

Template

What This Tool Does

This tool helps you conduct structured, competency-based interviews using consistent questions and scoring criteria. It supports more reliable comparisons across candidates.

When to Use It

- After shortlisting candidates
- When conducting interviews for the same role
- When aiming to improve consistency across interviewers
- When interview outcomes have been difficult to compare

What You'll Do

- Select competencies to assess during the interview
- Ask consistent, competency-based questions
- Evaluate responses using a simple scoring approach
- Record key evidence to support hiring decisions

Job Role

Use the same questions for all candidates applying for the same role.

Role / Job Title: _____

Step 1: Select Competencies to Assess

Glean from the Choose the Right Competencies Tool, if completed. If not, identify 5-6 priority competencies critical for the role and provide the lens for evaluating candidate responses in the questions below.

Selected Competencies:

- Communication:** Expresses information clearly, listens actively, asks questions, and adjusts messaging for different audiences.
- Collaboration:** Works effectively with others, supports team goals, and navigates different perspectives.
- Problem-Solving & Judgment:** Identifies issues, evaluates options, and makes appropriate decisions or escalates when needed.
- Planning & Organization:** Prioritizes tasks, manages time, and follows through on

commitments.

- Adaptability, Learning & Digital Confidence:** Adjusts to change, learns new tools or processes, and navigates digital systems effectively.
- Professionalism & Work Ethic:** Demonstrates reliability, accountability, and appropriate workplace behaviour.
- Documentation Accuracy:** Maintains accurate records, follows procedures, and ensures information is complete and reliable.
- Customer / Client Service:** Responds to requests professionally, manages expectations, and supports positive service experiences.
- Coordination:** Organizes tasks, people, or information across activities to keep work moving.
- Attention to Detail:** Reviews work carefully, identifies errors, and ensures accuracy and completeness.
- Time Management & Prioritization:** Balances competing tasks, manages deadlines, and focuses on what is most important.
- Digital Tools Proficiency:** Uses workplace tools and systems effectively (e.g., spreadsheets, databases, scheduling tools).
- Process Improvement:** Identifies inefficiencies and suggests or applies improvements to workflows.
- Decision-Making:** Makes timely and appropriate decisions based on available information.
- Stakeholder Interaction:** Communicates and works effectively with internal or external stakeholders.
- Reliability & Follow-Through:** Follows through on tasks and commitments and maintains consistency in work.
- Other role-specific competencies (if applicable):

Step 2: Competency-Based Behavioural Interview Questions

The questions below provide a consistent behavioural structure that allows interviewers to clearly name or embed the competency being assessed (e.g., communication, planning, documentation accuracy) while encouraging detailed, evidence-based responses. When asking each question:

- **Name the competency explicitly** or reference it clearly in the question
- Ask the **same questions for all candidates**
- Listen for **specific actions, decisions, and outcomes**, not general statements
- Avoid yes/no follow-ups or hypothetical answers

Scoring Guide:

1 = Limited evidence 2 = Some evidence 3 = Strong evidence

| Competencies & Skills | Question to Ask (select one or more) | Score (1–3) | Notes |
|-----------------------------|--|-------------|-------|
| Project Coordination | <input type="checkbox"/> Tell us about a time you coordinated tasks or activities to keep work moving forward. <input type="checkbox"/> How did you track progress and follow up on outstanding items? <input type="checkbox"/> Tell us about a project you coordinated from start to finish. How did you manage timelines and deliverables? | | |
| Safety Awareness | <input type="checkbox"/> Describe a time you supported a project in a safety-sensitive environment. What steps did you take to ensure compliance? <input type="checkbox"/> Tell us about a situation where you identified a potential safety risk. What did you do? <input type="checkbox"/> Describe how you've supported safety procedures or requirements when working with others on a project. | | |
| Communication | <input type="checkbox"/> Tell us about a time you had to communicate information clearly to others. What was the situation, what did you do, and what was the outcome? <input type="checkbox"/> Describe a situation where you had to adjust your communication for a different audience. Project Coordinator Role Example <input type="checkbox"/> Tell us about a time you provided project updates to stakeholders with different needs or levels of understanding. Operations/Admin Role Example | | |

