

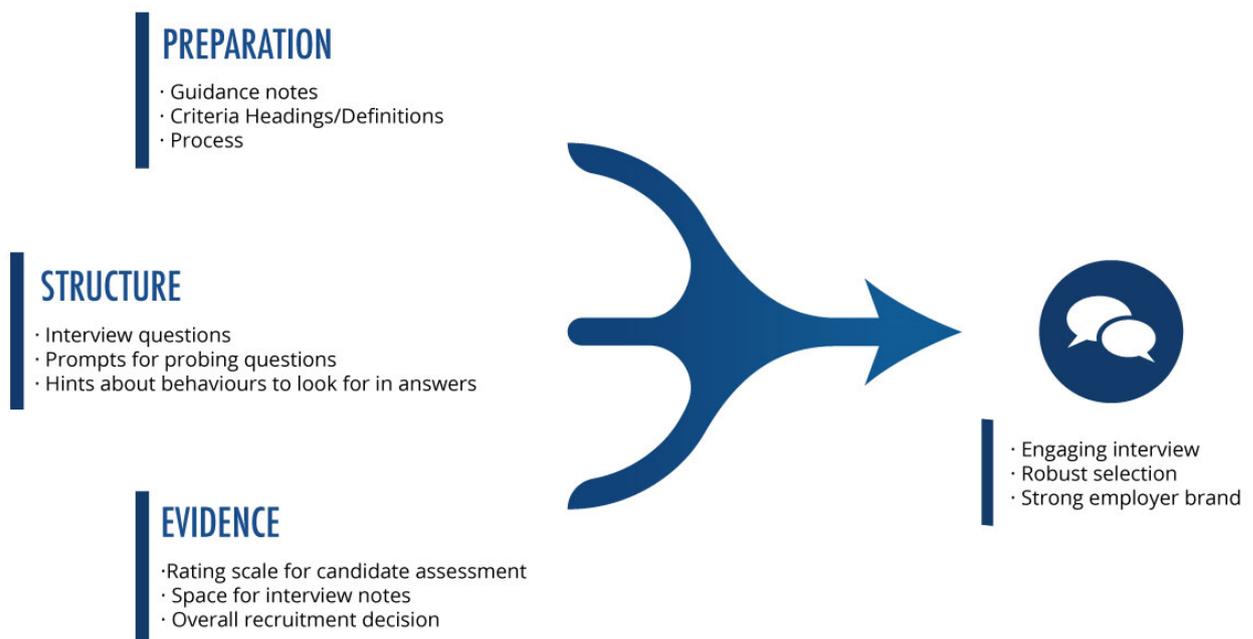
Interview

RIGHT PEOPLE FOR THE ROLE: Achieve high quality recruitment with a robust process

Overview

Optimise your **interview process** based on your organisational culture and role capability requirements, using the Interview tool.

It provides a checklist of guidance and questions for consistent interviewing based around 3 concepts: **preparation, structure and evidence**. It can be combined with any other organisational selection or shortlisting criteria that are in place.



What is it?

- **A structured guidance template** for interviewers to follow that is applicable for HR recruiters or line managers
- **A set of clear, concise, capability-based interview questions** which you can utilise in different ways, dependent on your role or team requirements
- **Tailored content, relevant to roles** which are currently vacant and matched to the team into which candidates could be placed
- **Able to be integrated with other Transcend solutions:** Staff Capability, Talent Management, HR Process Review, Leadership Development, Culture Change

How it works

Immediately **increase the effectiveness of interviewers**, without the need to attend training, using a **detailed and consistent** interview structure. Utilise the expertise of our consultants to customise **content and questions to your organisation's** needs. A typical process would be as follows:

1. **OPTIONAL - Managers use Capability tool** to determine the key requirements for the role
2. **Structured interview template is produced** including:
 - Capability-based interviewing questions (experience/knowledge/skill)
 - Configurable rating scale to record how well the candidate meets the criteria
 - Hints/Tips of what to look for in candidate responses
 - Follow-up questions to drill-down on candidate responses
 - Space to record examples, evidence and supporting comments
 - Overall recruitment decision and supporting rationale
3. **Template distributed to all staff** involved in the interview process
4. **Structured template reviewed** with other information (CV, Job Spec, Culture Profile, Application Form, Technical Test, Assessment Centre) to prepare for interview
5. **Interview conducted** using template and results recorded
6. **Shortlist reviewed** using objective criteria and final selection decisions made

Key Outputs

- Capability-based interview questions **aligned to role requirements**
- **Standardised checklists** with consistent style, content and recorded outcomes
- **Best-practice guidelines** explain how to achieve successful interview
- Analysis of overall strengths and weaknesses – used to **fine-tune the candidate research process**
- Consistent structure of evidence for all candidates, making it **fairer and more robust**.
- Can be **supplemented by existing interview criteria**, such as Equal Opportunities, Security Screening, Minimum Entry Requirements, Occupational Standards, Regulatory Requirements.

Role Title: _____

Role Reference: _____

Candidate Name: _____

Interviewer's Name: _____

Date of Interview: _____

Using the forms

For each culture dimension, a framework of expert help you assess a candidate's behaviour and potential during the actual interview.

Cultural fit can be assessed from behaviour, but not the interview is, therefore, a process of detection of behaviour.

The key principles are as follows:

- Focus on demonstrated past behaviour – behaviour that you use to assess their fit
- The balance 5-10% could be the behavior observed during an interview can only be indicative of a couple of examples
- Look for consistency of behaviour – is the isolated example.
- Rarely do examples of behaviour correspond as much value from a single example to be able to check for consistency.

Remember – the questions and prompts are guided evidence of the candidate's past experience and a responses.

Valuing People
Respecting and supporting people, making good use of their abilities and skills and developing them.

Expected Behaviours:

- Identifies skills of others and encourages them to make good use of them
- Coaches people and provides appropriate guidance and support
- Counsels others on work-related and personal development matters
- Supports career development which helps meet individual and organisational goals

Interview Questions:

1. In your experience, what are the common challenges associated with getting the best out of people's skills and experience?
2. Tell me about a recent occasion where you coached someone in your team
3. Give me a recent example of an occasion where you needed to counsel someone in your team

Situation / Task	Action	Result

Prompts for additional questions:

- How did you go about this?
- What tools/methods did you use?
- What was the outcome?
- What would you do differently?

Rating (Key: 5-Much More, 4-More, 3-Acceptable, 2-Less, 1-Much Less):

Key Benefits

- ✓ **Speed & accuracy**, allowing you to recruit individuals more quickly, with skills aligned to the needs of the role and your organisation
- ✓ **Strong & reliable**, utilising evaluation criteria that allows you to make informed judgement when selecting candidates
- ✓ **Improves brand** by leaving all candidates with a positive experience of your organisation
- ✓ **Assured preparation** ensures external recruiters are well-briefed and internal recruiting managers prepared for interviews
- ✓ **Effective shortlisting** saves senior managers' time as they are only meeting candidates with the right capabilities for the role
- ✓ **Key learning needs** means targeted development plans for successful candidates can be defined from day-one (integrated with Performance tool)



Measure

Define capability based checklists



Understand

Build on capabilities identified in the capability profiler



Improve

Undertake effective interviewing based on role requirements

WITH TRANSCEND, YOU CAN IMPROVE PERFORMANCE DURING TIMES OF CHANGE. OUR BLEND OF TOOLS AND SERVICES HELP YOU UNDERSTAND AND SHAPE AN EFFECTIVE TEAM CULTURE.



FOR MORE INFORMATION,
PLEASE CONTACT US:
www.wetranscend.co.uk -
getintouch@wetranscend.co.uk
020 7410 7420

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