



Talegent
Technology meets Psychology

The Graduate Interview Guide

Based on the Australia New Zealand
(AUSNZ) Competency Model

INTRODUCTION

Talegent is pleased to offer you **The Graduate Interview Guide** to help you gain a deeper understanding of graduates' expected capabilities in a work role, and select the candidates with the greatest potential and fit for your job and organisation.

This guide will help you remove subjectivity from the interview process by following competence-based screening and assessment best practices—and by focusing on the candidate attributes that provide the greatest accuracy for predicting on-the-job performance. What makes this guide uniquely useful is that it is tailored specifically to Australian and New Zealand-based organisations.

Based on the Australia New Zealand (AUSNZ) Graduate Competency Model, developed by Talegent in conjunction with leading graduate recruiters, it offers an integrated assessment approach that considers the key cognitive (general mental ability) competencies and behavioural tendencies that have been statistically proven as offering the most predictive accuracy for graduates' success within New Zealand and Australian organisations.

The Graduate Interview Guide provides a format and specific questions designed to help you assess applicants' cognitive bench strength (Verbal, Numerical and Logical) and critical behavioural tendencies (Drive for Results, Social Drive, Teamwork, Business Acumen, Confidence and Optimism, and Influencing & Motivating). Armed with this insight, you can make better hiring decisions.

HOW TO USE THIS GUIDE

Research has found that using a standardised, structured interview rather than a less formal interview will give more accurate results and help you to consistently find the best candidates. This Interview Guide is a good tool that can help you develop a standardised structured interview with ease.

The Interview Guide is designed to help you to get more information out of candidates and to provide you with questions to probe any issues that arise in candidates' assessment results.

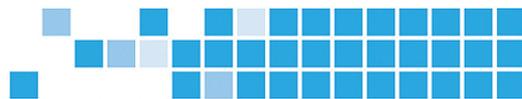
WHAT TO DO

- Choose one or two questions to ask candidates from each competency
- Ask candidates the same questions and follow up probes to ensure consistency
- Take note of the candidate's responses and evaluate the themes that come up
- Assess the candidate's suitability

Please note: The use of the Interview Guide does not constitute legal advice.

GUIDE LAYOUT

This Interview Guide is laid out by relevant competencies. For each competency, you will see a brief description to explain its importance, followed with the most important part: two to three relevant questions to help you to gain more information around the candidate's ability or work preferences in this area. Each page also provides information on the positive and negative themes to look out for when the candidate is answering the questions and probes. Finally, there are a series of tick-boxes where you can indicate the fit of the candidate for each competency.



Verbal Reasoning | The ability to base well-reasoned decisions on written information

About the Measure

Verbal reasoning refers to the ability to understand complex written arguments and make accurate decisions on the basis of that information. This score should provide an indication of how easily the candidate will understand relatively complex written material such as research information, reports and correspondence.

High scorers are likely to be proficient in...

- Understanding written information
- Making decisions based on written arguments
- Evaluating competing concepts
- Adapting their communication to suit their audience
- Communicating complex ideas

Questions (tick asked)

- Tell me about a time when you worked on an important report or other written document.
- Have you ever had to change your communication style to pass on similar information to different groups?
- Do you think that you write better than other people?

Response Notes

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Negative Themes (tick observed)

- Unfocused; too wordy, rambles
- Disorganised; key points get buried
- Doesn't understand audience or doesn't adjust language for audience
- Doesn't construct a position or argument well

Positive Themes (tick observed)

- Uses a broad vocabulary
- Talks in a clear and concise manner
- Matches writing style to suit the audience and purpose
- Claims enjoyment of writing

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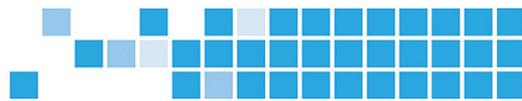
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Numerical Reasoning | The ability to work with numerical information

About the Measure

Numerical reasoning refers to the ability to understand and make decisions on the basis of numerical information. This score should provide an indication of how well the candidate will understand information presented in tables, figures, and graphs.

