



# Recruitment Interview Guidelines

Best Practices Series

## 8 Step Process

A recruitment interview aims to gather relevant information about the candidates' skills, experience, and suitability for the role. It allows candidates to showcase their abilities and learn more about the organisation and the contributions expected of them.

The format for conducting a job interview depends on the specific needs of the organisation and the position being filled. However, typically, an effective structure includes the following eight steps. An organisation can choose elements from these guidelines and modify them to create a process appropriate to its needs.

### 1. Introduction

Welcome the candidate, introduce the interviewers, and create a friendly and comfortable environment. Clarify expectations. Give an overview of the interview format, process, duration, and what to expect after the interview. Explain any logistical, safety or security arrangements.

### 2. Icebreaker | Small Talk

Engage in casual conversation to put the candidate at ease, such as asking about their journey to the interview location, their level of comfort, or a topic mentioned in the resume.

### 3. Job and domain-specific questions

Assess the technical fit of the candidate's competencies and experience with the job requirements. If technical assessments are used, explore relevant aspects. Ask questions related to the job requirements and responsibilities to assess the candidate's skills, knowledge, and experience relevant to the position. How relevant and significant are the candidate's achievements for the intended role?

Use behavioural, situational, and technical questions to gauge their abilities and suitability. Explore any gaps, job changes, or vague elements in the CV that need clarification. Are the clarifications by the candidate transparent and credible? For example, why did they change jobs, and why do they want to move now?

Rate communication skills for clarity, brevity, and persuasiveness based on the job needs. What does the candidate know about the organisation? Has the candidate researched its mission, values, and achievements?



#### 4. Behavioural questions

Ask for specific examples from their experiences to evaluate their problem-solving skills, decision-making abilities, teamwork, leadership, and other relevant competencies.

#### 5. Situational questions

Use hypothetical scenarios or mini-cases related to the job to find how the candidate would handle them. This would help assess their critical thinking, problem-solving, and decision-making skills in situations they may encounter in the role.

#### 6. Cultural Fit and Personality Assessment

Assess the cultural fit of the candidate's competencies and attitudes with the position requirements. How well does the candidate align with the organisation's culture, values, and team dynamics? Ask about their work style, preferred work environment, and collaboration ability. What problems did they solve, and what would they do differently now? If psychometrics tests are used, explore relevant aspects.

Did the candidate remain positive and confident throughout the interview?

#### 7. Seek candidates' questions.

Give enough time for the candidate to ask questions about the organisation, the team, the role, or other relevant aspects. This provides insights into their interest, preparation, and understanding of the position and the organisation. Have they prepared? Their concerns also show what is important to them. What were the major concerns raised by the candidate? Does the candidate fully understand the job requirements?

#### 8. Conclusion

Summarise key points discussed and ask the candidate if they have any final thoughts or questions. Then, inform them about the next steps in the hiring process, including when they will hear from you.

#### Process Guidelines for the Interviewers

- Review the resume and select aspects to explore in detail. Don't ask for information provided in the resume.
- Assign roles to panel members to deal with different elements using the 8 Steps process. Actively listen to the candidates and take notes.
- Ask follow-up questions to understand the candidate and "fit" with the position.
- Ensure a fair and consistent process. Use the same questions for all candidates and evaluate their responses against predetermined criteria.
- Write assessments and observations immediately after the interview.
- Create an initial assessment of employability. Before interviewing all candidates, a comparative evaluation is not possible, and this initial assessment will be a good guide.