

FREE PRINTABLE WORKSHEETS

Can You Imagine Them Here?

The Hiring Manager's Complete Guide to Interviewing and Recruitment
A companion to the workbook — for personal use by the hiring manager

28 worksheets across 7 sections

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HOW TO USE THESE WORKSHEETS

These 28 worksheets are your personal preparation companion to *Can You Imagine Them Here?* by Jeff Priestley. Work through the relevant worksheets before, during and after each recruitment process.

The question running through every worksheet is the same one that runs through the book: “Can I genuinely imagine this person doing this job well — working with my team, serving my customers, solving the problems this role demands?” Every worksheet is designed to help you answer that question with confidence and evidence.

Some worksheets are designed to be photocopied or printed fresh for every recruitment process — the Shortlisting Score Sheet, Interview Running Order and Panel Debrief Framework among them. Others, like the Person Specification and Question Bank Builder, are worth keeping and adapting role to role. This pack is for your own personal or organisational use — please don't redistribute or sell it.

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Worksheet 2: Success Criteria — What does good look like at 3, 6 and 12 months?

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Worksheet 26: Remote Interview Preparation Checklist

Worksheet 27: Video Interview Technology and Calibration Plan **NEW**

Worksheet 28: Remote Interview Fairness and Accessibility Review **NEW**

For personal interview coaching with Jeff Priestley — face to face or online:

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Role Definition

Complete this worksheet before advertising the role. The clearer your picture of what the job actually requires in practice, the better your interview will be.

The Role

Job Title _____

Department / Team _____

Reporting to _____

Direct reports (if any) _____

Location / Working pattern _____

What Problems Does This Person Need to Solve?

Think about the actual day-to-day reality of the role — not the job description, but the work.

Who Will They Work With?

Internal colleagues _____

Customers / clients / public _____

External stakeholders _____

People and Leadership

Is managing or leading others part of this role?

☐ No ☐ Yes — describe the nature of that leadership below:

What Does Good Performance Look Like?

Completing this section is also Worksheet 2 — Success Criteria.

After 3 months _____

After 6 months _____

After 12 months _____

Before you interview: can you picture someone doing this job? If the picture is blurry, your interview will be blurry too. The sharper your image of the role, the easier it will be to assess whether you can imagine a candidate in it.

Success Criteria

Define what good performance looks like before you start interviewing. These criteria become the benchmark against which you assess every candidate.

Role

Job Title _____

Date _____

After 3 Months — The New Starter

What specific things should they have achieved or demonstrated?

What would tell you they are on track?

After 6 Months — Finding Their Feet

What should they now be doing independently?

What relationships should be established?

After 12 Months — Fully Contributing

What does strong performance look like at the one-year mark?

How will you measure it?

The Stretch Question

What would exceptional performance look like? What would genuinely impress you?

Use these criteria during the interview. Ask yourself after each answer: “Does this tell me they could achieve what I’ve written here?”

Person Specification

List the requirements of the role. Be ruthless: mark only genuinely non-negotiable criteria as Essential. For each criterion, note how you will assess it.

Criterion	Essential	Desirable	How Assessed
	☐	☐	
	☐	☐	
	☐	☐	
	☐	☐	
	☐	☐	
	☐	☐	
	☐	☐	
	☐	☐	
	☐	☐	
	☐	☐	

Assessment methods: Interview question / STAR example / Technical test / Presentation / Reference check / Qualification certificate

Sanity Check

- ☐ Every Essential criterion can be reliably assessed during this process
- ☐ No criterion unlawfully discriminates on a protected characteristic
- ☐ Desirable criteria are genuinely desirable — not hidden essentials

Shortlisting Score Sheet

Score each application against your Essential criteria only. Use: ✓ (meets), ✕ (does not meet), ? (unclear — worth exploring). Record your decision and brief rationale.

Role:

Essential Criteria (from Worksheet 3 — list the 5 most critical):

Criterion 1

Criterion 2

Criterion 3

Criterion 4

Criterion 5

Candidate Name	C1	C2	C3	C4	C5	Decision	Notes / Rationale

Decisions: Invite to interview / Reserve / Reject. All shortlisting decisions must be based on criteria only — not on instinct, presentation quality or covering letter alone.

