

## Interview Guide HR Director

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### INTERVIEW DETAILS

Candidate's Name:

Date:

Hiring For: HR Director

Time of Interview:

Interviewer:

Reference No:

Comments:

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### COMMENTS FROM CANDIDATE'S RESUME

Documented Skills

Work Experience

Red Flag areas to probe


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### EXPLAIN THE PROCESS TO THE CANDIDATE

I will ask you Questions to test your suitability.



I will give you background to the position



You can ask us questions.



I will explain the next step in the process.

**ASK QUESTIONS AND EVALUATE ANSWERS**

1. Problem solving abilities: The ability of the candidate to find the essential components of a problem, gather the relevant data, determine possible causes and solutions and the ways to implement these possible solutions.

INTERVIEW QUESTION	TARGETED BEHAVIOUR
Tell me about a time when you anticipated a potentially serious problem in a company's labor relations. How were you able to anticipate it? What was the end result?	Spends time reflecting on labor relations in the organization, applies their HR knowledge and experience to maintain harmony and spot future conflicts and problems; acts decisively in implementing a solution to any potential problems.

SITUATION	BEHAVIOURS SHOWN	THE OUTCOME

**YOUR RATING:**

1	2	3	4	5	6	7
Poor	Weak	Adequate	Good	Very Good	Strong	Outstanding

**Comments:**

2. Conflict Resolution skills: This competency deals with how the candidate manages and resolves conflicts, grievances, confrontations, or disagreements. Do they do so in a constructive manner?

INTERVIEW QUESTION	TARGETED BEHAVIOUR
Can you tell me about a conflict you were able to solve for which there were no official guidelines or policies for?	Interprets and adapts general guidelines to resolve conflicts for which there is no precedent.
Tell me about a time, if ever, when you were involved in carrying out a redundancy scheme? Could you have handled it better? Did you learn anything new from it?	Has the character and the HR skills to implement difficult policies firmly, professionally within employment law guidelines but also with a great degree of sensitivity.
How do you normally handle an aggrieved senior member of staff whom you had to turn down for promotion?	Resolves firmly but sensitively an employee's complaint regarding promotional opportunities by referring to established guidelines and the present climate; can maintain the employee's sense of motivation.

SITUATION	BEHAVIOURS SHOWN	THE OUTCOME
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**YOUR RATING:**

1	2	3	4	5	6	7
Poor	Weak	Adequate	Good	Very Good	Strong	Outstanding

**Comments:**

3. Diplomacy Skills: Dexterity or skill in securing advantages; tact

INTERVIEW QUESTION	TARGETED BEHAVIOUR
Give me an example of how you have handled problems caused by the clash of different cultures or nationalities in your organization?	Implements diversity policies in their company, has a history of successfully handling diverse cultures in their organization.

SITUATION	BEHAVIOURS SHOWN	THE OUTCOME
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**YOUR RATING:**

1	2	3	4	5	6	7
Poor	Weak	Adequate	Good	Very Good	Strong	Outstanding

**Comments:**

4. Manage Change: How does the candidate cope with change? Can they help others cope with change? Does they plan ahead for possible changes and take relevant actions.

INTERVIEW QUESTION	TARGETED BEHAVIOUR
Tell me about a time you had to persuade employees to make difficult changes to their work practices? What steps did you take? Were you successful?	Can persuade and help others adopt to change, shows they have the communication and negotiation skills to implement changes successfully; can explain persuasively the reasons why these work changes are being carried out.
Tell me about a time when one departments was consistently receiving criticism from other departments for its lack of effectiveness. What steps did you take?	Takes action to correct inefficiencies fairly and without bias; takes personal responsibility for changing and improving the work environment.

SITUATION	BEHAVIOURS SHOWN	THE OUTCOME
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**YOUR RATING:**

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Poor	Weak	Adequate	Good	Very Good	Strong	Outstanding

**Comments:**

5. Management ability: The ability to direct people and organize tasks to achieve a required outcome. The talent to harness a group of peoples abilities and energies in achieving goals on a consistent basis.

INTERVIEW QUESTION	TARGETED BEHAVIOUR
How should you go about identifying allies as part of implementing major policy changes?	Is a decision maker who can create and forge strategic alliances with others with common interests:
Have you ever had to raise HR policy issues and methodologies that you thought may have been unlawful or not in accordance with professional principles?	Knows what is correct and incorrect from viewpoint of law and ethics; able to bring attention of this to other colleagues ways of working if they are not in compliance with law and acceptable standards.

SITUATION	BEHAVIOURS SHOWN	THE OUTCOME

**YOUR RATING:**

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Poor	Weak	Adequate	Good	Very Good	Strong	Outstanding

**Comments:**

6. Strategic Thinking: Strategic thinking is a process whereby you learn how to make your business vision a reality by developing your abilities in teamwork, problem solving, and critical thinking. It is also a tool to help you confront change, plan for and make transitions, a

INTERVIEW QUESTION	TARGETED BEHAVIOUR
How did you keep your focus on your long-term objectives when daily problems and pressures continually distract you? Please give me an example.	Can focus on long-term goals and objectives despite daily pressures and disturbances.
As you develop a strategic HR vision for your organization what are the key criteria you normally focus on?	Look for an answer that includes at least the some of the following key areas: Maximums usage from human capital, successful polices for diversity and training, efficient recruitment and assessment structures, competitive and attractive remuneration packages, maximum effective use of technologies in these processes.

SITUATION	BEHAVIOURS SHOWN	THE OUTCOME

**YOUR RATING:**

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Poor	Weak	Adequate	Good	Very Good	Strong	Outstanding

**Comments:**

**EVALUATION REPORT OF CANDIDATE**

Candidate's Name:			
Interviewer:			
Position interviewing for:	HR Director		
Date of Interview:			
Other Details:			
Candidate Type: (please tick)	Internal <input type="checkbox"/>	External <input type="checkbox"/>	Other:

Competency	Score	Comments
1. Problem solving abilities		
2. Conflict Resolution skills		
3. Diplomacy Skills		
4. Manage Change		
5. Management ability		
6. Strategic Thinking		
<b>Total</b>		

**Guidelines when choosing:**

<b>42</b>	<b>34</b>	<b>26</b>	<b>18</b>	<b>10</b>
Great fit	Good	Acceptable	Possible	Unacceptable

**Recommendation:** Hire:  Reject:  Interview Again:

**Overall comment on Candidate and what further action to be taken:**

\_\_\_\_\_  
 Interviewer's Signature                      Interviewer's Title                      Date