.

○ Accurately record what is being said by the candidate.

* Avoid leading, limiting, multiple or hypothetical questions.
* Time management is essential. Make sure you get sufficient information from each competency before moving on to the next. Ask the same questions for each candidate.

**Closing the Interview**

* Ask them what qualities they will bring to the company and what they might need to develop – see Sample Closing Questions.
* Allow them time to ask any questions they may have.
* Thank them for their time and advise them of the timeframe of the selection process and when you are likely to get back to the,.

**After the Interview**

* Evaluate the evidence against the rating scales with other interviewers.
* Base your selection decision on the evidence collected – use your notes.

**Rate the candidate and complete the summary sheet.**

**INTERVIEW QUESTIONS**

**CUSTOMER FOCUS**

**Knows who our customers are, focuses on their needs and develops relationships that ensure long-term customer satisfaction.**

* Can you tell me about a time that you had positive feedback from a customer in work?
* Talk me through the situation etc.

**OR**

* Could you give me an example of how you exceeded a guest`s needs? Please explain.
* Can you give me an example of how you built a relationship with a customer in the past?
* Tell me about a time you had to assist a difficult customer at work?

○ What was the situation?

○ How did you uncover the situation?

○ Were there any difficulties?

○ How did you handle the difficulties?

○ How well did you manage their expectations?

○ What was the outcome?

**OR**

* Could you tell me about a time you received negative feedback from a customer? Please talk us through what happened, how it was followed up and the outcome, etc.
* *Higher Level: how has customer feedback contributed to improvements to your department in the past? Please talk us through an example.*

**TEAMWORK**

**Works co-operatively with others in promoting a team culture where information sharing and support for each other is commonplace.**

* You worked with others in a team **(insert company name):** describe your role in that team.

**OR**

* What are the qualities of a good team?

**OR**

* What was the best team you were ever part of? What was it about that team that enabled it to work well?
* Possible probes:

○ What was your contribution?

○ How do you know what is going on in the team? How do you keep each other informed? What is your role in this?

* Tell me about a situation when you had to work with your team to achieve a difficult team goal?

○ What was the situation?

○ What did you do?

○ How did the team progress?

○ What was the outcome?

* *Higher level: have you ever had to resolve major conflict (e.g. of priorities) between teams? What were the circumstances? What did you do?*

**PROBLEM SOLVING**

**Works through problems calmly and in a controlled manner, utilises appropriate and necessary resources to come to a satisfactory solution.**

* Can you give me an example of a recent problem you had to solve?
* Possible probes:

○ Describe the specifics of the situation?

○ What options were available to you?

○ How did you identify these options?

○ How did you decide what to do?

○ What was the outcome?

○ how did you overcome any obstacles?

* A guest is insisting that they would like their favourite flavoured tea/drink etc. but we are out of stock and the manager is not around. What would you do?
* Higher level: in the past, what tools have you used to ensure problems don’t arise on an ongoing basis?

**INNOVATION**

**Identifies improvements in own immediate areas of responsibility. Takes and implements ideas / feedback from others. Generates alternative approaches of something doesn’t work.**

* Can you think of any new ideas/approaches that you have introduced recently?

**Or**

* What changes, new ideas have you suggested in the past workplaces that you aee particularly proud of?
* Possible Probes:

○ What made you think of it?

○ Were you involved in implementing it? Has it worked out in practice? Is there anything you`d do differently in retrospect?

* Have you ever taken a different approach to something because it wasn’t working?
* Possible probes:

○ What was it? Can you talk me through what you did?

○ What was the outcome? What did you learn from this?

* *Higher level: in a property like this, how would you suggest we identify ways to make improvements?*

**SAMPLE CLOSING QUESTIONS**

* What do you believe you will bring to this role?
* What is your current salary and what is your salary expectation for this role?
* What is your notice period?
* Who are your references and are you happy for us to contact them (2 references pref. not a mobile number if possible)

**SAMPLE COMPETENCIES**

* Other competencies you might focus on during an interview include:

# Leadership #Database Systems Skills

# Analytical thinking #Decision Making

# Effective Communication # Results Focus/Drive

# Relationship Building #Flexibility/Adap

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| **Competencies** | **No Evidence**  **1** | **Some Evidence**  **2** | **Strong Evidence**  **3** | **Evidence at Higher Level**  **4** |
| **Customer Focus** |  |  |  |  |
| **Teamwork/Collaboration** |  |  |  |  |
| **Problem Solving** |  |  |  |  |
| **Innovation** |  |  |  |  |
| **Technical /**  **Operational skills** |  |  |  |  |
| **Organisation /**  **Prioritisation Skills** |  |  |  |  |

**Total Score =**

**Competency Score**

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| **Interview Summary** |
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| **Recommendation ( Selection Decision)** |
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| **Name & Signatures of Interview Panel:** |

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|  | **No Evidence**  **1** | **Some Evidence**  **2** | **Strong Evidence**  **3** | **Evidence at Higher Level**  **4** |
| **Competencies being assessed** |  |  |  |  |
| **Customer Focus** |  |  |  |  |
| **Teamwork** |  |  |  |  |
| **Problem Solving** |  |  |  |  |
| **Innovation** |  |  |  |  |
| **Technical /**  **Operational skills** |  |  |  |  |
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**Other**

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| |  | | --- | |  |   **Total Score = Competency Score** |

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| **Summary** |
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| **Recommendation (Selection Decision)** |
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| **Names & Signatures of Interview Panel** |

(insert logo here)

( **Job Title)**

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| **Overview** |
| XX is inviting applications for the role of (job title) to join their (section name) Team. ( overview of role) |

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| **Main Duties & Key Responsibilities** |
| These will include:   * (main duties and key responsibilities) |

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| **Required Knowledge & Skills** |
| Experience in::   * (required knowledge, skills and experience) |

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| **Remuneration & Benefits** |
| * Salary (DOE) * Excellent working conditions * Training & development opportunities * Pension |

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| **How to Apply** |
| Send your CV and cover letter to XX. Please include your salary expectations in your application. In the subject line of your application, please include the code (**JOB CODE).** |

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| **Closing date** |
| Close of Business (DAY MONTH YEAR) |

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| **We thank you for your interest in XX and your interest in this role. Due to the level of response required, only successful candidates who are shortlisted will be contacted by the organisation.**  **Details on our Data Protection policies are available here** |