

Structured interview: planning sheet

Write this before you meet any candidate. Then use page two, one copy per candidate, in the interview.

Role	Interviewers	Length (same for everyone)
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Questions and anchors

Five or six questions, from the requirements you screened on plus duties you want to see handled. Mix past-behaviour ("Tell me about a time...") and situational ("What would you do if..."). For each, write what a 5, 3 and 1 answer sounds like.

#	REQUIREMENT	QUESTION (PAST OR SITUATIONAL)	5 STRONG / 3 ACCEPTABLE / 1 WEAK
1			
2			
3			
4			
5			
6			

Allowed follow-ups (same for everyone)

Situation: Who was involved? What led up to it?
Action: What was your role? What did you do first?
Result: What was the outcome? What would you do differently?
No leading follow-ups. When they say "we did", ask what they did.

Running it

- ☐ Format told to every candidate in advance
- ☐ Same questions, order, follow-ups and length
- ☐ Notes on what was said, not impressions
- ☐ Each answer rated straight after it's given
- ☐ Candidate's questions at the end, kept out of the ratings
- ☐ Nothing asked about age, sex, race, national origin, religion, family, disability or health

Structured interview: rating sheet

Candidate		Interviewer					Date	
#	NOTES: WHAT THEY SAID	RATING					UNCLEAR	
1		1	2	3	4	5	☐	
2		1	2	3	4	5	☐	
3		1	2	3	4	5	☐	
4		1	2	3	4	5	☐	
5		1	2	3	4	5	☐	
6		1	2	3	4	5	☐	

Average of rated questions: _____

Rate alone, the same day, before talking to other interviewers. Combine by your rule, then discuss. Where ratings differ by more than a point, go back to the notes and the anchor.