

Guidance on preparing for and conducting a job interview

Contents

1.

decision. These can consist of presentations, role plays, in-tray exercises, and aptitude tests. Tasks chosen for the test should be representative of the job and should include important aspects of job that can be measured by clear criterion. If you chose to include a job-related test as part of the selection process, you must advise candidates of thisast

UCL Core Values	
Commitment to excellence and advancement on merit	Openness
Fairness and equality	Ethically acceptable standards of conduct
Diversity	Fostering innovation and creativity
Collegiality and community-building	Developing leadership
Inclusiveness	Environmental sustainability

Whilst candidates may intrinsically demonstrate evidence of the core values when answering questions throughout their interview, it is recommended that a couple of values-based questions are asked directly. Therefore you should consider which are the most relevant and crucial to the vacant job, and design some questions around those values to establish the candidate's fit with UCL's culture.

iv. Competency-based or behavioural questions ask for specific examples of past performance and competency or behaviour. “

This approach to interview questioning, which can also be applied when asking values-based questions, will enable the candidate to use the 'STAR' technique to structure their answers clearly and concisely, ensuring their responses are based on a specific examples

Provides pragmatic and practical approaches to organisation.

Questions to avoid

Some topics should be avoided to ensure the interview does not fall foul of discrimination legislation. Questions regarding whether the candidate has a protected characteristic (as defined by the Equality Act 2010) or around circumstances arising from a protected characteristic should be avoided for example, such as “Are you married?”, “Do you have children?”, “How old are you?”. The act of asking the question is not in itself a discriminatory act; the risk lies where these questions have been asked and then the job is not offered to that person, as they could claim the answer to the question influenced the decision to not offer them the job.

Create an interview question and evaluation form

Once you have devised your interview questions, the positive indicators for each competency and your scoring system, draw up an interview evaluation form to be completed independently by each selection panel member after each interview has taken place. This scoring sheet can take a number of different formats, however should include the following:

- candidate's name
- role the candidate is being interviewed for
- interviewer's name / all panel members' names
- interview time and date
- interview questions and associated competencies/behaviours/skills being assessed
- scoring scale parameters (i.e. 1 = no evidence; 2 = areas for concern etc.)
- score for each of the candidate's answers
- notes / comments section for each of the candidate's answers.

If you would like an example of an interview question and evaluation form, please contact your HR Business Partner.

3. Conducting the interview

Provide a welcoming environment to develop a rapport

To get the best out of a candidate, you need to create a welcoming environment; and it is in your interest to develop a rapport with the candidate as soon as possible so that you can get the best out of them in the interview. Ensure you make a good impression! Be warm, personable and forthcoming. Introduce all panel members and

Explain the next steps

At the end of the interview always explain what happens next in the process; explain what you will do and when you will do it. Be realistic in when you will be able to go back to the candidate with a decision.

9 j U i U h ' h Y W U b X j X U h g j b h f j j Y k '

Firm up your notes for the candidate immediately after the interview as you may not trust your memory to recall the details of the interview at a later point in time. For each candidate complete an interview evaluation form. Each selection panel member should do this independently and not discuss candidates between interviews.

Once all the interviews have been completed, the selection panel should compare the candidates in line with the ratings each panel member has given. The panel chair should allow each interviewer to talk through each candidate and their associated ratings, and guided by the chair, the panel should reach a consensus on which candidate to hire. Be mindful however that decisions should not be made purely on a numerical basis; your scoring system should support the decision making process, not rule it.

Close the process with feedback

Always ensure there is closure at the end of the interview process, and ensure it ends on a good note.