High scorers are likely to be proficient in...

- Understanding numerical information
- Making decisions based on numbers, tables and figures
- Identifying trends and patterns within data
- Performing calculations involving complex numerical data
- Working with numerical information quickly and accurately

Questions (tick asked)

- How do you feel about working with numbers?
- Can you think of a numbers-based project that you have enjoyed working on?
- Tell me about a time when you solved a problem that others were not able to solve?

Response Notes

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Negative Themes (tick observed)

- Strongly dislikes working with numbers
- Doesn't organise numerical data logically
- Makes mistakes performing calculations
- Doesn't approach data analyses logically
- Doesn't know what calculations to perform during analyses

Positive Themes (tick observed)

- Enjoys working with numbers or performing data analyses
- Approaches data analyses carefully and systematically
- Organises numeric data logically
- Knows the correct calculations to perform during an analysis
- Able to perform calculations correctly

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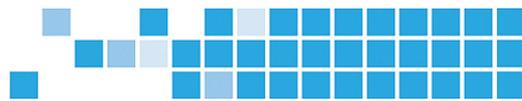
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Logical Reasoning | The ability to use logical thinking to solve a problem

About the Measure

Logical reasoning refers to the ability to pick up on trends and patterns within data and to apply these patterns to solve a problem. This score provides an indication of how well the candidate will learn new information and integrate this with their existing knowledge. It can also provide an indication as to how well the candidate is able to work with strategic ideas and intangible concepts.

High scorers are likely to be proficient in

- Solving problems
- Recognising the relationships between concepts
- Thinking logically and considering alternatives
- Grasping abstract ideas and concepts
- Learning new information and applying this to a task

Questions (tick asked)

- Describe a time when you had to rapidly learn some new information and apply this to achieve an objective or solve a problem.
- Describe a time when you faced a really tough intellectual challenge or problem.

Response Notes

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Negative Themes (tick observed)

- Finds it difficult to learn new information
- Doesn't enjoy learning about intangible/ abstract concepts
- Is haphazard in their approach to problem solving
- Doesn't find problem solving enjoyable
- Doesn't think strategically when proposing solutions

Positive Themes (tick observed)

- Has a good understanding of cause and effect relationships
- Has a passion for learning new skills and information
- Learns more easily and more quickly than others
- Takes a logical & systematic approach to solving problems
- Copes well with complex or abstract information

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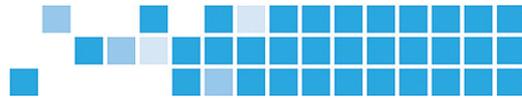
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Drive for Results | The motivation to push for success despite obstacles

About the Measure

Drive for results is a measure of how hard the candidate will push themselves in order to achieve success in the workplace. It provides an indication of the amount of effort the candidate will put in, whether they will be motivated or daunted by challenging goals, and how well they cope with obstacles to success in the workplace.

High scorers are likely to...

- Be motivated by challenging goals
- Persist in the face of challenges
- Enjoy hard work
- View themselves as being energetic and hardworking
- Strive to achieve career success and recognition

Questions (tick asked)

- Tell me when you used your initiative and went for a challenging opportunity on your own.
- Describe when you had to overcome major obstacles to achieve a goal or objective.
- Describe a time when you thought something had the potential to be a good opportunity but you weren't sure.

Response Notes

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Negative Themes (tick observed)

- Discouraged by difficult objectives
- Shies away from challenging opportunities
- Doesn't seem to enjoy hard work
- Gives up when they encounter obstacles
- Doesn't take initiative to face challenges

Positive Themes (tick observed)

- Comes across as driven and highly motivated
- Perseveres in the face of challenge
- Enjoys working hard
- Is energised by difficult objectives
- Shows initiative & a desire for challenging opportunities

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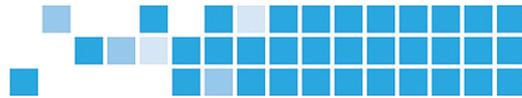
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Social Drive | The tendency to enjoy interacting and form friendships with other people

About the Measure

Social drive assesses the candidate's tendency to enjoy interacting with other people at work and their tendency to form friendships with colleagues and customers. It's an indication of how well the candidate will get along with other people, how easily they will form bonds with those that they interact with in the workplace, and how outgoing they are expected to be.