Interview Logistics Checklist

Complete this checklist before confirming the interview schedule. Tick each item when done.

The Role and Panel

Role _____

Interview date(s) _____

Location / platform _____

Panel members _____

Candidate Preparation

- ☐ All candidates invited with identical briefing
- ☐ Format and duration communicated clearly
- ☐ Location / joining link / parking information sent
- ☐ All candidates asked if they require any reasonable adjustments
- ☐ Adjustments confirmed and arrangements made
- ☐ Candidate documents (CV, application form) distributed to panel

Panel and Process Preparation

- ☐ Question bank agreed and distributed (Worksheet 6)
- ☐ Scoring approach agreed and calibrated (Worksheet 25 for panels)
- ☐ Role allocation confirmed for panel members
- ☐ Note-taking templates prepared (Worksheet 10)
- ☐ STAR Probe Guide available for each interviewer (Worksheet 7)
- ☐ Interview room booked and set up appropriately
- ☐ Water / refreshments arranged

Legal and Administrative

- ☐ Right to work documentation process confirmed
- ☐ Pre-employment checks identified and planned
- ☐ Data protection / candidate privacy notice prepared
- ☐ Record retention policy confirmed

On the Day

- ☐ All interviewers briefed and ready
- ☐ Candidate welcomed and put at ease on arrival
- ☐ Reasonable adjustments in place for relevant candidates

☐ Note-taking templates to hand for each interviewer

Question Bank Builder

Design 6–8 competency-based questions for this role. Map each question to a competency from your Person Specification (Worksheet 3). Use the same questions for every candidate.

Every question should serve the same purpose: helping you build or test your image of this person doing this job. If a question doesn't help you answer “Can I imagine them here?” — reconsider it.

Question 1

Competency assessed _____

Question (write in full) _____

What a strong answer looks like _____

Question 2

Competency assessed _____

Question (write in full) _____

What a strong answer looks like _____

Question 3

Competency assessed _____

Question (write in full) _____

What a strong answer looks like _____

Question 4

Competency assessed _____

Question (write in full) _____

What a strong answer looks like _____

Question 5

Competency assessed _____

Question (write in full) _____

What a strong answer looks like _____

Question 6

Competency assessed _____

Question (write in full) _____

What a strong answer looks like _____

Question 7

Competency assessed _____

Question (write in full)	
What a strong answer looks like	
Question 8	
Competency assessed	
Question (write in full)	
What a strong answer looks like	

STAR Probe Guide

Keep this card to hand during the interview. When a candidate's answer is missing a STAR element, use these probes to draw it out. Probing is not confrontation — it is how you get the evidence you need.

Element	What's Missing	Probe Questions
S Situation	The context is vague. You don't know where this happened, what the organisation was, or why it mattered.	"Can you tell me a little more about the context?" "What kind of organisation was this, and how large was the team?" "Why was this situation significant at the time?"
T Task	It's unclear what this candidate's specific role or responsibility was in the situation.	"What specifically was your responsibility in that situation?" "What were you personally accountable for?" "Were you leading this or contributing to it?"
A Action	The candidate uses 'we' throughout. You cannot tell what they personally did. Or the actions described are very high-level.	"What did you personally do — step by step?" "You said 'we' — what was your specific contribution?" "What decision did you make, and why?" "What was the most difficult part of that for you personally?"
R Result	The answer trails off. There is no clear outcome. Or the result is vague ('it went well') without any specifics.	"What was the outcome?" "What happened as a direct result of what you did?" "Can you quantify that in any way?" "What did you personally learn from it?"

When You Can't Get a STAR Answer

If a candidate genuinely cannot recall a specific example after probing, give them one more opportunity:

"Take your time — is there another situation you could draw on for this?"

If they still cannot produce a specific example, record this. It is meaningful data.

Question Review Checklist

Review each question in your bank against these criteria before the interview. Tick each box for each question.

