

None Management Interview

Structured Interview Question Booklet

Candidate Name	
Assessor Name	
Date	
Position	
Department	

READ THIS TO THE CANDIDATE TO EXPLAIN THE INTERVIEW PROCESS

Thank you for applying for a role with us.

This section of the assessment will take the form of an interview.

I will be asking you questions from a set list to ensure that all candidates are asked the same questions and so the process is fair. I will be taking notes to enable me to review your answers at the end of the interview, so please forgive me if I do not maintain eye contact with you throughout the interview.

The interview may take a different format to other interviews you have experienced, as it is competency based. Most of the questions will ask you to draw upon your past experience and you may use examples from a work or non-work situation.

If you can't think of an answer to a question immediately, don't worry, take a few minutes to think about it and we can always return to that question later in the interview if needed. If you don't think you have ever been in the situation, I am asking you about, don't worry about it. Please tell me and I will ask you an alternative question.

As we have to stick to time very closely, I may interrupt you if I feel you are not giving me the exact information that I require, this is not meant to be rude, just to focus the answer.

Do you have any questions about the interview we are about to do?

Scoring guide

Score	Description
4	Outstanding – All positive indicators to exceptional standard
3	Good – All positive indicators
2	Meets Requirements – Mainly positive indicators
1	Some reservations – Only a few positive indicators or no evidence at all
0	Unsatisfactory - No Positive Evidence

Delivering Results

1. Tell me about the targets you have worked to?
 - Tell me about a time when you exceeded a target
 - What did you do to ensure you met your target(s)?
 - Describe a time when you've struggled to meet your target(s)?
 - Tell me about a time you have supported your team to achieve?
2. Describe how you maintain standards currently?
 - What regular checks do you carry out?
 - Why are these carried out?
3. How do you respond under pressure? Can you give me a recent example?
 - What was the cause of the pressure?
 - How did you feel and react?
 - What impact did this have on your work?

COMMENTS -

Passionate about Customers

1. Tell me about a time when you were complimented for delivering outstanding customer service?
 - How frequently do you go out of your way for a customer? Give examples
 - What other similar feedback have you received?
 - What feedback have you had from colleagues?

2. Tell me about a situation where you have had to tell a customer something they did not want to hear?
 - How did you tackle this?
 - How comfortable were you?
 - What was the customer's reaction?
 - How did you turn the situation around?

COMMENTS -

Ethical Behaviour

1. Describe a challenging situation that you have recently come up against?
 - What barriers were presented?
 - What alternatives did you consider to overcome these?
 - What was the final outcome?

2. On occasions, we all make decisions our manager/supervisor disagrees with. Tell me about a time that this happened to you.
 - Why did they disagree with your decision?
 - What evidence did you use to justify your actions?
 - What in hindsight would you do differently?

COMMENTS -

Continuous Improvement

1. Tell me about a time when you have been working in a situation where there have been frequent changes to the rules and procedures you must follow. How did you handle this situation?
 - What effect did this have on you and your role?
 - How did you respond?
 - What was the outcome of this change?

2. Tell me about a time when you have come up with an idea in the workplace?
 - Was the idea taken forward?
 - How did you feel if it was/wasn't taken forward?
 - How often and how do you share your own ideas with others?

COMMENTS -

Teamwork

1. Tell me about the last time you worked as part of a team?
 - What was the purpose of the team?
 - What did you like about working in the group?
 - What did you dislike?
 - Have you ever experienced a colleague not pulling their weight?
 - How did you deal with this?

2. How would you describe your approach to working with other people?
 - Give some examples of situations you have handled well?
 - And an example of a situation that you didn't handle so well?
 - With hindsight what would you have done differently?

COMMENTS -

ANY GENERAL COMMENTS -

Please ensure you cover every point on the list below for consistency and record responses.

Application Form/CV related questions:

- ◆ Long term career aspirations
- ◆ Check skills required to do job – PC Skills, Technical qualifications
- ◆ How much time have they had off sick over the last 12 months?
- ◆ How many times have they been late over the last 12 months?
- ◆ Notice Period? – when can they start?
- ◆ Holidays booked – get exact dates if known
- ◆ Check right to work in UK? – detail evidence provided and take copy
- ◆ Driving licence if requirement of role?

Terms & Conditions – Explain about the role

- ◆ Location (where based)
- ◆ Salary (expectations)
- ◆ Hours – full time/part time – explain opening hours/bank holiday working
- ◆ Overtime Rate (if applicable)
- ◆ Holidays
- ◆ Additional Benefits

Delivering Results Overall Rating -

Positive Behaviours:	Opposite Behaviours:
<ul style="list-style-type: none"> ◆ Aware of targets & aims to exceed ◆ Meets deadlines, makes things happen ◆ Aims to constantly improve own performance ◆ Makes the best use of available resources ◆ Delivers, never commits to promises that cannot be delivered ◆ Always looks for opportunities to make a difference ◆ Distinguishes between the urgent and the important concentrates on priorities 	<ul style="list-style-type: none"> ◆ Recognises problems with performance but takes no action ◆ Only does enough to get by ◆ Knows little about other areas of the business and how they operate ◆ Fails to listen to ideas and suggestions of team ◆ Standard of work is reduced when faced with high volume ◆ Dislikes and does not achieve objectives/targets ◆ Pressure has negative effect on mood and behaviour ◆ Does not learn from mistakes, no foresight/hindsight evident
<p>Justification for rating -</p>	