High scorers are likely to...

- Enjoy frequent interaction with other people in the workplace
- Come across as being friendly and outgoing
- Form bonds with co-workers and key stakeholders readily
- Communicate easily and get along well with others
- Enjoy opportunities to meet new people

Questions (tick asked)

- Describe a time when your relationships with others helped you out.
- Tell me about a time when you altered the way you interacted with someone as your original method was not working.

Response Notes

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Negative Themes (tick observed)

- Doesn't enjoy interacting with other people at work
- Quick to judge others
- Comes across as very reserved
- Doesn't make eye-contact
- Struggles to build rapport with others

Positive Themes (tick observed)

- Enjoys being around other people
- Open to people with different ideas, opinions, and backgrounds
- Comes across as friendly and outgoing
- Builds rapport with ease
- Overuse – dedicates too much time to socialising

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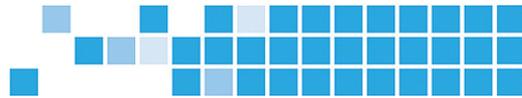
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Dependability

The tendency to view one's self as dependable and reliable

About the Measure

Dependability assesses the candidate's belief regarding how reliable they are and whether they can be expected to deliver results in a timely manner. This score should provide an indication of how often the candidate can be expected to deliver on their promises and follow through on agreed actions, and follow rules and regulations.

High scorers are likely to...

- Work hard to consistently deliver on their promises
- Always complete work by deadline
- Be seen as someone who can be relied upon
- Work following appropriate rules and regulations
- Always attempt to meet or exceed tough deadlines

Questions (tick asked)

- Tell me about a time when it was challenging to deliver a project on time or as promised.
- Describe a time where you felt that your work was being held back because of rules or policies in the workplace. What did you do about this?

Response Notes

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Negative Themes (tick observed)

- Likes to challenge rules and policies
- Feels due dates are flexible
- Relaxed about getting work done
- Makes excuses for failing to deliver
- Doesn't keep others informed about their progress

Positive Themes (tick observed)

- Works conscientiously to keep on time
- Views deadlines as important
- Organised and plans ahead
- Takes into account how long tasks will take
- Pays attention to progress and keeps others informed

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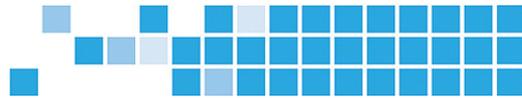
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Business Acumen | The tendency to enjoy analysing data & making strategic plans

About the Measure

Business Acumen assesses the candidate's tendency to take a systematic approach to data analysis and to make sound, well-thought-out strategic plans. This score should provide an indication of the candidate's tendency to consider the future and plan ahead to address the challenges and opportunities that may arise.

High scorers are likely to...

- Generate excellent strategic plans
- Analyse facts thoroughly and accurately
- Forecast trends and opportunities and make plans to take advantage of them
- Approach data analysis in a systematic manner
- Generate innovative ideas for change or improvement

Questions (tick asked)

- Can you describe a project or situation where you had to make several difficult decisions? What process did you take in order to arrive at your decision?
- Describe a time where you had to create a detailed plan in order to achieve an objective.