Checklist Criterion	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
The question is open (begins with Tell me / Describe / Give me an example)	☐	☐	☐	☐	☐	☐	☐	☐
The question relates directly to a competency in the person specification	☐	☐	☐	☐	☐	☐	☐	☐
The question cannot be answered with a simple Yes or No	☐	☐	☐	☐	☐	☐	☐	☐
The question is not leading (it doesn't suggest the correct answer)	☐	☐	☐	☐	☐	☐	☐	☐
The question does not contain two separate questions (not double-barrelled)	☐	☐	☐	☐	☐	☐	☐	☐
The question does not ask about a protected characteristic	☐	☐	☐	☐	☐	☐	☐	☐
A strong STAR answer can be given to this question	☐	☐	☐	☐	☐	☐	☐	☐
I know what a strong answer looks like before asking it	☐	☐	☐	☐	☐	☐	☐	☐

If any question fails a criterion, revise it before the interview.

Interview Running Order

Complete one copy of this sheet per interview day. Share with all panel members before the first candidate arrives.

Interview Details

Role _____

Date _____

Panel Lead _____

Panel Members _____

Total duration _____

Candidate Schedule

Time	Candidate	Note-taker	Specialist Q

Stage Timings

Stage	Time Allocated	Notes
Stage 1 — Welcome & Rapport		
Stage 2 — Candidate's Story		
Stage 3 — Competency Questions		
Stage 4 — Candidate's Questions		
Wrap-up & Notes		

Question Allocation

Record which panel member will ask each question:

Question 1 _____

Question 2 _____

Question 3 _____

Question 4

Question 5

Question 6

Question 7

Question 8

Note-Taking Template

Complete one copy per candidate. Record what the candidate actually said — not your interpretation. Notes form the basis of your scoring and may be needed if a decision is challenged.

Candidate Details

Candidate Name _____

Role _____

Date / Time _____

Interviewer(s) _____

Stage 2 — Candidate's Story

Key points noted (relevance to role, emphasis, gaps):

Stage 3 — Competency Questions

Question 1

Question asked: _____

Key points (S / T / A / R): _____

Probes used: _____

Question 2

Question asked: _____

Key points (S / T / A / R): _____

Probes used: _____

Question 3

Question asked: _____

Key points (S / T / A / R): _____

Probes used: _____

Question 4

Question asked: _____

Key points (S / T / A / R): _____

Probes used: _____

Question 5

Question asked: _____

Key points (S / T / A / R): _____

Probes used: _____

Question 6

Question asked: _____

Key points (S / T / A / R): _____

Probes used: _____

Question 7

Question asked: _____

Key points (S / T / A / R): _____

Probes used: _____

Question 8

Question asked: _____

Key points (S / T / A / R): _____

Probes used: _____

Stage 4 — Candidate's Questions

Questions asked and any notable observations:

Overall Observations

Anything else worth noting (rapport, communication style, calibration signals):

Calibration Guide

Keep this sheet to hand during the interview. Calibration is the ongoing skill of reading what the candidate is communicating — not just through words, but through how they say them.

Calibration serves the central question. You are not just listening to what is said — you are watching to see whether the image of this person doing this job is becoming clearer and more convincing, or less so.

The Calibration Compass

► POSITIVE / CARRY ON Nodding, leaning forward, good eye contact, note-taking, engaged expression, following up with interest. What to do: Continue. Probe deeper. The image is building positively.	▲ NEUTRAL / OBSERVE Listening but not yet visibly engaged. Taking notes without visible reaction. Neutral expression. What to do: Continue and observe. Move to a probe if the answer feels incomplete.
◄ NEGATIVE / STOP AND REFLECT Looking away, closed body language, distracted, minimal note-taking, glancing at watch or notes. What to do: Stop. Adjust. Ask: “Would you like me to approach that differently?”	▼ RECALIBRATE You’ve lost the thread, or the candidate appears confused or uncomfortable. Something has shifted. What to do: Pause. Reframe the question. Check in: “Is that clear?”

What to Watch For at Each Stage

Stage	Signals Worth Noting
Stage 1 Welcome	How quickly do they relax? Do they make natural eye contact? Is their warmth genuine or performed?
Stage 2 Story	Is the story focused on relevant experience or generic? Do they self-edit and show awareness of what matters to you?
Stage 3 Questions	Do answers feel rehearsed or authentic? Is there genuine ownership of actions? Do they engage with your probes openly?
Stage 4 Closing	Are their questions future-based and thoughtful? Do they place themselves in the role? Does their interest feel real?

