Graduate Interview Guide

This guide provides interviewers with a standard set of questions that can be used to further evaluate important candidate competencies. Along with the interview questions you will find instructions for how to best carry out the interview, question probes to help facilitate conversations, and a rating guide to help you score each response.

Disclaimer: Information enclosed in these pages is confidential in nature and is intended only for the person(s) to whom it pertains or other authorised individuals. You must not rely on the information in the report as an alternative to certain advice from an appropriately qualified professional. If you have any specific questions you should consult an appropriately qualified professional.

Prepare for the Interview
In order to conduct an effective interview, appropriate preperation needs to take place. It is important to complete the following before interviewing an applicant:

- Become familiar with the competencies associated with the job and choose one or two questions from each competency to ask the interviewee.
- Review the candidate's application or resume and make note of any issues that you need to follow-up on. Some examples of potential issues are gaps in employment or working somewhere for less than a year.

Greeting and Introduction

Now you are ready to meet the applicant. When greeting the applicant, introduce yourself and provide them with some background information about yourself. Explain the purpose of the interview, for example, 'The purpose of the interview is to determine if there is a match between your interests and qualifications and the position.' Provide the interviewee with a brief overview of the interview structure so that they know what to expect. Here are some tips for structuring the interview:

- Take notes. It will make it easier to evaluate the applicants afterwards without forgetting the specific details.
- Tell the applicant that there will be time at the end of the interview for any questions that they may have.
- At the end of the interview tell the applicant about the company and the specific job that they are applying for.

Ask Competency-based Interview Questions:

Now you are ready to begin asking questions. Begin with questions that you have about the interviewee's application or resume. Ask questions about their previous work history or any potential issues that you noticed from the resume. When these are complete, transition into the structured part of the interview by asking questions associated with competencies for the job. Probe the applicant to give you a complete answer by asking Situation, Behaviour, Outcome probes.

Bring the Interview to a Close:

When all of the questions have been asked, you need to close the interview. Give the applicant specific details including the job duties, working hours, compensation, and information about the company. Sell the position and company to the applicant by emphasising job fit, sources for job satisfaction, and opportunities for growth. Finally, close the interview by thanking the candidate for their time and by giving them a timeline for the application process.

Rate the Applicant:

The last step is to evaluate the candidate. Some tips to help you complete a good evaluation are:

- Review your notes.

- Determine ratings for the applicant on each competency as well as an overall rating by using the anchor scales.

- Determine your final recommendation.

Instructions

This report is confidential and its contents are intended to assist in the prediction of an applicant's work behaviour. Please note that the assessment components included in this solution report are not weighted equally. Some of the components are broad measures of behaviour and some are more narrow. Competencies denoted by an asterisk (*) are measures of narrow behaviours. While these behaviours are important to the overall score, they are not weighted as heavily when compared to other components in this solution. Our research indicates this weighting best predicts job performance. If you would like more information about this report (including scoring) or other products that SHL offers, please contact your account representative.

Overall score   68%   Recommended

68%
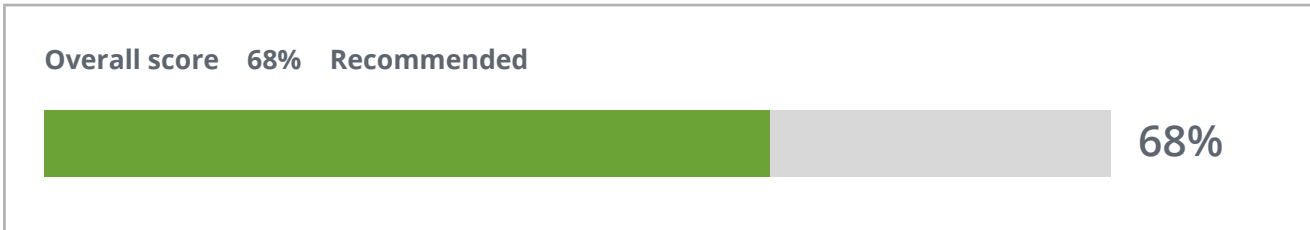
Achievement   64%

This component measures the tendency to set and accomplish challenging goals, while persisting in the face of significant obstacles. This trait is characterised by: working hard; taking satisfaction and pride in producing high-quality work; and being competitive.

