**RECRUITMENT – JOB INTERVIEWING QUESTIONS**

The exact format and contents of this template will vary according to the organisation. Therefore, the following template can be used as guide and relevant changes made accordingly. However, any wording changes, other than those to insert a company or a person’s name(s), may change the context, meaning or purpose of the template and we recommend you receive advice from our Workplace Relations Consultants prior to making such changes.

## Contacting the Victorian Chamber of Commerce and Industry

The Victorian Chamber’s team of experienced workplace relations advisors can assist members with a range of employment, human resources and industrial relations issues.

Our team of consultants can also provide assistance to both members and non-members on a range of more complex matters for a fee-for-service. Our consultants can, among other things, provide training to employees, conduct investigations and provide representation at proceedings at the Fair Work Commission.

For assistance or more information, please contact the Workplace Relations Advice Line on (03) 8662 5222.

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# This template is provided in two parts:

1. **An interview template** which includes suggested opening and closing questions for the interview, as well as noting issues that should be clarified throughout the interview. Spaces are included in this template titled ‘Insert Competency Category’, where you can look up questions by competency or skill type and find an appropriate question in the listing provided in the second part of this template.
2. **A list of potential interview questions by competency, skill or key selection criteria.** Relevant questions for the position can therefore be easily identified, selected and inserted into the interview template.

# Part 1 – Selection Interview Template

**Position Recruiting For:**

**Candidate Name:**

**Interviewer/s Name/s:**

**Interview Date:**

**Interview Time:**

Please make sure you:

welcome the candidate

* introduce all interviewers and their position

thank the candidate for making the time to attend an interview

## Opening Questions

Please tell me what you know about **[Insert Company Name]**?

What attracted you to apply for this particular position at **[Insert Company Name]**?

What is your understanding of the position we have available?

*The interviewer/s should then provide the candidate with additional information about the position/organisation as relevant*

Tell us a little about yourself and your professional background relating to this position

**Insert Competency Category**

**Insert selected questions. Refer to Part 2 - Selection Interview Questions for full list**

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## Closing Questions

Can you tell me about both your short and long term career aspirations? What are you looking to gain from this role personally?

We are interviewing a range of candidates for this position. What do you believe sets you apart from these other candidates?

*Discuss each of the following (tick once discussed):*

|  |  |
| --- | --- |
|  | Advise of requirement to undertake any pre-employment testing if applicable (e.g. Police record check, skills assessment etc.). Seek the candidate’s confirmation that there are no issues with such processes.  |
|  | Confirm that the referees the candidates have provided are aware they may be contacted and that the candidate is happy that they are contacted by someone within **[Insert Company Name].** (You may ask the candidate to complete a referee consent form.) |
|  | Confirm candidate’s availability to commence/current notice period. |
|  | If appropriate - Confirm any pre-planned leave/holidays. |
|  | Confirm salary/salary range and clarify the employment type – i.e. Full time/Part time/Fixed Term/Permanent/Casual and any other relevant factors such as location, hours or work |
|  | Explain process from here, and advise candidate when they can expect to receive an update as to the status of their application/a final decision to be made |

*The interviewer/s should provide the candidate with the opportunity to ask any questions they may have about the role or company.*

# Part 2 – Selection Interview Questions

Interview questions are listed by competency group. Select and insert appropriate questions into the *Selection Interview Template (Part 1).*

Interview questions are provided under each of the following areas:

Opening questions

Closing questions

Generic questions (past experience or skills)

Account Management

Administration/Organisation

Business Development

Business Excellence

Communication

Conflict Resolution

Creativity

Process Improvement

Customer Service

Financial Management

Decision Making Skills

Project Work

Leadership

People Management

Personal Motivation Abilities

Relationship building

Sales/Marketing

Strategic Planning

Team Work

## Opening questions

Please tell me what you know about **[Insert Company Name].** Have you had any exposure to [INSERT COMPANY NAME] in the past?

