



**Guide to Interviewing Part 2:
Face-to Face Assessment Techniques**

Executive Summary Document

This document summarises a full Agency Central article. If you'd like more information, then this can be found online at:

agencycentral.co.uk/articles/2016-05/guide-to-interviewing-face-to-face.htm

Structured vs. semi-structured vs. unstructured interviews

Structured

Fully scripted, with identical questions and assessment scales for each candidate.

- + Fair.
- + Repeatable.
- + Allows you to easily defend your actions.

- Takes time to prepare.
- Can seem stilted or overly formal.

Semi-structured

'Halfway house' between structured and unstructured methods.

- + Flexible.
- + Should feel more informal.

- Easier to go wrong than with a structured approach.
- Still takes time to prepare.

Unstructured

Completely unscripted free-form approach.

- + Extremely flexible.
- + Can be as informal as needed.

- Very easy to go wrong.
- Unscientific.

Analyse the job role

Look at the job role, and work out what it is that you'd like to see in a successful candidate. Speak to anyone in your organisation who already does this job to find out what they think. Think about what you would want from someone in order for them to achieve a promotion in this role.

Different styles of interview question

If using a structured interviewing approach, then once you have analysed the job role, the next step is to develop questions to look for the qualities you have identified. There are a number of different types of interview question:

Behavioural interview questions

These questions focus on how someone has behaved in real life situations in the past to see how they react, as well as what they have learned.

Situational interview questions

Situational questions focus on hypothetical scenarios, and force a candidate to think on their feet.

Technical interview questions

If a job role involves a level of subject-specific knowledge, then technical interview questions can be deployed in order to test this.

Strength-based interview questions

Strength-based interview questions are a subgenre of the techniques described above. They aim to put a candidate into a state of 'flow' by getting them to discuss their passions.

Designing an assessment scale

Once suitable interview questions have been designed, the next step is to come up with a standardised scale to analyse candidates' responses with. This should ensure a fair test.

Your assessment scale will vary depending on your exact requirements and the type of question used, but generally consider each required core competency in turn, and identify acceptable ways in which these might be demonstrated by a candidate. Rank these examples, and give each a score to allow you to mark candidates up or down depending on the quality of their response.

Please see the full article on which this summary is based for more details (URL at the top of this document).

Trial everything to make certain it works

It's important to go through the whole interview process to make sure that all angles have been considered. Try to make this process as realistic as possible - ensuring that all members of the interview panel are present, and use the location in which the actual interviews will take place, if possible,

Other things to consider

Body language

This is a powerful tool in interviewing technique. Knowing how to use it can help you to read a person's reactions to a question, or even tell whether they are lying. Just be careful not to rely on it too much.

Use silence

Silence can be useful in setting the tempo of the interview and giving the candidate time to think. Just don't let it go on for too long, or things can get awkward.

‘Any questions?’

Don't forget to ask if the candidate has any questions of their own towards the end of the interview. This will show that you care about their opinion, and allow you to analyse their response.

Consult members of staff outside of the interview panel

Ask anyone who might have encountered the candidate outside of the interview for their opinion on them as a person. Ideas include Receptionists and Security Guards. This can tell you a lot about how polite someone is.