Note: calibration signals are data — but they are not scores. Record observations here; score separately on Worksheet 13.

Stage 4 Question Evaluator

Use this sheet to note and evaluate the questions each candidate asks at the end of the interview. The quality of their questions is meaningful data.

Well-prepared candidates ask future-based questions that place themselves in the role. Weak or absent questions may indicate limited genuine interest, limited preparation, or limited forward-thinking.

Candidate	Question Asked	Future-Based?	Quality 1–5
		☐ Yes ☐ No	
		☐ Yes ☐ No	
		☐ Yes ☐ No	
		☐ Yes ☐ No	
		☐ Yes ☐ No	
		☐ Yes ☐ No	
		☐ Yes ☐ No	
		☐ Yes ☐ No	
		☐ Yes ☐ No	
		☐ Yes ☐ No	

Quality Guide

Score	What it indicates
5 — Excellent	Future-based, specific to this role, places the candidate in the job, shows research and genuine forward-thinking.
4 — Good	Relevant and future-oriented, though perhaps less specific. Shows genuine interest.
3 — Adequate	Reasonable question, not particularly future-based. Standard preparation visible.
2 — Weak	Generic or backwards-looking. Could have been asked without reading the job description.
1 — Poor	No questions asked, or questions that suggest no preparation or genuine interest.

STAR Scoring Matrix

Complete one copy per candidate immediately after each interview. Score against the competency, not against other candidates. Refer to the scoring descriptors in Appendix B of the workbook or the guide below.

Candidate Details

Candidate Name _____

Role _____

Date _____

Scored by _____

Scoring Guide

Score	Descriptor
5	Specific, detailed STAR answer. Clear personal ownership. Concrete or measurable outcome. Genuine reflection. Highly relevant.
4	Clear STAR structure. Personal contribution evident. Outcome described. Minor gaps in detail.
3	Relevant example. Some gaps in structure. Outcome present but not specific. Limited reflection.
2	Vague or incomplete. Uses 'we' without individual accountability. Outcome unclear. Limited relevance.
1	No relevant example. Hypothetical, not experiential. Unable to respond to probing. No outcome.

Question Scores

Question	Competency Assessed	Key Evidence Noted	Score 1–5
Q1			
Q2			
Q3			
Q4			
Q5			
Q6			
Q7			
Q8			

Overall Impression

Having scored each question: can you genuinely imagine this person doing this job — working with your team, serving your customers, handling the situations this role involves?

Total Score (out of 40):

Overall impression notes:

Overall Assessment Summary

Complete after all candidates have been scored. Transfer scores from individual STAR Scoring Matrices. Score candidates against the role standard — not against each other.

Role

Job Title _____

Interview Date(s) _____

Candidate Name	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	TOTAL /40

Recommendation

Candidate	Recommendation	Rationale (brief)
	☐ Appoint ☐ Reserve ☐ Reject	
	☐ Appoint ☐ Reserve ☐ Reject	
	☐ Appoint ☐ Reserve ☐ Reject	
	☐ Appoint ☐ Reserve ☐ Reject	
	☐ Appoint ☐ Reserve ☐ Reject	
	☐ Appoint ☐ Reserve ☐ Reject	

Preferred Candidate

Name:

Summary rationale for appointment (referenced to role requirements):

If no candidate meets the required standard, record this clearly. Do not appoint the best of a weak field.

Bias Awareness Checklist

Complete this checklist before the panel debrief. Answer honestly — this is for your own use, to surface any biases that may have influenced your assessment before you discuss with others.

Halo Effect

Did one strong answer make you more positive about a candidate overall, beyond what the evidence supports?

Does this apply to any of your assessments? ☐ Yes ☐ No ☐ Possibly

If yes — what to do:

Go back to your notes for each question. Score them individually, without looking at your overall impression first.

Notes:

Similar-to-Me Bias

Did any candidate remind you of yourself — in background, style, or personality — in a way that may have influenced your assessment?

Does this apply to any of your assessments? ☐ Yes ☐ No ☐ Possibly

If yes — what to do:

Ask: is this about capability, or about familiarity? Would I score this answer differently if it came from someone less similar to me?

Notes:

First Impression Bias

Did your view of a candidate form strongly in the first few minutes — and did that view persist even when later evidence was mixed?

