

Chapter 6

Interview Board and the Interview Process

Interview Board and Interview Process

6.1 The composition of the Interview Board is:

- **The School Principal (will not act as Chairperson).**
- **A Trustee Nominee.**
- **An Independent Member to be drawn from a panel agreed with the union(s).**
(Circular 0003/2018)

Contact ACCS for the agreed list of independent panel members.

The Interview Board should:

- Have appropriate gender representation.
- Have expertise at an appropriate senior level.

Schools can select any of the individuals from the agreed Panel irrespective of the region in which the school is based. Schools are advised to change the Interview Board members (excluding the Principal) from one competition to the next.

Schools should consider appointing a Recording Secretary for the duration of the interviews.

6.2 What should issue to the Interview Board?

Each Board member should typically receive the following in respect of the interview:

- Job Advertisement.
- For AP I and AP II posts only the full list of identified leadership and management needs and priorities of the school.
- Interview Schedule and Interview Board members' names.
- Candidates' Application Forms.
- Interview Mark Sheet, blank forms (e.g. date and competition name and provision for candidate name) and guidance on completion of Interview notes to be completed during interviews (see Appendices 5, 6, 7, 8 and 9).
- Sample interview Result Form (Appendix 10).

6.3 For Principals - Preparing for the interviews

- Ensure all candidates have confirmed their attendance.
- Ensure the meeting room/venue is private and free of interruptions.
- The Principal should arrange to release staff attending interviews from duties for a reasonable period in advance of their interview time.
- Ensure that the Interview Board has been allocated time to meet (recommend a minimum of one hour) to prepare format and agree areas of questioning based on the criteria set out in CL 0003/2018 in advance of the interviews. Ensure that all Interview Board members have received their interview pack.
- Ensure that reasonable adjustments have been made for candidates who have made such a request e.g. a candidate with a disability.

6.4 Chairperson's Role

The Interview Board agrees from amongst its membership, who will chair the Interview Board. **The Principal should not act as chairperson.**

The Chairperson is responsible for managing the conduct of the interview. This includes:

- Agreeing and managing the questioning strategies with the other panel members in advance of the interviews; this includes core areas of questioning, a review of the agreed criteria and marking scheme that candidates will be assessed against.
- Ensuring someone meets and greets the candidates.
- Introducing the Interview Board to candidates.
- Dealing with discriminatory or other unacceptable behaviour by other participants.
- Keeping to time in each interview; (a minimum of 30 minutes is recommended).
- Ensuring that evidence is collected in line with the marking system and selection criteria.
- Giving candidates an opportunity to ask questions.
- Ensuring that all Interview Board members take adequate notes of each interview and **draft provisional marks.**
- Closing the interview.
- Ensuring that the views of all Interview Board members are sought on each candidate, that a qualified discussion takes place and that **a consensus** on the marking/ranking is reached and documented.
- Ensuring interview notes are completed for each candidate and that all documentation and forms are completed.
- **Agreeing who will provide feedback to the unsuccessful candidates.** Refer to the appendices on the guidance note on providing feedback to unsuccessful candidates.

6.5 Interview Format

Opening the Interview

The Chairperson of the Interview Board should open the interview and cover the following points:

- Welcome the candidates and thank them for their application and for attending for interview.
- Introduce each member of the Interview Board (and note taker, if present, where s/he is not a member of the Interview Board).
- Explain the format the interview will take.
- Confirm time allowed for the interview.
- In the case of Assistant Principal state that this is a middle management and leadership role within the school but not state the role and responsibilities of the post as these have yet to be assigned.
- Confirm details on the application form.

- Point out to the candidate that the members of the Interview Board will be taking notes and note taker, if present, where s/he is not a member of the Interview Board.
- Let the candidate know that they will have a chance to ask questions or provide supplementary information at the end of the interview.

Closing the Interview

The Chairperson should close the interview ensuring that s/he references the following points:

- Ask the candidate if they have anything to add to what was covered.
- Invite and respond to questions from the candidate.
- Give the candidate some indication of how long they will have to wait to hear the results of the interview.
- Thank the candidate for attending.

6.6 Marking the interview

- After each interview is completed, each member of the Interview Board awards a provisional mark to the candidate. The Interview Board then has a provisional discussion on responses/evidence provided by the candidates and members may review their provisional marks based on this discussion.
- Provisional marks may be reviewed at any stage. This is of particular importance in the case of candidates interviewed during the early stages of the interview process.
- Candidates should be assessed solely on the evidence gathered through the interview and on the application form supplied by them. Interviewers should look carefully at the evidence they obtained at interview/on the application form and use this as a basis for marking candidates.
- The full range of marks should be used to give a realistic assessment of each candidate and an accurate reflection of the relative differences between candidates. This will help with ranking the suitability of candidates at the end.
- After all the interviews have been completed, the Interview Board members should revisit the provisional marks of candidates and agree a final mark to be awarded to each candidate. The full range of information about the candidate (i.e. evidence from across the interview) should be considered when finalising the Mark Sheets.
- The Interview Board then agrees a provisional ranking.
- The marks from the Individual Mark Sheets are then entered in the Summary Interview Result Form. This is completed and signed by each member of the Interview Board.
- Discuss and confirm the agreed feedback to unsuccessful candidates.

See Appendices for an exemplar:

- Note-taking Sheet for gathering evidence for use by Individual Interview Board Member (Appendix 7).
- Mark Sheet of Named Candidate for Individual Interview Board Member (Appendix 8).
- Overall Mark Sheet for Named Candidate (Appendix 9).

- Interview Result Form (Appendix 10).
- Interview Board Report (Appendix 11).

👉 Points to Remember for schools:

Ensure

- that the Interview Board is properly constituted in line with CL 0003/2018.
- that the Interview Board is issued with all relevant documentation in good time and have confirmed their attendance.
- that appropriate preparations are made for interviews including suitable venue, interview schedule and that arrangements have been made to release candidates for interview.
- Consider appointing a Recording Secretary for notetaking purposes.

👉 Points to Remember for the Interview Board:

- Agree core areas of questioning.
- The Interview Board should prepare in advance for their areas of questioning to avoid duplication in the questions.
- The Interview Board should convene in good time before the commencement of the interviews in order to prepare for the interviews.
- Review agreed scoring system and criteria for the post.
- Explain to candidates the format of the interview.
- Take adequate and appropriate notes as they may be relied upon in the event of an appeal.
- Marking should be completed provisionally after each interview against the evidence presented. Following discussion, the marks can be revisited and reviewed if required.
- Feedback (oral) on the interview (on request) should be given by an agreed member of the Interview Board. **This person should be agreed before the interviews commence.**
- The Secretary to the Board should ensure that all documentation is completed and is accurate. The Interview Mark Sheet should be fully completed – not only the marks awarded but also the comments/evidence section.
- Only the names of candidates considered suitable for appointment should be entered in the Order of Merit section of the Interview Board Report (Appendix 11)
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- Ensure that the conduct of the interviews and outcome are kept confidential.

Note: Documentation: At the end of the competition, where a remote hearing is used, all such documentation shall be returned immediately following the interview to the Principal of the school by registered post or secure electronic means. (Source: Information Note TC 0022/2021 on CL 0003/2018.)