**R&S - APPENDIX 9A**



**INTERVIEW SELECTION FORM**

**FORM R5**

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| --- |
|  |
| **Panel members should complete a form for each candidate** |
|   |
|  |
| Candidate Name: | Candidate ID No: | Post Title: | Post Reference: |
|  |
|  | **Essential** | **Desirable** | **Interview Comments** | **Score** |
| **Experience** | *As per Person Specification* | *As per Person Specification* |  |  |
| **Qualification/****Training** |  |  |
| **Knowledge** |  |  |
| **Skills** |  |  |
| **Aptitude** |  |  |
| **Other** |  |  |
| **Successful? Yes [ ]  No [ ]** **Reason:** |
| **KEY** 1. Does not meet minimum requirements 2. Meets minimum requirements 3. Above average 4. Very good |
|  |
|  |
|  |
| Signed: ………………………………………… | Print: …………………………………………………… | Date: …………………………… |
|  |

### APPENDIX 9B

### Interview Guidance

**Objectives of an interview**

The interview is a two-way communication which aims to help those involved reach a decision to offer or not to offer a job, to accept or not to accept an offer.

* Candidates are judged through an objective assessment of the information obtained relevant to their suitability for the post.
* Applicants are assisted in gaining an understanding of the job and the terms and conditions of the post

The interview also gives the opportunity to sell a favourable impression of NHS Fife.

The interview is a crucial stage in assessing the applicant’s suitability for the job. However, unless the interview is carefully structured and planned it can lead to subjectivity, false assumptions and various forms of bias.

**Bias**

According to the Concise Oxford dictionary to give bias means:

* To “influence unfairly” or to “inspire with prejudice”

Bias can creep into the recruitment process in a variety of ways. Two of these are:

* **“Own-image Recruiting”** – selection decisions influenced by the fact that a candidate displays attitudes and characteristics similar to that of the interviewer.
* **“Stereotyping”** – selection decisions or questions during interview based on preconceived assumptions of the capabilities of the candidate because of that person’s race, culture, gender, sexuality, disability, religion or age. Stereotyped candidates are treated unfairly and may be seen as performing badly at the interview or may be tested more severely than others.

In order to avoid this, the interview must be structured in such a way that all candidates are questioned and assessed on criteria previously identified in the person specification and that candidates are treated fairly and in the same way.

**Tips for Successful Interviewing**

* Prepare, Prepare, Prepare
* Structure the Interview
* Vary your Questions
* Keep it Relevant
* Control the Environment
* Remember it’s a two way thing
* Consider other ways to assess
* Leave a good impression
* Train all interviewers

We will now look at each of these areas in turn and identify ways in which you can become more successful at interviewing.

**Prepare, Prepare, Prepare**

It is vital that prior to any interview a proper analysis of the competencies required is undertaken. In order to structure the interview you must know what information is to be obtained from candidates.

This process should be relatively straightforward as the information should be contained within your person specification. This is one of the reasons why it is extremely important to spend time ensuring that your person specification is accurate prior to advertising.

Each criterion with interview stated as the method of assessment should be assessed during the interview. For example: if knowledge of employment law is stated as an essential criterion you will want to ask candidates a question relating to this; if typing speed of 30 wpm is stated then you will want to assess that in some way.

Each panel member should have read the job description and person specification and be comfortable that they have an understanding of the job itself and the competencies they are looking for in candidates. Panel members should review candidate applications prior to interview identifying any areas which they would like to discuss with candidates. Gaps in employment history should be queried with candidates at interview.

There must be at least two people on an interview panel and it is important to decide on the roles of the interviewers to avoid unnecessary overlap and agree on the method of assessment.

**Structure the Interview**

Prior to the interview, panel members should convene to discuss the structure of the interview. Questions should be written and each member of the panel should be clear as to which area/questions they have to cover.

A suggested format is:

* Introduce yourself and other panel members

One of the panel members should receive the candidate from reception. Use an ice-breaker to relax the candidate such as “did you have a nice journey?” Invite the candidate to take a seat, ask if they would like a glass of water etc…

* Explain how the interview will proceed

Give an indication of how long the interview will last – the content of the interview, what stage they can ask any questions

* Explain that you will be taking notes during the interview

It is a good idea to ask candidates if they mind you taking notes – they are unlikely to say no, but it may make them feel more comfortable about you doing so. However, during the interview do not furtively take notes as this can be extremely distracting for the candidate. Use memory triggers and use the time between candidates to make more comprehensive notes. All notes taken at interview should be returned to recruitment to be kept on the recruitment file. Please remember that all notes may be used to justify selection decisions at a later date and candidates may request access to these under the Data Protection Act.