Does this apply to any of your assessments? ☐ Yes ☐ No ☐ Possibly

If yes — what to do:

Re-read your notes from Stage 3 independently of Stage 1 and 2 impressions. Does the evidence from the questions support your overall view?

Notes:

Contrast Effect

Did the order in which you interviewed candidates affect your scores — for instance, rating someone lower because they followed an exceptionally strong candidate?

Does this apply to any of your assessments? ☐ Yes ☐ No ☐ Possibly

If yes — what to do:

Score against the standard of the role, not against each other. Each candidate is being assessed independently.

Notes:

Confirmation Bias

Did you probe harder for evidence of strengths in candidates you liked — or look for evidence to confirm a negative view of a candidate you were less sure about?

Does this apply to any of your assessments? ☐ Yes ☐ No ☐ Possibly

If yes — what to do:

Check: did you use the same probe questions for every candidate? Did you give each one equal opportunity to demonstrate their capability?

Notes:

The Polished Presenter

Did any candidate present so confidently that you assumed competence beyond what their actual examples demonstrated?

Does this apply to any of your assessments? ☐ Yes ☐ No ☐ Possibly

If yes — what to do:

Return to the STAR evidence. Confidence is not competence. What did they actually say, and does it demonstrate the capability required?

Notes:

Panel Debrief Framework

Use this framework to run the post-interview debrief. The Panel Lead facilitates. All panel members should have completed their individual scoring (Worksheet 13) before the debrief begins.

Ground Rules

- ☐ All panel members share their individual scores before discussion begins
- ☐ Discussion is evidence-based — referenced to what candidates actually said
- ☐ The Panel Lead ensures all voices are heard
- ☐ Disagreements are resolved by returning to notes, not by seniority

Step 1: Share Scores Independently

Each panel member reads out their scores per question per candidate. Record them below before any discussion.

Candidate	Assessor 1	Assessor 2	Assessor 3	Notes on Variance

Step 2: Discuss Significant Variances

Where scores differ by 2 or more on a question: discuss what evidence each assessor noted. Do not simply average — understand the difference.

Step 3: The Central Question

Before confirming a recommendation — for each candidate considered: “Can we genuinely imagine this person doing this job well? Working with our team, serving our customers, handling what this role actually demands?” If yes: what evidence supports it? If no: what is missing?

Step 4: Panel Recommendation

Agreed preferred candidate:

Agreed rationale (in evidence):

Any conditions or areas for further checking:

Pre-Interview Legal Checklist

Complete before confirming the interview process. Tick each item when confirmed. If any item cannot be ticked, take corrective action before proceeding.

The Advertisement and Specification

- ☐ The job advertisement does not contain requirements that could indirectly discriminate on a protected characteristic
- ☐ All Essential criteria in the Person Specification can be objectively assessed
- ☐ No Essential criterion is age-specific unless there is a genuine occupational requirement
- ☐ The advertisement has been reviewed by HR or a senior colleague before publication

The Interview Questions

- ☐ All questions have been reviewed using Worksheet 8
- ☐ No question asks about family plans, health, disability, age, religion, nationality or other protected characteristic
- ☐ All candidates will be asked exactly the same core questions
- ☐ Any role-specific technical questions are directly relevant to the job

The Panel

- ☐ All panel members have received basic equality and diversity guidance
- ☐ Panel members are aware of the requirement not to ask unlawful questions
- ☐ Panel composition reflects reasonable diversity where possible

Reasonable Adjustments

- ☐ All candidates have been asked whether they require any adjustments to the interview process
- ☐ Adjustments have been documented (Worksheet 18) and arrangements made
- ☐ The interview room / platform is accessible for all candidates

Data Protection

- ☐ Candidates have been informed of how their personal data will be held and used
- ☐ Application documents are shared only with those directly involved in the decision
- ☐ A data retention plan is in place (Worksheet 19)

This checklist is for guidance only. Consult your HR team or legal advisers for advice on specific situations.

Reasonable Adjustments Record

Complete a record for every candidate who requests an adjustment. Keep this documentation with the recruitment file.