* What attracted you to apply for this particular position at **[Insert Company Name]**?
* Tell us a little about yourself and your professional background.
* Give us a snapshot of a typical week in your current role.
	+ All jobs have frustrations and problems. Describe some examples of specific job tasks or assignments that have been dissatisfying to you. Why were they dissatisfying?
	+ Can you please provide us with some examples of experiences or tasks within your role which you find most satisfying and why?
* Why are you considering leaving your current role? What other types of positions have you been applying for?

From reading the job advertisement (and reviewing the position description) what do you believe this role involves on a day to day basis?

## Closing questions

Can you tell me about both your short and long term career aspirations?

* What are you looking to gain from this role personally?
* What do you think is the most important question we’ve asked you today?
* What do you believe sets you apart from the other candidates?

Do you have any additional questions you would like to ask us?

## Generic Questions (Exploring experience/skills)

What computer systems have you used? Have you had any exposure to **[DEFINE PACKAGES BY COMPANY/ROLE]**?

* Tell us a little about your experience in **[KEY SELECTION AREA]**. Please provide a specific example.
* What are your three key strengths?
* What are three areas for development and what plans do you have in place to work on these development areas?

Do you have a preference as to the size of organisation you would like to work for?

## Account Management

How many active accounts have you handled in the past?

* How much of your current client base consists of repeats and referrals?
* Think of an account you have retained for multiple years. Tell us how you have managed to maintain that relationship.
* How do you prioritise between your accounts when they have conflicting needs?
* What networking or business groups are you involved with?

Tell me about an account that had been badly managed or had issues prior to you managing it. What did you do to mend the relationship?

## Administration/Organisation

Tell me about how you make your work as accurate as possible.

* How do you go about checking for errors in your work?
* How do you manage details so that they don’t fall through the cracks?
* We all have days when we’ve many things to do and little time to do them. Give me an example of how you tackled a recent day like this.
* How do you go about organising your work day?
* What systems, processes, procedures, etc. have you set up in your department to make things run more efficiently?
* Describe your involvement in a task or project that had to be done within an agreed time frame and be of an excellent work standard?
* Tell me about a time when a last minute change was made to a task or project you were working on.
* How did you respond?
* Give me an example of a time when you had to work on a project under an immediate deadline. How did you handle it? Were you successful at meeting the deadline? Why or why not?
* What computer applications do you use on a regular basis and for what purposes?

Executive/Personal/Team Assistant roles: Tell me about your preference with regards to how many people you will support? E.g. Preference for a 1:1 role or a team of Executives?

## Business Development

Tell us about an instance where you have captured a business opportunity and used it to its full potential.

* + How did you identify the opportunity?
	+ How did you implement the opportunity?
	+ What was the result?
* Provide an example of where you have researched and evaluated the market to determine the viability of a business opportunity.
	+ What research did you do?
	+ How did you benchmark?
	+ What was the final result?
* If you were successful in getting this position, how would you go about developing new contacts and new business for **[INSERT COMPANY NAME]**?
	+ How would you gather information/data on whom to approach?
	+ What methods would you use to make these contacts?
* Tell us about your networking experience and how you’ve gone about extending your business contacts in your previous roles.
* Give an example of a business development strategy you have implemented which resulted in increased business. What did you do? What were the results? How did you come up with this idea?

What do you think are the main issues currently facing business in Victoria?

## Business Excellence

What experience have you had in developing service standards for a department/division/unit?

* + How did you approach the development of these standards?
	+ How did you ensure that employees were aware of the standards?
	+ How did you measure whether the standards were achieved?
* Describe a situation where an internal/external client was dissatisfied with service delivery, and you identified this was due to lack of a client service procedure.
	+ How did you handle the situation?
	+ What procedure was implemented?
	+ Were you satisfied with the outcome?

Tell me about your involvement in dealing with internal/external client complaints in your current position

* + How do you typically hear about the issue?
	+ How do you typically respond to the complaint?

## Communication

What approaches have worked best for you in communicating with your manager or co-workers?