Tell me about a time when you set a challenging goal and had to go through numerous obstacles to achieve this goal.

Situation: What was the goal? What were the obstacles?

Behaviour: What actions did you take to mitigate the problems created by the obstacles?

Outcome: Did you accomplish the goal with quality work and in a timely fashion?

Tell me about a time when you had to take initiative to complete a project in a team setting.

Situation: Why did you have to take initiative?

Behaviour: What strategies did you use to take lead of the project to ensure completion?

Outcome: Did you complete the project? What was your team's reaction to your ambitious behaviour?

Describe an ambitious goal that you have met and the plan that you used to complete the goal.

Situation: What was the goal? Why did you set such a challenging goal?

Behaviour: How did you develop the plan? What did you do if you couln't stick to the plan?

Outcome: What was the outcome?

Below Average Score 1 & 2	Average Score 3	Above Average Score 4 & 5
Only sets aggressive goals when absolutely necessary and when the motivating factor is an outside influence (e.g., supervisor).	Generally sets moderately challenging goals, but needs outside motivation to set extremely challenging goals.	Sets ambitious goals and is motivated to achieve goals by intrinsic factors.
Gives up easily or transfers work to a peer when faced with challenging obstacles.	Usually works through challenging obstacles, but will sometimes give up if the challenge appears to be too daunting.	Perseveres through all obstacles when attempting to complete a goal.
Avoids peer competition when completing work.	Displays a moderate degree of competitiveness if an environment is suited to peer competition.	Very competitive in applicable work situations.
Does not work with a sense of urgency when needed and disregards time pressures for completing work.	Will work with a sense of urgency if an outside source suggests to do so.	Works with a sense of urgency when faced with time pressures.
Lacks initiative, intensity, and/or drive to complete quality work.	Has initiative or intensity to provide quality work occasionally.	Approaches work with a high amount of intensity.
Is not concerned with recognition for hard work or goal achievement.	Usually completes difficult work out of necessity and not for recognition of quality work.	Enjoys being recognised for hard work and achievements.

Professional Potential   58%

This is a measure of the tendency to have potential for professional success across industry type and functional area. This is characterised by scores that are derived from responses to questions regarding academic and social background, and aspirations concerning work.

Tell me about the time you were most effective in putting your industry expertise to use to solve a business problem.

Situation: What problem did you face?

Behaviour: What industry skills did you use? What methods did you use to apply this expertise?

Outcome: What impact did this have on the problem?

What do you do to ensure that your professional/technical knowledge is up to date and keeps you on the cutting edge of the industry?

Situation: How often do you update your knowledge?

Behaviour: What do you do to ensure that others also obtain this knowledge? How do you use technical resources available to you in your organisation?

Outcome: How do you learn about professional or technical developments?

Describe the best compliment or recognition you received for your understanding of the business and its customers.

Situation: What was the compliment or recognition you received? What was your understanding of the business and your customers that merited recognition?

Behaviour: What did you do to learn about the industry's history and customers? What did you do to learn about potential competitors?

Outcome: What impact did this recognition have on your work?

Below Average Score 1 & 2	Average Score 3	Above Average Score 4 & 5
Fails to consider and incorporate prior experiences when facing new problems.	Draws upon prior experience when facing problems similar to ones encountered in the past.	Uses approaches and ideas used to solve past problems when faced with new problems, even if the problems are seemingly unrelated.
Explores only the surface of his/her knowledge when identifying solutions to problems; stops looking at problems once the most obvious solution has been identified.	Searches knowledge and expertise for a different solution if the obvious one will not work.	Thoroughly probes and stretches his/her knowledge for the best solution; keeps looking for alternative solutions even after one or two obvious solutions have been identified.
Does not take steps to keep industry knowledge up-to-date.	Will occasionally be involved in projects to keep industry knowledge up-to-date.	Continuously works to keep industry knowledge up-to-date.
Has not received recognition for industry expertise.	Has received some recognition for industry expertise.	Has worked to receive recognition for his/her industry expertise.