Role

Job Title _____

Interview Date _____

Candidate 1

Candidate Name	
Adjustment Requested	
Date Request Received	
Action Taken	
Confirmed to Candidate	
Implemented on Day	☐ Yes ☐ No — reason:

Candidate 2

Candidate Name	
Adjustment Requested	
Date Request Received	
Action Taken	
Confirmed to Candidate	
Implemented on Day	☐ Yes ☐ No — reason:

Candidate 3

Candidate Name	
Adjustment Requested	
Date Request Received	
Action Taken	
Confirmed to Candidate	

Candidate Name	
Implemented on Day	☐ Yes ☐ No — reason:

If you are uncertain whether a requested adjustment is reasonable, consult HR before the interview. Failure to make reasonable adjustments is itself a form of disability discrimination.

Record Retention Log

Complete for each recruitment process. UK employment law requires documentation to be retained for a minimum of 6 months after the appointment decision. GDPR requires that personal data is not retained beyond what is necessary.

Recruitment Process Details

Job Title _____

Decision date _____

Appointed candidate _____

Documents held by _____

Document	Location	Retention Until	Destroyed / Deleted
Application forms (all candidates)			☐
Interview notes (all candidates)			☐
STAR Scoring Matrices			☐
Overall Assessment Summary			☐
Shortlisting Score Sheet			☐
Reasonable Adjustments Records			☐
Offer letter (appointed candidate)			☐
Pre-employment check results			☐

Minimum retention: 6 months from decision date. For appointed candidates, personnel file documents are retained for the duration of employment plus a period as specified by your organisation's HR policy.

Decision Record

Complete immediately after the final appointment decision. This document records the rationale for the decision and should be retained with the recruitment file.

Decision Details

Role _____

Decision date _____

Decision made by _____

Panel members (if applicable) _____

The Appointed Candidate

Name _____

Total score (from WS14) _____

Why this candidate was selected — referenced to role requirements:

Candidates Not Appointed

Candidate	Score	Reason not appointed (brief, referenced to requirements)

No Appointment

☐ No candidate was appointed. Reason:

Sign-off

Signed _____

Candidate Feedback Template

Use this template to structure feedback for unsuccessful candidates. Feedback should be specific, referenced to the role requirements, and constructive. It should be based on your notes and scores — not on impressions.

Candidate Details

Candidate Name _____

Role applied for _____

Feedback given by _____

Date _____

What Was Strong

Specific strengths demonstrated at interview (referenced to competencies and STAR evidence):

Where the Gap Was

The specific requirements of the role that were not fully demonstrated, and what was missing:

Focus on the requirements of the role, not on comparisons with other candidates. “Another candidate was stronger” is not useful feedback. “We were looking for specific examples of X, and we were not able to identify sufficient evidence of that in your answers” is.

Development Suggestions (Optional)

If appropriate, any suggestions for how the candidate might strengthen their application in future:

Feedback Delivery

Feedback delivered: ☐ By telephone ☐ By email ☐ In person

Date delivered _____

Treat every unsuccessful candidate with care. The way you handle this conversation reflects directly on your organisation.

Onboarding Checklist — 30, 60 and 90 Days

The risk of losing a new hire is highest in the first 90 days. Use this checklist to plan and track a structured onboarding programme. Start before Day 1.

The image you formed at interview — of this person in this role — now becomes a performance conversation. What does success look like? How will you both know it is being achieved? These conversations should begin before Day 1.

Before Day 1

- ☐ Formal offer letter sent and accepted in writing
- ☐ Start date, hours and location confirmed
- ☐ IT access, equipment and workspace arranged
- ☐ First-week schedule planned and shared with new starter
- ☐ Key colleagues notified and briefed
- ☐ Buddy or mentor identified
- ☐ Induction programme drafted

Week 1 — Welcome and Orientation

- ☐ Warm welcome on Day 1 — manager present and available
- ☐ Tour of workplace / introduction to team
- ☐ IT, systems and tools set up and working
- ☐ HR induction completed (contracts, policies, benefits)
- ☐ Health and safety briefing completed
- ☐ Initial role discussion: priorities for first 30 days
- ☐ Check-in: how are they settling in? Any early concerns?

30-Day Check-In

Date:

-
- ☐ Formal 1:1 held
 - ☐ Review of first 30-day objectives

What is going well?