* Describe a time when you’ve had to communicate difficult information to someone. Were you successful at it? Why or why not?
* Tell me about a recent work situation when someone made a suggestion that you disagreed with, and how you handled it.
* Tell me about a time when you found it necessary to go out of your way to assert your point of view.
* Tell me about your business writing experience. What audience types have you written for?
* What information do you think is important to document?

How do you like to be managed? What management style brings out the best in you?

## Conflict Resolution

Describe a situation where you did not agree with something your manager asked you to do and how you resolved the problem.

* Provide an example of where you have had to negotiate a conflict to achieve a win/win solution.
	+ What were the issues and problems?
	+ How did you resolve the conflict?
	+ What were the win/win benefits for the individuals involved?

Describe an instance where you've had a difference of opinion on a business matter with a work colleague.

* + How did you communicate your point of view?
	+ What was the outcome?

## Creativity

Provide an example of a creative business solution/concept you identified and recommended.

* + What made it innovative?
	+ What was the benefit of developing this solution/concept?
	+ What risks were involved?
	+ What was the result?

Tell us how you discuss and work with your colleagues or team members to find innovative ways of working?

## Process Improvement

Describe an instance where you have recommended a change to a system or policy.

* + Why did you suggest changes?
	+ What benefits did this change offer?
	+ How successful was the change?

## Customer Service

What attributes do you perceive as fundamental to excellent customer service?

* Tell me about a time when you effectively handled a complaint from an internal/external client.
	+ How did you identify a solution?
	+ How satisfied do you believe the client was with the outcome?
* Tell me about the nicest compliment you’ve ever received from a customer.
* Tell me about a time when a client/customer was not getting the services they deserved from you or your organisation. How did you handle this?

How do you decide the best way/method to provide the appropriate level of service to a customer?

## Financial Management

Have you been responsible for developing and managing a budget?

* + What were the key components of the budget? I.e. salaries, relocation, capital etc.
	+ Were you successful in operating within budget in the last financial year?
	+ If yes, how did you achieve this?
	+ If no why not?
* Can you give us an example of a project you worked on that demonstrates your expertise in each of the following areas:
	+ Corporate Governance
	+ Financial Planning
	+ Management of an investment portfolio
	+ Risk Management
* We view the financial management function of this position as tracking and analysing numbers to find ways to reduce expenditures and increase revenues. What experience do you have in using your financial management skills to identify waste and opportunity?
* What accounting packages have you used? Have you had any exposure to **[Define package used]**?

Tell us about a time when you proactively identified a compliance issue and what steps did you take to resolve it?

## Decision Making Skills

What kinds of decisions have you had to make in your previous positions? Can you please provide examples of major decisions?

* Describe a time when you had to make a decision under severe time constraints.
* Describe a time when there was no previous experience, or set procedure, to draw upon and you had to make a decision.
* Give us an example of a time when you weren’t comfortable making a decision. What did you do?
* Describe some recent work related problems and what actions you took to solve them.

What are the occasions in which you feel that you must consult your manager before taking action?

## Project Work

Tell us about some of the more complex projects you have managed? What was the timeframe and budget?

* Describe how you went about defining user needs on a particular project?

Very few projects or systems are absolutely perfect the first time the scope is written. Tell me about a time when you had to modify a system to enhance its efficiency. How did you become aware of the inefficiencies and what steps did you take to correct it. What steps did you encounter and how were they solved? What was the outcome?

## Leadership

How do you actively pass on your knowledge and expertise to others and how do you encourage your employees to challenge your point of view while retaining your authority?

* Tell me about your most recent employee development success story.
* How do you express your appreciation of your team members?
* How do you keep each member of the team involved and motivated, while keeping morale high? What steps do you need to take to achieve this?
* As a leader, you must often build support for goals and projects from people who do not report to you and over whom you have no authority. Tell me about a situation in which you demonstrated that you can build the required support.
* What have you done to develop the people in your current team? What techniques do you find most effective?
* If you were promoted or left tomorrow, do you have a replacement?

Tell me about a time when you have managed a team though a significant period of change? How did you deal with the uncertainly and ambiguity that change brings whilst ensuring your team continues to perform?

