



# Guidelines for the Interview Process

This document provides general guidelines and tips for interviewing at Unitec and more specifically, how to conduct impactful interviews. Interviewing is the key to finding the right people for you and your team.

Your Recruitment Business Partner will assist you with the CV screening process, and subsequent shortlisting.

The interview is then your chance to evaluate the candidate based on their suitability for the role. To do this you will be asking behavioural based questions which are based on the premise that past behaviour is a good predictor of future behaviour.

The competencies for the position will be set out in the position description. You are looking for these competencies to select the best person for the job.

### Preparing for the interview

- Print out all documents needed for the interview. This will include the CV, position description, interview guide and candidate feedback form. You'll want to make sure the other interviewers also have this material.
- Ensure the environment is appropriate for the interview and the candidate is comfortable (e.g. tables/chairs are set up appropriately and there is a glass of water for the candidate, etc.).
- Collect the candidate from Reception.

### Something to remember...

- Candidates pick us, as well as us picking them!
- The best candidates have a choice of employers.
- Your role is to "sell" Unitec as an employer of choice – and you as colleagues/managers to work with, and for.
- Your Recruitment Business Partners are on hand to answer any questions.

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## Conducting the interview

- Introduce yourself and any panel interviewers; say who you are and what your role is at Unitec.
- Make the candidate feel at ease. Start with some 'small talk' to relax them.
- Let the candidate know you'll be taking notes but be sure to stay engaged with what the candidate is saying.
- Be consistent. Ask the same questions in the same sequence for each candidate.
- Be mindful of the '80/20 Rule'. The candidate should do most of the talking in an interview (approximately 80% of it). The interviewer's 20% is for asking the questions and clarifying the candidate's answers.
- Probe around behavioural questions (examples below!).
- Allow time at the end for the candidate to ask questions.
- Thank the candidate for their time at the end and let them know the Recruitment Team will be in touch shortly with an update.

### Some helpful tips:

- 1) **Be prepared** - read the CV, cover letter, position description and interview guide in advance. You will want to meet with your fellow interviewers in advance to decide what questions each of you will ask.
- 2) **Settle their nerves** - Most candidates will be nervous when they first meet/speak with you. Your first task is to make them feel comfortable - this will ensure you see the true person, not the nerves.
- 3) **Probe, probe and probe** - ask questions to dig deeper:
  - a. **Actions:** "How did you do it? How did you approach it?"
  - b. **Thinking:** "Why did you choose to do it that way?"
  - c. **Outcome:** "What was the impact? What was the result?"
  - d. **Learnings:** "What did you take away from this? What is the relevance?"
  - e. **Application:** "Describe a time when you used those lessons in a different situation?"
- 4) **Keep these things in mind:**
  - Keep an open mind and weigh up answers objectively - look at positive and negative observations.
  - Align your observations to the competencies.
  - Consider what isn't said - the absence of behaviours or observations is sometimes indicative of an undeveloped competency.

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## Evaluating the interview

- Interviewing is a fine art. Within the span of a couple of hours, you need to make up your mind as to whether the candidate is the right person for the job.
- Take into consideration the responses the candidate has given in order to evaluate the candidate's ability to do the job.
- Look at the candidates past and present behaviour.

## Your feedback

For each candidate, we ask that you fill out the **Candidate Feedback Form**, scan it and email it back to your Recruitment Business Partner. This is important because we like to give the candidates impactful feedback.

If you have any questions, or you'd like a one on one session to talk through the contents of this document, please don't hesitate to ask your Recruitment Business Partner.

Many thanks,

The Unitec Recruitment Team