Responsibility

38%

This component measures the tendency of a person's responsibility for his/her own actions and a commitment to performing assigned tasks. This trait is characterised by: reliability; proactive involvement in work; and a dedication to complete even the most mundane tasks.

Tell me about a time when you had to complete many routine and dull tasks for a significant time period.

Situation: What were the mundane tasks?

Behaviour: How did you stay committed to these tasks?

Outcome: Did you complete all the dull tasks?

Describe a situation where you had to prioritise levels of a project and develop and follow a project plan.

Situation: What project were you working to complete?

Behaviour: How did you prioritise and plan?

Outcome: What was the outcome of the project?

Tell me about a time when you worked with numerous deadlines, meetings, and appointments. Describe how you handled these tasks.

Situation: What was the situation?

Behaviour: How did you manage all your responsibilities?

Outcome: What was the outcome?

Below Average Score 1 & 2	Average Score 3	Above Average Score 4 & 5
Avoids working on routine or mundane tasks.	Works on mundane or boring tasks on a limited basis.	Approaches work in an orderly and efficient manner.
Appears unreliable at completing certain tasks.	Sometimes has difficulty planning for projects that contain boring work.	Motivated to fulfill work obligations regardless of the difficulty or dullness of the tasks.
Has problems properly planning for difficult or mundane projects.	Occasionally procrastinates with work that is viewed as difficult.	Accomplishes work on time without procrastinating.
Is likely to procrastinate with work that is viewed as dull or not interesting, and will fall behind with its completion.	Assigns work that is not stimulating to co-workers if possible.	Carefully plans for all work tasks or projects that require planning
Is easily distracted when bored.	Has trouble completing difficult or mundane tasks on time.	Is not easily distracted from work

Maintains Good Working Relationships*   88%

This measures the extent to which the candidate puts effort into developing good relationships with others.

Tell me about a time when you established a connection with an individual who was hard to get along with.

Situation: What was the situation? In what way was the person difficult to get along with?

Behaviour: What did you do to try to build a relationship with the person?

Outcome: What was the outcome? Were you successful in building a relationship with the person?

Tell me about a time when it was important for you to develop a good working relationship with a peer or a co-worker.

Situation: What was the situation? Why was it important for you to develop the relationship?

Behaviour: What did you do to maintain the working relationship?

Outcome: How did the relationship benefit you?

Below Average Score 1 & 2	Average Score 3	Above Average Score 4 & 5
Did not seek to improve or maintain strong relationships with others at work.	Maintained strong relationships with others in immediate work group.	Built strong work relationships both within and outside of immediate work group.

Analyses Information*　　　　　　　　　　　　　26%

This measures the extent to which the candidate identifies key factors and integrates information to understand data or situations.

Tell me about a time when you needed to identify key information from a great deal of information.

> Situation: What key information did you need to pull from all the information you had available?

> Behaviour: What did you do to determine what was key information and what wasn't?

> Outcome: Were you able to carry out a task or answer a question using the information you pinpointed?

Tell me about a time when you had to analyse information or a situation to draw a conclusion.

> Situation: What was the information or situation that you analysed?

> Behaviour: What reasoning did you apply?

Outcome: What resulted from the conclusion you made?

Below Average Score 1 & 2	Average Score 3	Above Average Score 4 & 5
Overlooked key pieces of information or clear connections; drew conclusions that were obvious, simplistic, or flawed.	Identified and combined key information from a few sources; found important links, but failed to identify more complex, underlying connections.	Drew clear conclusions by finding, analysing and combining a great deal of complex information.

Learns Quickly*   47%

This measures the extent to which the candidate picks up new information and techniques easily.

Tell me about a time when you were able to memorise new information the first time it was presented to you.

Situation: What information did you memorise?

Behaviour: What actions did you take in order to memorise it?

Outcome: Were you able to remember the information for an extended amount of time?

Give me an example of when you had to learn a new technique quickly.

Situation: What technique did you need to learn quickly?

Behaviour: What did you do to ensure you learned this new technique quickly?

Outcome: Were you able to implement the new technique in your job immediately?

Below Average Score 1 & 2	Average Score 3	Above Average Score 4 & 5
Struggled to learn, integrate or use new information without help and repeated contact.	Integrated and learned new information and techniques but only after some practice.	Quickly found, learned and integrated key information, even with little to no practice with the new material.