Passionate about Customers Overall rating -

Positive Behaviours:	Opposite Behaviours:
<ul style="list-style-type: none"> ◆ Listens to and questions customers ◆ Identifies ways to improve the customer experience and overcome customer objections ◆ Shows a real passion for customers & exceeds customers expectations ◆ Develops relationships with internal customers ◆ Actively encourages and reacts positively to customer feedback ◆ Deals with customer complaints in a proactive way with immediate resolution 	<ul style="list-style-type: none"> ◆ Doesn't spend time with or listen to customers ◆ Goes for the easy option – not the best for the customer ◆ Fails to collect and act upon customer feedback ◆ Does not seek to build positive relationships with internal and external customers ◆ Is unwilling to deliver above the minimum standard required ◆ Fails to maintain manufacturer standards ◆ Reacts defensively to customer feedback ◆ No attempt to retain or make customer feel valued
<p>Justification for rating -</p>	

Ethical Behaviour Overall Rating -

Positive Behaviours:	Opposite Behaviours:
<ul style="list-style-type: none"> ◆ Goes the extra mile ◆ Sets challenging personal goals ◆ Accepts fair criticism and acts on it ◆ Quickly corrects and learns from mistakes 	<ul style="list-style-type: none"> ◆ Does not recognise opportunities ◆ Not receptive to feedback back from others ◆ Cannot see the bigger picture, think laterally ◆ Does not learn from mistakes, no hindsight evident

<ul style="list-style-type: none"> ◆ Performs under pressure and in the face of setbacks ◆ Is open and understanding ◆ Takes personal responsibility for what they say and do 	<ul style="list-style-type: none"> ◆ Gives up without attempting to solve the problem and does not achieve goal ◆ Cannot see others point of view
<p>Justification for rating –</p>	

Continuous Improvement Overall Rating -

Positive Behaviours:	Opposite Behaviours:
<ul style="list-style-type: none"> ◆ Supports and coaches others to help them achieve their potential ◆ Reviews individual performance and identifies areas for development ◆ Shares own ideas, accepts suggestions from colleagues ◆ Acts quickly when change is needed ◆ Identifies practical solutions to problems without reinventing the wheel ◆ Always looking for opportunities to make a difference ◆ Encourages others to change things for the better 	<ul style="list-style-type: none"> ◆ Is unwilling to share experiences ◆ Reluctant to help others improve and reach their potential ◆ Views change as inconvenient, difficult and unnecessary ◆ Does not input ideas or suggestions to do things better ◆ Obstructs change – ignoring new procedures, continuing with old processes etc ◆ Makes no attempt to look for improvements ◆ Cannot see the benefit of change
<p>Justification for rating -</p>	

Teamwork Overall Rating -

Positive Behaviours:	Opposite Behaviours:
<ul style="list-style-type: none"> ◆ Supports a team environment where individuals feel confident and able to make decisions ◆ Encourages the team to change things for the better ◆ Listens to and shows an understanding of colleagues ◆ Helps when the team is overworked ◆ Deals with conflict effectively ◆ Treats each team member as an individual ◆ Celebrates the success of the team & individuals 	<ul style="list-style-type: none"> ◆ Contributes to a blame culture and unhappy working environment ◆ Takes a passive role in difficult situations ◆ Behaves in ways which do not build trust ◆ Takes sides with people, excludes others ◆ Avoids, ignores or creates conflict ◆ Is dismissive, negative or de-motivating to others ◆ Makes it difficult for others to do their job effectively ◆ Builds barriers between individual, teams or departments

Justification for rating -

Communication Overall Rating -

There are no questions for communication this should be measured on the overall interview

Positive Behaviours:	Opposite Behaviours:
<ul style="list-style-type: none"> ◆ Speaks in a clear voice at an appropriate pace ◆ Asks appropriate questions to clarify understanding ◆ Uses appropriate language avoiding, slang, jargon and swearing ◆ Handles sensitive situations tactfully ◆ Answers questions in a concise and direct manner 	<ul style="list-style-type: none"> ◆ Speaks at an inappropriate pace and/or mumbles ◆ Does not check own or others understanding ◆ Inappropriately uses jargon, slang or swears ◆ Speaks without a clear purpose about topics irrelevant to questions asked

Justification for rating -

Overview and Feedback

Candidate Name	
Assessor Name	
Date	

Scores for competency areas:

Competency	Score
Delivering Results	
Passionate About Customers	
Ethical Behaviour	

There are no questions for communication this should be measured on the overall

Continuous Improvement	
Teamwork	
Communication	

Achieved required competency level

Successful

Did not reach required competency level

Unsuccessful

Please detail 3 areas that the applicant could have improved on (this will be used for further probing or development for successful applicants and for feedback for unsuccessful applicants)

Area 1 -

Area 2 -

Area 3 -