

Kier Staffing Solutions

Hiring Manager Interview Guide



Interview Steps and Advice

Before the interview

Prior to the interview, re-read the candidate's CV and the job description – this is what the candidate will have used to prepare so you should too.

It's time to consider the content – you'll need to think about what to say, how to say it and who will say what. Read the sections below to help you plan and then conduct your interview.

During the Interview

Follow the below interview structure.

On the next page, we have provided an example set of questions you may want to use.



1. Open

- Complete introductions- break the ice!
- Outline the agenda and timing for interview
- Clarify their understanding of the role, reasons for interest and expectations. What have they done to prepare for this interview?
- Explain why people like to work for us and provide a short, but concise introduction to the role, the team, the challenges and opportunities



3. Technical

- If not covered in earlier questions, return to any essential/ desirable technical skill requirements



2. Biographical

- Motivations for applying, previous career moves, key achievements and dive into relevant experience
- What have been their key role responsibilities, particularly their most recent? What have been their key achievements to date?
- How does this role fit into their career plans? What will success look like?



4. Close

- Thank the candidate for their time and give them the opportunity to ask any questions
- Set next steps and indicate when they'll likely receive feedback

After the interview

Re-revisit your interview notes on same day as the interview and add anything you may have forgotten. Make sure notes are concise and factual (keep in mind a candidate could ask to see their feedback in full later) - feedback should be a mix of positive highlights as well as areas for development.

Share your feedback with the Kier Staffing Solutions Team within 24 hours of the interview. This will ensure your candidate receives your feedback effectively and professionally.

Note: Keep Diversity & Inclusivity front of mind

We may be unaware we hold prejudices that could influence our recruitment decisions. This is commonly known as unconscious bias.

Prejudices can be visible and may include gender, ethnicity, race, age and physical appearance. Or they can be invisible and may include thinking styles, sexual orientation, location, military background, and neurodiversity.

To avoid unconscious bias, you should consider the following:

- Be open minded – try to avoid making a first impression
- Do not ask questions relating to age, ethnicity, absence, home life, marriage, gender, children, finances, etc.
- Avoid assuming any of the above factors too e.g., calling an individual 'she' without being confident that is the pronoun they prefer

Question Bank

Scene-Setting/ Ice-Breakers

- Can you tell us about your work experience in roles similar to this position?
- What made you interested in this assignment?
- What are you ideally looking for in your next position?
- Have you worked on any Kier projects before, or what do you know about our current projects?

Personal Effectiveness

- Describe a situation where you taught a concept or skill to a team member?
- In a short-term role, if you don't meet a daily target, how do you catch up?
- Temporary roles often require juggling multiple tasks. How do you prioritise your workload to meet deadlines?
- How would you approach a task you've never done before?

Communication/ Problem-Solving

- Tell me about a situation in which you used your problem-solving abilities to achieve some great results.
- Please explain a time you or your team did not meet a target or deadline. What was your response?
- When working on a project with team members, how do you handle disagreements to keep the project moving?

Question Bank

Diversity & Inclusion

- How would you deal with a situation that led to one of your team members feeling like they were not included in the workplace?
- What does diversity and inclusion mean to you?
- As a temporary worker, how do you contribute to a diverse and inclusive workplace?

Health & Safety

- Safety is crucial at Kier. How would you respond if you saw a team member ignore Kier's health and safety protocols?
- If a team member had a near-miss incident, what would you do?

Team-Work/ Leadership

- In a temporary role, how would you support a team member who was struggling with their tasks?
- If you noticed a fellow temp worker seeming distressed, how would you offer support while maintaining professionalism?