Generates New Ideas*   **62%**

This measures the extent to which the candidate creates innovative approaches.

Tell me about a time when you used a creative approach to solve a problem or issue.

Situation: What was the problem or issue?

Behaviour: How did you generate this new approach?

Outcome: What were the results of your actions?

Tell me about a time you offered a novel idea or viewpoint to a co-worker or group.

Situation: What prompted you to share the idea?

Behaviour: What idea or viewpoint did you offer and what made it novel?

Outcome: How was your idea received?

Below Average Score 1 & 2	Average Score 3	Above Average Score 4 & 5
Proposed out of date ideas or methods that lack creativity.	Recognised when long standing methods or procedures were no longer effective and came up with new options.	Shared a fresh viewpoint and easily came up with innovative and creative methods or approaches.

Uses Time Efficiently*   99%

This measures the extent to which the candidate manages own time and delivers work on schedule.

Give me an example of a time when you had to manage multiple tasks at work.

Situation: What were the tasks?

Behaviour: How did you prioritise your time? How did you define your daily objectives?

Outcome: Were you able to complete all of the tasks on time? What would you have done differently?

Give me an example of a time when you needed good time management skills to complete a task.

Situation: What did the project involve?

Behaviour: How did you structure your time? What issues did you consider?

Outcome: What was the outcome? Were you satisfied with how it turned out?

Below Average Score 1 & 2	Average Score 3	Above Average Score 4 & 5
Did not manage time well, prioritise and deliver work on time.	Managed time well on a particular task, was able to prioritise to deliver work on time.	Demonstrated effective use of time management skills; delivered work on time to high quality standards.

Works To High Quality Standards*   45%
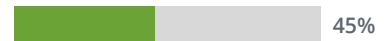
This measures the extent to which the candidate completes every task with a high degree of quality.

Give me an example of a situation when you did not compromise quality standards on an assignment or task.

Situation: What was the assignment or task?

Behaviour: What did you do to ensure that quality standards were met?

Outcome: Did you deliver quality results overall? How did you know the quality was appreciated?

Tell me about a time when you took steps to ensure that you delivered high quality work.

Situation: What was the task or assignment?

Behaviour: What did you do to ensure that quality standards were met?

Outcome: What was the result?

Below Average Score 1 & 2	Average Score 3	Above Average Score 4 & 5
Did not recognise the importance of delivering quality work; was prepared to compromise standards.	Was able to clearly define and deliver to quality standards.	Was able to set high quality standards or address situations where standards had been compromised.

Adapts To Change*   36%

This measures the extent to which the candidate accepts and adapts to changes without difficulty.

Tell me about a time when you had to change how you dealt with something.

Situation: What was the situation that needed to be dealt with differently?

Behaviour: What did you do to make sure you changed your approach effectively?

Outcome: How did the situation turn out? Were you successful?

Tell me about a time when you had to deal with a plan changing unexpectedly or at short notice.

Situation: What was the situation?

Behaviour: How did you deal with the challenge?

Outcome: How do you plan to apply what you learned in this situation?

Below Average Score 1 & 2	Average Score 3	Above Average Score 4 & 5
Felt pressured when required to alter one's usual approach to work.	Adjusted well to change and maintained normal productivity at work.	Felt energised by change; adjusted easily to changes in the environment.

Copes With Setbacks And Criticism*   11%

This measures the extent to which the candidate stays positive when facing difficulties and does not dwell on negative events.

Tell me about the last time a peer made an excessive or unreasonable demand of you.

Situation: Why was the demand unreasonable?

Behaviour: What did you do in an effort to be reasonable?

Outcome: What was the outcome?

When have you received negative feedback from a teacher or manager?

Situation: What was the situation?

Behaviour: How did you react to their feedback?

Outcome: What was the outcome? How, if at all, would you change your reaction in the future?

Below Average Score 1 & 2	Average Score 3	Above Average Score 4 & 5
Got upset about a setback and/or dwelled on negative feedback.	Became somewhat upset over a setback but was able to move on.	Was able to put setbacks in perspective and saw them as positive opportunities to grow.