



SELECT: Interview Questions

1. CV and Cover Letter

The CV and cover letter are still commonly used as forms of the selection process for many employers.

Purpose - Helps candidates to showcase relevant experience and skills tailored to specific roles.

Recommendation - Streamlining this process may improve efficiency for employers, especially with a high volume of applicants.

2.1 CONSIDERATIONS

- Detail-oriented so may lengthen recruitment processes for roles with a higher volume of applicants.
- Consider the potential for unconscious bias when reviewing CVs. If a CV is necessary for a role, you might want to consider removing any protected characteristics before reviewing the CVs and following a blind recruitment approach.

2.2 BENEFITS

- Demonstrates attention to detail
- Showcases their education, work experience and skills
- It can demonstrate their personality and career interests

2. Online Application/ Application Forms

Many businesses have moved towards online application forms or applicant tracking systems (ATS).

Purpose – Ensures the same information is gained from all candidate, which ensures consistency in the short-listing process. Also allows for keyword searches and filtering of candidates based on technical skill set and/or qualifications.

3.1 CONSIDERATIONS

- Using an ATS can be time-consuming for candidates, so it should focus on essential qualifications and technical skills for shortlisting. Additionally, there are costs involved, as it requires an external provider to integrate the technology into your process.

3.2 BENEFITS

- Makes application comparison easier
- Improves consistency and makes sure you receive all required data
- More convenient for applicants to complete
- Reduced manual administration in collating and processing applications

3. Video CV

The Video CV is becoming increasingly popular, especially where presentation skills and creativity are important.

Purpose - They provide businesses with personal examples of the candidate's communication skills, confidence and personality. This might not be suitable for all employers, however, its proven to be an effective way for many businesses in their recruitment and selection strategy.

4.1 CONSIDERATIONS

- Not all candidates will feel comfortable doing it.
- More suited to commercial roles such as sales, operations and account management.

4.2 BENEFITS

- Demonstrates verbal communication skills
- Illustrates creativity
- Provides more insight to personality

4. Psychometric Testing

Purpose - There is a vast range of psychometric tests available for assessing candidates' situational judgement, verbal and listening skills, and even exploring their personality type and cultural fit. When used correctly, these tests have been proven to support the recruitment process, and many employers have even introduced gamification so they can test candidates' flexibility and intuition. However, these methods can be costly and need to be reviewed by trained professionals.

5.1 CONSIDERATIONS

The tests can put some candidates at a disadvantage if they get nervous, have specific requirements, or lack of practice/experience in psychometric testing routes. If you do use them, be sure to advise on the tests beforehand so they know what to expect and have the opportunity to practice, raise queries or request adjustments if required.

5.2 BENEFITS

- Highlight development opportunities
- Show good cultural fit
- Show suitability for the role
- Reduces bias and increases objectivity

5. Face to Face Interview

Face-to-face interviews are still a popular method of selection, with structured interviews with clear competency and strength-based questions being the most reliable.

Purpose – Evaluate a candidate's skills, competency and personality.

Recommendations – It is recommended that, whenever possible to conduct video remote (video/call) interviews as this will reduce time spent, carbon emissions, and you will be more likely to have more candidates attend when living further away. To minimise bias, ask all candidates the same questions in the same order and use objective criteria for scoring.

6.1 CONSIDERATIONS

Ensure you have a diverse and consistent interview panel with a clear understanding of the assessment criteria to avoid bias.

6.2 BENEFITS

- Candidates will most likely be familiar with this approach, putting them at ease and potentially improving performance
- Allows candidates to more easily build rapport with the interviewer(s)
- Reduces 'background bias' - candidates being judged by their virtual surroundings - if in person

6. Video/Phone Interview

Video and phone interviews are becoming increasingly popular as we see businesses begin to favour remote working.

Purpose - To test communication, presenting, influencing and commercial awareness skills, just as you would in a traditional interview setting.

Recommendation - Video interviews can take two formats: a pre-recorded set of questions and answers that employers review later, or live video interviews. Choose the approach that aligns with your business needs and timelines. Informal phone calls and coffee meetups can help SMEs and local employers quickly assess culture fit and communication skills, making the experience more personal for both candidates and employers.

7.1 CONSIDERATIONS

A video interview can be a potentially daunting prospect for a candidate, so make sure you keep this in mind as you conduct the interview. Structured questions will also ensure you get the most out of the candidate, the same way you would in a traditional interview setting.

7.2 BENEFITS

- Reduce fuel consumption and paper usage – this will have a positive impact on carbon footprint and waste reduction.
- Can help with social mobility and save on travel/accomodation costs, and encourages more people to attend the interview.
- Opens doors for international candidates
- Conserves time

7. Work-based Task

Work-based tasks can be useful to assess the candidate's ability for the role. Examples would be analysing data from an Excel spreadsheet and producing some conclusions, writing lines of code or creating a piece of artwork from a brief.

Purpose – Can test technical and digital skills as well as analytical, time management and organisational skills, leaving only a few things to be determined at interview, such as communication skills and culture fit.

Recommendations - They should have a realistic time frame and focus on work that the candidate should be able to do as part of their role.

8.1 CONSIDERATIONS

Be sure to allow them enough time to complete the task and notice in advance that they will be doing it as it may well take them longer than normal under such circumstances.

8.2 BENEFITS

- Demonstrate ability to do a task relevant to the role in mind
- Saves time

8. Group Assessment/Assessment Centres

Assessment centres can take place over a day (or more) and include a combination of selection methods such as group and individual tasks, presentations, and interviews.

Purpose - These are useful if you have volume recruitment and need to shortlist. An assessment centre can be a good opportunity to include group tasks where you can review candidates' team working ability, flexibility, leadership, and communication skills. They are also beneficial if you are recruiting for multiple positions of the same role.



SELECT: Selection Methods

9.1 CONSIDERATIONS

Group assessments and assessment centres can be resource-heavy and you will need to have clear assessment criteria for each task. Consider how you can deliver these remotely to reduce yours and the candidates carbon footprint.

9.2 BENEFITS

- Opportunity to use a broader range of selection methods
- Saves time when hiring multiple roles
- Helps create a talent pipeline for the future and increase your brand awareness
- See the candidates in action

9. Presentation Work

Purpose - You might consider using a presentation as a selection method if you know the role will include pitching to clients, influencing and negotiating, the ability to demonstrate commercial awareness or an element of creativity. You can assess both the content and presenting skills or just get a clear understanding of how they communicate and present themselves.

10.1 CONSIDERATIONS

Make you allow enough time for them to prepare the presentation and provide them with a clear brief and preferred format.

10.2 BENEFITS

- Demonstrates their ability to engage with an audience
- Ability to follow a brief
- Organisation skills and presentation skills
- Communication style

10. Portfolio Review

Purpose – Useful if you are looking for candidates who need to demonstrate creativity, such as photography, design, and technical drawing skills, which cannot come through a CV. Increased employers are asking students to submit a portfolio of their creative work and recent projects so they can review and explore further at the interview stage.

11.1 CONSIDERATIONS

It is better to be able to see the portfolio before or during the interview so you can ask questions and give them the opportunity to discuss their work. Be aware that students who may have not done formal work experience before may be more limited in their portfolio.

11.2 BENEFITS

- Something tangible to discuss at interview
- Demonstrates their abilities