What support do they need?

Any concerns to address?

60-Day Check-In

Date:

- ☐ Formal 1:1 held
- ☐ Review of objectives: on track?
- ☐ Relationships with team and stakeholders developing well?

What has gone well since the 30-day check-in?

What do they need more of?

90-Day Review

Date:

- ☐ Formal review meeting held
- ☐ Objectives from Day 1 reviewed and updated for next quarter
- ☐ Probation assessment completed (if applicable)

What has been achieved in the first 90 days?

What are the priorities for the next 90 days?

Post-Process Review

Complete within two weeks of the appointment decision. This review is for your own development as a hiring manager — and to improve your process next time.

The Basics

Role _____

Date of review _____

Number of candidates interviewed _____

Before the Interview

Was the role defined clearly enough before we started?

Was the person specification realistic and assessable?

Did shortlisting produce candidates who were genuinely relevant?

Interview Design

Did our questions surface the evidence we needed?

Were any questions weak or unhelpful? Which ones?

Did we know what a strong answer looked like before we asked?

Conducting the Interview

Did we give every candidate sufficient time and the right conditions?

Did calibration work effectively — did we read signals and adjust?

Were notes taken thoroughly enough to support scoring?

Assessment and Decision

Was scoring consistent across the panel?

Were we able to make a confident, evidence-based decision?

Did any biases influence the process? How will we address this next time?

The Central Question

When you look back at the process: did it consistently help you answer the question “Can I genuinely imagine this person doing this job well?” If not — what will you change next time?

Top 3 things to do differently next time:

Panel Role Allocation

Complete before the first interview. Share with all panel members. Every panel member should know their role before the first candidate walks in.

Panel Details

Role _____

Interview date _____

Role	Name	Responsibilities
Panel Lead		Manages the interview. Introduces the panel. Handles Stage 1 and Stage 4. Manages time. Facilitates the debrief.
Lead Interviewer		Asks the warm-up question in Stage 2. Keeps the conversation flowing. Watches for calibration signals.
Question Lead (Q1–4)		Asks competency questions 1–4. Probes as needed. Scores independently after the interview.
Question Lead (Q5–8)		Asks competency questions 5–8. Probes as needed. Scores independently after the interview.
Specialist Assessor		Asks technical or role-specific questions. Assesses specialist competency. Provides expert input to debrief.
Primary Note-Taker		Takes detailed notes against each question. Does not score during the interview. Circulates notes to panel immediately after.

Panel Ground Rules

- ☐ All panel members have read the candidate's CV and application before the interview
- ☐ Panel members will not discuss candidates between interviews
- ☐ Scores will be completed individually before the debrief
- ☐ The debrief will be evidence-based — not based on impressions or seniority

Panel Calibration Record

Complete together as a panel before the first interview. The goal is to agree on what a strong, adequate and weak answer looks like for each question — before hearing any candidate's response.

This calibration exercise significantly improves scoring consistency and reduces the impact of individual bias. It should take approximately 20 minutes.

Role

Job Title _____

Panel calibration date _____

Question 1

Question: _____

Score 4–5 Strong answer: _____

Score 3 Adequate: _____

Score 1–2 Weak: _____

Question 2

Question: _____

Score 4–5 Strong answer: _____

Score 3 Adequate: _____

Score 1–2 Weak: _____

Question 3

Question: _____

Score 4–5 Strong answer: _____

Score 3 Adequate: _____

Score 1–2 Weak: _____

Question 4

Question: _____

Score 4–5 Strong answer: _____

Score 3 Adequate: _____

Score 1–2 Weak: _____

Question 5

Question: _____

Score 4–5 Strong answer: _____

Score 3 Adequate: _____

Score 1–2 Weak: _____

Question 6

Question: _____

Score 4–5 Strong answer: _____

Score 3 Adequate: _____

Score 1–2 Weak: _____

Question 7

Question: _____

Score 4–5 Strong answer: _____

Score 3 Adequate: _____

Score 1–2 Weak: _____

Question 8

Question: _____

Score 4–5 Strong answer: _____

Score 3 Adequate: _____

Score 1–2 Weak: _____

Remote Interview Preparation Checklist

Complete before any remote or video interview. The structure and purpose of a remote interview are identical to a face-to-face one. The medium changes — the central question does not.

