EMPOWERING WOMEN FOR DIGITAL & REMOTE HR CAREERS

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UNIVERSITÄT PADERBORN

MODULE 4 · DIGITAL RECRUITMENT AND SELECTION · LESSON 4.4

Designing a structured interview

A structured interview turns job requirements into comparable evidence and reduces the influence of rapport and general impressions.



1.5 training hours · Integrated practice · RemoteHeR

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WHAT THIS LESSON COVERS

Five things, in order

- Designing questions that test the job requirements
- Using behavioural, situational and technical questions
- Avoiding inappropriate or unlawful questions
- Building the scorecard before the interviews begin
- Defining panel roles and combining scores



A structured interview tests the requirement.

Every candidate is assessed against the same job-related criteria, planned questions, follow-up framework and scoring method.

RAPPORT IS NOT EVIDENCE

A comfortable conversation can create a positive impression without showing whether the candidate can perform the role

⚠ RAPPORT

- Similar interests or experiences
- Easy or confident conversation
- Personal connection with the panel
- A strong general impression

JOB-RELATED EVIDENCE

- Relevant examples of previous work
- Evidence connected to the criterion
- Observable decisions and actions
- Results the candidate achieved

WHAT MAKES AN INTERVIEW STRUCTURED?

The same framework is applied to every candidate

CRITERIA

Each question assesses a requirement defined for the role.

QUESTIONS

Candidates receive the same core questions in the same order.

PROBES

Interviewers use agreed follow-up prompts when more detail is needed.

SCORING

Answers are evaluated using the same predefined scorecard.

FROM CRITERION TO INTERVIEW QUESTION

Every question must have a clear purpose

1

ROLE REQUIREMENT

Coordinate recruitment activities across a remote team.

2

INTERVIEW CRITERION

Planning and coordination.

3

QUESTION

Tell us about a recruitment process or comparable project that you coordinated remotely.

4

EVIDENCE TO LOOK FOR

Clear planning, defined responsibilities, deadline management and communication.

THREE TYPES OF INTERVIEW QUESTIONS

BEHAVIOURAL

Ask candidates to describe something they have done previously.

SITUATIONAL

Present a realistic scenario and ask how they would respond.

TECHNICAL

Assess the knowledge or practical judgement required for the role.

BEHAVIOURAL QUESTIONS

Behavioural questions use past examples

Tell us about a time when you coordinated recruitment activities remotely.

- RESPONSIBILITY · What was your responsibility?
- ACTIONS · What actions did you take?
- RESULT · What was the result?



SITUATIONAL QUESTIONS

Situational questions use realistic scenarios

A manager adds a new requirement after applications arrive. What do you do?

- ISSUE · Recognises the fairness problem.
- RESPONSE · Refers to the published criteria and communicates clearly.
- DECISION · Reaches and documents a justified outcome.



TECHNICAL QUESTIONS

Technical questions test applied knowledge

A rule excludes suitable candidates.
How do you investigate and correct it?

- REVIEW · Compare accepted and rejected applications.
- DIAGNOSE · Identify the rule causing the exclusion.
- CORRECT · Test and document the change.



STRONG QUESTIONS PRODUCE ASSESSABLE EVIDENCE

Four checks before a question enters the guide

CONNECTED

The question is linked to a defined criterion.

OPEN

The candidate must explain actions, decisions or reasoning.

SPECIFIC

It addresses a realistic aspect of the role.

COMPARABLE

Every candidate can provide relevant evidence.

QUESTIONS YOU MUST NOT ASK

Keep personal information out of the decision

FAMILY AND PREGNANCY

Do not ask about children, pregnancy or plans to start a family.

AGE, ORIGIN OR BELIEF

Do not ask about age, ethnicity, nationality beyond lawful work eligibility, religion or beliefs.

HEALTH OR DISABILITY

Use only lawful, necessary questions, including arrangements for selection adjustments where applicable.

CHECK NATIONAL LAW

Protected grounds, permitted exceptions and required wording vary by country.

ASK ABOUT THE REQUIREMENT, NOT THE PERSON

Reframe questions around the role

⚠ DO NOT ASK

- Do you have children?
- How old are you?
- Where are you originally from?
- Do you have health problems?

ASK INSTEAD

- Can you meet the stated schedule?
- Do you meet any lawful minimum requirement?
- Are you authorised to work in the stated location?
- Do you require an adjustment for the selection process?

BUILD THE SCORECARD BEFORE THE INTERVIEW

Agree how answers will be assessed before meeting any candidate

QUESTION

Which question assesses the criterion?

EXPECTED EVIDENCE

What information would demonstrate the requirement?

SCORING ANCHORS

How do weak, adequate and strong answers differ?

MINIMUM STANDARD

Is a justified minimum score required?

USE CLEAR SCORING ANCHORS

Example criterion: coordinating remote recruitment activities

1 · INSUFFICIENT

No relevant example or no explanation of her own contribution.

2 · PARTIAL

Relevant example with limited detail about planning or results.

3 · ADEQUATE

Responsibilities, actions and a satisfactory result are clear.

4 · STRONG

Clear planning, communication, problem-solving and measurable results.

RECORD EVIDENCE, NOT IMPRESSIONS

Notes must explain the score

⚠ IMPRESSION

- She was very confident.
- He seemed experienced.
- She would fit the team.
- He was not convincing.

EVIDENCE

- She reorganised the timetable and met the deadline.
- He coordinated four processes across three locations.
- She resolved disagreement in a remote team.
- He did not explain his actions or result.

DEFINE PANEL ROLES IN ADVANCE

Everyone should know what she or he must do

CHAIR

Introduces the process, manages timing and protects consistency.

QUESTION LEADS

Ask agreed questions and permitted follow-up prompts.

NOTE-TAKERS

Record evidence without adding personal judgements.

ALL PANEL MEMBERS

Score independently before discussing the candidate.

COMBINE SCORES AFTER INDEPENDENT ASSESSMENT

Discussion begins only after each panel member has assessed the evidence

1. **RECORD**
   Capture the evidence from the answer.
2. **SCORE**
   Apply the agreed anchors independently.
3. **COMPARE**
   Identify material differences between panel members.
4. **RESOLVE AND DOCUMENT**
   Return to the evidence, agree the outcome and record the reason.

WHEN PANEL SCORES DIFFER

A disagreement should return the panel to the evidence

INTERPRETATION

Did everyone understand the criterion in the same way?

NOTES

Did panel members record the same part of the answer?

ANCHORS

Were the scoring descriptions applied consistently?

IMPRESSION

Did confidence, similarity or rapport influence a score?

Tool you will use

Interview guide and scorecard

NOW IT IS YOUR TURN

Build the interview guide

Create a structured interview guide for the remote recruitment coordinator role.

Use the supplied Interview guide and scorecard to include a question for every criterion, define expected evidence and scoring anchors, remove inappropriate questions and assign panel roles.

THIS FEEDS INTO

The structured interview guide and scorecard in your assessed Recruitment Pack.

HOW YOUR TUTOR USES IT

Read by your tutor, no mark · If a criterion, question or scoring element is missing, your tutor names what to revise

LESSON 4.4 COMPLETE

Before you move on

- Connect every interview question to a job-related criterion.
- Use behavioural, situational and technical questions appropriately.
- Avoid personal or discriminatory questions.
- Define the scorecard before meeting candidates.
- Record evidence and score independently before panel discussion.

Next: complete Build the interview guide, then take knowledge check 4.4.

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Lesson 4.4 complete

Build the interview guide · Knowledge check 4.4

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