Response Notes

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Negative Themes (tick observed)

- Struggles to think strategically
- Doesn't clearly define the issue
- Makes decisions too quickly without considering relevant information
- Takes a short-term approach rather than considering the future
- Doesn't consider potential issues when planning or how to mitigate their impact

Positive Themes (tick observed)

- Carefully considers issues
- Makes decisions/recommendations based on available facts
- Gathers all relevant information before attempting to make decisions
- Plans contain an appropriate level of detail to ensure they achieve objective
- Considers potential sources of risk when planning and outlines how to mitigate their impact

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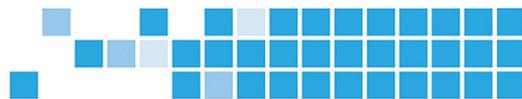
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Teamwork | The tendency to enjoy working in teams & the pursuit of collaborative goals

About the Measure

Teamwork assesses how well the candidate is likely to perform in team situations. It examines their relationship-building skills, their tendency to share tasks, ideas, and information with relevant others, and their tendency to prioritise the needs of the team. It provides an indication of how well the candidate will get along with other people and will work in a group.

High scorers are likely to...

- Work very well with others
- Put the needs of the team before their own
- Enjoy working in collaboration with others
- Share their ideas and knowledge appropriately with the team
- Feel like they work effectively in team situations

Questions (tick asked)

- Tell me about a time when there was conflict within a team you worked in.
- Describe an experience when you learned to get along with someone you initially found to be a difficult person.

Response Notes

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Negative Themes (tick observed)

- Dislikes working closely with others
- Appears to enjoy conflict within their team
- Doesn't adapt self
- Puts own objectives ahead of the team's
- Blames others for problems

Positive Themes (tick observed)

- Willing to compromise
- Puts the team's needs before own
- Open to different ideas and perspectives
- Listens to others, makes eye contact during the interview
- Enjoys working with others

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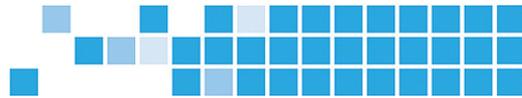
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Confidence & Optimism

The tendency to be self-confident & think positively

About the Measure

Confidence and Optimism assesses the strength of the candidate's belief in their abilities and how well the candidate expects himself/herself to deal with events. It examines the positivity with which they face the future and should provide an indication of how well the candidate will face challenges and remain upbeat.

High scorers are likely to...

- Come across as being confident and self-assured
- Face challenges with optimism and enthusiasm
- View the future in a positive light
- Have a strong belief in their ability to cope with upcoming events
- Trust in their own judgments and abilities

Questions (tick asked)

- Tell me about a time when you achieved success despite facing several obstacles on the way?
- Discuss a time when you put a lot of effort into a project or task but it did not succeed. How did this make you feel?

Response Notes

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Negative Themes (tick observed)

- Feels setbacks strongly
- Gives up in the face of challenge
- Pessimistic about the future
- Does not come across as confident in their skills and abilities
- Appears nervous

Positive Themes (tick observed)

- Perseveres in the face of difficulties
- Views the future positively
- Pushes hard to achieve success
- Confident about what they can achieve
- Takes ownership of their actions

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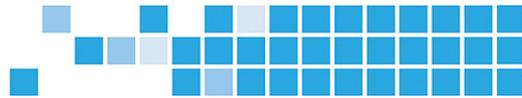
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Influencing & Motivating

The tendency to enjoy influencing others' behaviour

About the Measure

Influencing and Motivating assesses the candidate's preference for understanding what motivates and drives others and using this knowledge to help achieve results. This score should provide an indication of how good the candidate will be at negotiating and influencing others.

High scorers are likely to be proficient in...

- Understanding written information
- Making decisions based on written arguments
- Evaluating competing concepts
- Adapting their communication to suit their audience
- Communicating complex ideas

Questions (tick asked)

- Have you ever worked with a disparaged group and helped to boost the overall mood?
- Describe a time when you have motivated someone to take action when they were not originally going to.

Response Notes

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Negative Themes (tick observed)

- A tendency to direct and push others rather than motivate
- Doesn't adapt approach to suit the person and the situation
- Not good at making everyone feel included
- May believe that people should motivate themselves
- Struggles to convince others to support them

Positive Themes (tick observed)

- Invites the input of others
- Uses more than one method to motivate others
- Adapts motivation techniques to suit the situation
- Acts as a role model to others
- Good at building rapport

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