* Follow a logical sequence of questions and try to avoid jumping around. Link your questions

Ensuring a logical sequence of questions will help to put the candidates at ease

* Conclude the interview

Thank the candidate for attending the interview, ensure that they have no further questions and inform them of the next steps. You may wish to tell the candidates that before any offer of employment can be made you must first obtain references for the preferred candidate, therefore you will inform them of the decision as soon as possible but this will depend on your ability to obtain references.

**Vary Your Questions**

There are different types of questions you can ask depending on the different types of responses you will be looking for.

* Open questions – “why” “when” “how”. Using open questions will mean that the candidate will give you much more information. Examples would be “What experience have you had of….”, “Give me an example of the kind of situation where…..”, “When have you had to…..” Sometimes however, candidates may answer the question too generally or go off into a tangent, be prepare to clarify your question or ask follow up question to obtain the appropriate information.
* Probing questions – these are used when answers have been too generalised or when you suspect that there may be some more relevant information which candidates have not disclosed. Example would be – “what knowledge and skills did you gain from that?”, “What was your role in that?”
* Closed questions – these are specific questions which are used to clarify a point or fact eg. “When did that happen?”
* Hypothetical/Situational based question – present a relevant situation to candidates and ask them to explain to you how they would respond. It can highlight the ability of candidates to deal with certain situations, however you should be aware that candidates might not always do what they say they will – just because the candidate has given a good appropriate answer to the question does not mean that they would deal appropriately with the situation in reality.
* Behavioural Event Questions – these questions are used to assess how people have behaved in past situations in order to ascertain if they would demonstrate the correct behaviour relevant to the duties of the post. An example would be “Could you describe any contribution you have made as a member of a team in achieving an unusually successful result?”

DO NOT:

* Present statements eg. “You worked at….”
* Ask multiple questions
* Ask leading questions
* Make assumptions

**Keep It Relevant**

To ensure that your questions do not contravene legislation they must be directly relevant to the requirements of the job.

The following shows examples of questions which should **not** be asked:

* Do you think your childcare commitments will affect your ability to work weekends?
* Would it worry you being a member of an ethnic minority here?
* Do you have any plans for early retirement?
* This post requires travel to different sites – do you have a car?
* Do you feel comfortable working at entry level given your age?
* Which newspaper do you read?
* How would you cope managing people older than you?

Asking questions relating directly or indirectly to a person’s gender, marital status, race, disability, age, sexual orientation, language, social origin, trade union membership or other personal attributes including beliefs or opinions could imply that you would take this into account and unfairly discriminate.

**Control the Environment**

Interviews are stressful! Whether they appear to be or not candidates attending interview are understandably nervous. Help them by:

* Ensuring the interview takes place in a calm, comfortable environment
* Ensure you are not disturbed – put a sign on the door and divert phones
* Every effort should be made at the beginning of the interview to put the candidate at ease and establish rapport. An interview is two way process of communication not an ordeal! Establishing rapport is not only important as an initial activity but a “climate” or relationship which must be continuously maintained throughout the interview.
* Think about seating arrangements – do you want to provide a place for them to place their notes?
* Think about your posture – lean slightly forward to indicate interest. Leaning back indicates you have switched off.
* Think about your eye contact – it is important to maintain this as it gives the impression you are listening, however continuous eye contact can appear aggressive.
* Avoid fidgeting – it suggests you are bored and can distract candidates.

**Remember it is a two way thing**

The interview is a two way process. The interview should leave all candidates whether successful or unsuccessful with a favourable impression of NHS Fife. Unsuccessful candidates may apply for different posts within the organisation or may encourage others to apply if left with a favourable impression.

The interview provides the means by which managers decide which candidate is most suitable for the post, but it also provides a means by which candidates decide if the job is suitable for them. You must ensure that candidates are given correct and accurate information regarding the post in order that they may make an informed decision. Ensure that you give all candidates the opportunity to ask the panel questions and that all information you give about the job is realistic!

**Consider other ways to assess**

For certain posts it may be appropriate to use an additional method of assessment such as a selection test or presentation. All assessments must be specifically related to the job description/person specification and will measure the candidate’s ability to perform or train for the work involved.

Tests should be capable of being applied equally and fairly to all candidates and therefore should not contain irrelevant questions or exercises. Assessments should be administered in such a way that the nature of the assessment itself does not put any candidates with a disability at a disadvantage.

Candidates should be prepared to undertake any type of assessment, and therefore this information must be made available on the interview details form. This will enable the Recruitment Section to include details within the invite to interview letters.