



# HUMAN RESOURCES INTERVIEW GUIDELINES

RCSI DEVELOPING HEALTHCARE LEADERS WHO MAKE A DIFFERENCE WORLDWIDE

Thank you for participating in today's interview panel. Here are some points to remember to keep the interview fair and legal

## 1 TWO IMPORTANT PIECES OF LEGISLATION

Employment Equality Acts 1998-2008  
Prohibits discrimination on 9 grounds.  
Do not ask questions pertaining to:

Gender

Marital Status

Family Status

Sexual Orientation

Religion

Age

Race

Travelling Community

Disability



Members of the public can gain access to RCSI's written records, including the interview notes you will take today. When taking notes remember it is inappropriate to record:

Physical descriptors of the candidate

Personal opinions

Discriminatory comments

## 2 QUESTIONING TECHNIQUE

Avoid asking "what would you do", probe for real examples of what they've actually done using  
**The STAR Technique**

<b>SITUATION OR TASK</b>	Ask the person to describe the situation they were in or the task they had to accomplish
<b>ACTION TAKEN</b>	What did they actually do?
<b>RESULTS ACHIEVED</b>	What was the outcome, what did they learn from it?

The STAR technique allows you to assess whether the candidate has demonstrated the competencies necessary for success in the role

## 3 BE AWARE OF YOUR BIASES

TYPE	DESCRIPTION
<b>RECENCY/ PRIMACY EFFECT</b>	» Allowing the first or last impressions of a candidate overshadow everything else. » Favouring 1st/Last candidate of the day
<b>HALO OR HORNS</b>	Tendency to generalise good or bad performance based on a single characteristic
<b>CONTRAST EFFECT</b>	Rating 1 candidate against another instead of against the competencies required
<b>CENTRAL TENDENCY</b>	The tendency to avoid extreme ratings even when warranted

**REMEMBER: PAST BEHAVIOUR IS THE BEST PREDICTOR OF FUTURE PERFORMANCE**

# 4 SAMPLE PROBING QUESTIONS

- Can you explain what you mean by...?
- Can you give me an example?
- Tell me what happened exactly.
- Please talk me through the steps you took?
- What was your involvement?
- Can you tell me why you reacted this way?
- Can you talk me through your thoughts at the time you took that action?
- How satisfied were you with the outcome?
- What would you have done differently?
- Was ... satisfied with the outcome?
- Looking back, how do you see things now?
- What did you learn from the experience?
- Describe a time when you....?
- Have you ever experienced a situation where.....?

Our aim is that all interview candidates experience our values throughout the interview process:

**RESPECT COLLEGIALLY SCHOLARSHIP INTEGRITY**