## People Management

If I were to interview the people who have reported to you in the past, how would they describe your management style?

* When you have entered a new workplace in the past as a manager, describe how you have gone about meeting and developing relationships with your new team.
* One of the jobs of a manager is to manage performance and perform periodic performance reviews. Tell me how you have managed employee performance in the past. Describe the process you have used for performance feedback.
* Give me an example, from your past work experiences, of a time when you had an underperforming employee reporting to you. How did you address the situation? Did the employee’s performance improve?
* Tell me about a time when you had a reporting employee who performed very well. The employee exceeded goals and sought more responsibility. Describe how you handled this situation.

It is important to build trust with your employee(s). How do you believe you do this?

## Personal Motivation Abilities

All jobs have frustrations and problems. Describe some examples of specific job tasks or assignments that have been dissatisfying to you. Why were they dissatisfying?

* Describe the work environment or culture in which you are most productive and happy.
* How would you define “success” for your career? At the end of your work life, what must have been present for you to feel as if you had a successful career?
* Tell me about a time when you experienced a failure and how you reacted to it.
* How have you coped when your work has been criticised?
* How do you measure your own performance?
* What steps have you taken in the last year to improve your own performance?
* Can you please provide us with an example of when you worked the hardest and felt the greatest sense of achievement?

How do you like to be managed? What management style brings out the best in you?

## Relationship building

How do you establish working relationships with new people?

* What external business relationships do you have in your current role?
	+ How do they benefit the organisation?
	+ How do you maintain these relationships?

Provide an example of where you have had to build and develop an important business relationship from scratch.

* + How did you build the relationship?
	+ How did you maintain the relationship?

## Sales/Marketing

What are some of the biggest or most demanding groups to which you have made presentations? Tell me about one or two of these presentations.

* What approaches have you used in presenting to different audiences? How did you know you were getting your ideas across?
* Tell us about a time when you persuaded a customer to buy your organisation’s products or services.
* What type of sales cycle is most rewarding to you? A long cycle for a big ticket item or a series of smaller, more frequent sales?
* What do you like and dislike about the sales process and why?
* How do you move forward from a string of rejections?
* Give us an example of a time where you were under considerable pressure to achieve one or more KPIs? How did you cope? How did you manage your time and tasks to ensure that you met these KPIs?
* Provide examples of effective communication strategies you have designed and implemented to retain your customer base.
* What tools have you implemented to track customer satisfaction?

Give us some examples of successful marketing / advertising campaigns you have created and implemented to increase sales. What were the outcomes of these campaigns?

## Strategic Planning

Describe your experience in setting direction and developing a strategic plan.

* + Outline the key objectives of the strategic plan example.
	+ How much autonomy did you have in developing this plan?
* How far forward do you plan?
* Can you tell me about a time when planning (or not planning) benefited you (or hurt you)?
* Provide an example of where you have had to change key objectives in a business plan.
	+ What was the reason for the change?
	+ What market forces were involved?
	+ What data did you obtain in evaluating and revisiting your strategy?
* Describe an instance where you have recommended a business strategy that has negative implications for some stakeholders.
	+ How did you identify who these stakeholders were and the potential implications?
	+ What did you do to try to resolve the issues?
	+ What was the outcome?

## Team Work

Tell us about where you have worked in a group situation and the group was experiencing problems.

* + What role did you play in the group?
	+ What was the outcome?
	+ How did the group improve its performance?
* What type of person is the hardest for you to deal with?
* Tell me about a time where you had to rely on your team to get things done. What does your team rely on you for?
* Have you ever had to deal with someone who is very sensitive or easily offended?
* Do you prefer to work in a team, or autonomously? Why?
* Tell us about the best team you’ve worked in. Why does this experience stand out so positively for you? Why did the team work so well together? And what did you do to make the team so successful?
* Have you ever needed to gain cooperation from individuals who weren’t in your department? Were you successful at getting their help? Why or why not?
* How do you like to be managed? What management style brings out the best in you?

What are the occasions in which you feel that you must consult your manager before taking action?