Remote interviewing makes it slightly harder to build the image of a candidate in the role. Your questions need to work even harder. Probe more than you think you need to. The evidence still needs to be there.

Technology — Interviewer(s)

- ☐ Platform confirmed (Microsoft Teams / Zoom / other) and link sent to candidate
- ☐ Platform tested in advance — audio, video and screen share working
- ☐ Backup plan confirmed: if technology fails, we will call the candidate on _ _ _ _ _
- ☐ Lighting is adequate — light source in front of you, not behind
- ☐ Background is professional or virtual background set
- ☐ Camera positioned at eye level
- ☐ Microphone / headset tested
- ☐ Notifications and other applications turned off
- ☐ Note-taking materials ready (not on screen — avoid typing during the interview if possible)

Technology — Candidate

- ☐ Candidate has been sent the joining link in advance
- ☐ Candidate has been told what platform will be used and any requirements (app, browser)
- ☐ Candidate has been offered a test call in advance if they would find it helpful
- ☐ Candidate has been told to contact us immediately if they have technical difficulties

The Interview Structure

- ☐ Interview format and duration communicated to candidate identically to all others
- ☐ Reasonable adjustments confirmed for any candidate who requested them
- ☐ Panel members briefed on remote-specific ground rules (see below)
- ☐ Question bank, STAR probe guide and note-taking templates to hand
- ☐ Candidate's CV and application on screen (not in hand — avoid looking down)

Remote Interview Ground Rules for Interviewers

- ☐ Look into the camera when speaking — not at the screen
- ☐ Allow slightly longer pauses than normal — audio delays make silence feel longer
- ☐ Be explicit about stage transitions ("We're now moving to our main questions")
- ☐ Introduce yourself visually — ensure the candidate knows who is in the call
- ☐ One interviewer speaks at a time — agree a signal for when to interject
- ☐ If you are not the speaker, remain visibly engaged — your camera is on

Fairness Confirmation

- ☐ All candidates are being offered the same interview format and conditions
- ☐ Any candidate unable to participate remotely has been offered an alternative format
- ☐ Remote format has not resulted in a shorter or less rigorous interview than face-to-face candidates received

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Video Interview Technology and Calibration Plan

NEW

Complete as a panel before a video interview round begins. Use this to agree how you will handle technology and calibrate fairly on screen.

Technology Readiness

- ☐ Platform confirmed and tested by every panel member individually, including the screen-share function
- ☐ Camera, lighting and audio checked from the candidate's expected viewpoint, not just the interviewer's
- ☐ Backup contact method agreed — a phone number or a second platform — and shared with the candidate beforehand
- ☐ A named person responsible for troubleshooting technical issues, separate from the person leading the questions

Calibration Agreement

- ☐ Panel has agreed how it will weight vocal and content signals against the reduced visual channel
- ☐ Process agreed for recording, and later disregarding, any technical interruption within an answer
- ☐ Screen-share requests, formats and time limits confirmed as identical for every candidate in the process

If the Connection Drops

Backup phone number for this candidate _____

Who will make the call _____

Agreed reset phrase (e.g. "Take your time — where would you like to pick up?") _____

This worksheet works well alongside the Panel Calibration Record (Worksheet 25) — one calibrates what you are listening for, this one calibrates how you will hear it.

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Remote Interview Fairness and Accessibility Review

NEW

Complete after each remote interview, or periodically across a hiring round, to check that video has not quietly disadvantaged any candidate.

Format and Choice

- ☐ Every candidate in this round was offered the same choice of video, phone or face-to-face format
- ☐ Any request for a different format, or extra time, was granted without penalty

What We Noticed

Candidate	Connectivity / environment / access issue noted?	Alternative offered?	Technical interruptions excluded from scoring?

Fairness Check

- ☐ Screen-sharing or presentation requirements did not create an unequal opportunity between candidates
- ☐ No candidate's performance would plausibly have been assessed differently face-to-face
- ☐ Feedback on video-specific concerns has been captured for review of the process itself, not just the candidate

Are the same offers — phone, video or face-to-face, and extra time where needed — being made consistently to every candidate in the round?

Notes / actions for next round

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