| Competencies & Skills | Question to Ask (select one or more) | Score (1–3) | Notes |
|--|--|-------------|-------|
| | <input type="checkbox"/> Tell us about a time you communicated information to colleagues or clients to ensure they clearly understood next steps. | | |
| Documentation Accuracy | <input type="checkbox"/> Tell us about a time when accuracy in documentation or recordkeeping was important. What did you do? <input type="checkbox"/> How do you ensure your work is accurate and complete? Project Coordinator Role Example <input type="checkbox"/> Walk us through how you maintained accurate project documentation across multiple files or systems. Operations/Admin Role Example <input type="checkbox"/> Describe how you keep records, files, or data accurate and up to date in your work. | | |
| Scheduling Support | <input type="checkbox"/> Describe how you've supported project scheduling. What tools did you use and how did you identify delays? <input type="checkbox"/> Tell us about a time when a schedule slipped. How did you identify the issue and what actions did you take? <input type="checkbox"/> Describe your role in coordinating timelines across multiple team members or contractors. | | |
| Problem Solving & Judgment | <input type="checkbox"/> Tell us about a situation where you encountered a problem at work. What did you do to resolve it? <input type="checkbox"/> How did you decide what action to take? <input type="checkbox"/> Tell us about a project issue you encountered and how you decided whether to resolve it yourself or escalate it. <input type="checkbox"/> Describe a situation where you had to decide what to do without complete information. | | |
| Collaboration | <input type="checkbox"/> Tell us about a time you worked with others to complete a task or solve a problem. <input type="checkbox"/> How did you handle different perspectives or competing priorities? <input type="checkbox"/> Describe how you coordinated with multiple stakeholders (e.g., engineers, contractors, teams) to keep work moving. <input type="checkbox"/> Tell us about a time you worked with colleagues across teams to support a shared task or process. | | |
| Adaptability, Learning & Digital Confidence | <input type="checkbox"/> Tell us about a time you had to adapt to a change in your work. What did you do? <input type="checkbox"/> How do you approach learning new tools or processes? <input type="checkbox"/> Describe how you adapted when project priorities, timelines, or tools changed. | | |

| Competencies & Skills | Question to Ask (select one or more) | Score (1–3) | Notes |
|---|--|-------------|-------|
| | <input type="checkbox"/> Tell us about a time you had to learn a new system or adjust to a new process in your role. | | |
| Project Tools Proficiency | <input type="checkbox"/> Describe a time when you used project management tools (e.g., MS Project, Primavera P6) to track work and update schedules. What actions did you take and what impact did it have? <input type="checkbox"/> Tell us about a digital tool you've used to support project coordination. How did it help your work? <input type="checkbox"/> Describe how you've used spreadsheets, trackers, or software to monitor progress or risks. | | |
| Planning & Organizations | <input type="checkbox"/> Tell us about a time you had to manage multiple tasks or deadlines. How did you prioritize your work? <input type="checkbox"/> What challenges did you face and how did you adjust? <input type="checkbox"/> Describe how you tracked and managed project tasks, timelines, or deliverables. <input type="checkbox"/> Tell us about how you manage multiple requests or priorities in a busy work environment. | | |
| Professionalism & Work Ethic | <input type="checkbox"/> Tell us about a time when others relied on you to follow through on a task or responsibility. <input type="checkbox"/> How do you manage your responsibilities when things get busy or stressful? <input type="checkbox"/> Describe how you handled responsibilities in a deadline-driven or high-pressure project environment. <input type="checkbox"/> Tell us about how you manage your responsibilities while handling multiple requests or interruptions. | | |

Step 3: Optional Probing Prompts

Use neutral prompts if more detail is needed:

- What was your specific role in that situation?
- What actions did you take?
- How did you decide what to do next?
- What was the outcome?
- What would you do differently next time?

Step 4: Overall Interview Assessment

Subtotal Score (Max = 18 if assessing 6 competencies): _____

Overall Interview Impression

Does the candidate demonstrate the competencies required for this role?

Strong Fit Partial Fit Competency Gaps Noted

Key Evidence Observed:

Competencies Requiring Further Assessment (if any):
