

Building an Interview or Assessment Framework

By this point, you should have created a person specification or job advert, which should help you to identify the technical skills and competencies you are looking for in a graduate. An example for a marketing position is below:

Person specification		
Criteria	Essential criteria	Desirable criteria
Experience	Social media experience	Paid work experience in a digital marketing role
Qualifications	Any degree	Marketing or related degree
Training	None	Any Search Engine Optimisation (SEO) training
Knowledge and skills	IT Literate - MS Office, Facebook, Instagram, LinkedIn and Twitter	SEO, Facebook advertising, Instagram advertising
Competencies	Teamwork Motivation and drive Attention to detail	Commercial awareness

When selecting competencies, you should aim to identify the 4-6 most relevant competencies for the role. Consider which competencies are an absolute requirement for candidates to possess on entry and which competencies could be reasonably developed in the role. Standard graduate -level competencies include:

- Teamwork
- Motivation and drive
- Communication
- Commercial awareness
- Problem-solving
- Organisation
- Time-management
- Innovation and creativity
- Resilience
- Attention to detail

Whilst technical skills are relatively easy to define and measure, competencies like “communication” can mean different things to different people. To ensure that the staff who are recruiting understand what the competency represents within your business, as well as ensuring that your recruitment process is a valid test of candidates’ suitability for the role, you can develop a competency framework which outlines positive and negative indicators for each competency.

Example competency framework

A competency framework for the marketing role above might look like this:

Competency	Positive indicators	Negative indicators
Teamwork	<ul style="list-style-type: none"> • Able to build effective trusting relationships with a variety of people • Able to find win-win solutions • Offers support and help to colleagues 	<ul style="list-style-type: none"> • Has difficulty working with other people, causing offence or upset • Wins at the expense of others • Does not engage or offer ideas
Attention to detail	<ul style="list-style-type: none"> • Takes ownership and responsibility for their work 	<ul style="list-style-type: none"> • Avoids ownership and responsibility



	<ul style="list-style-type: none"> • Able to plan and prioritise work effectively • Gets the details right and targets content to audience 	<ul style="list-style-type: none"> • Poorly organised and unable to prioritise effectively • Lacks attention to detail, poorly-presented work and misjudges audience
Commercial awareness	<ul style="list-style-type: none"> • Understands the customers, market and business priorities • Able to accurately analyse and make sense of complex data or information • Delivers positive business results 	<ul style="list-style-type: none"> • Misunderstands the customers, market and business priorities • Draws incorrect conclusions from analysing data or information • Does not deliver results
Motivation and drive	<ul style="list-style-type: none"> • Goes the extra mile for customers and colleagues • Eager to learn and get involved • Uses their initiative and works well independently 	<ul style="list-style-type: none"> • Does only what is required • Refuses to take on additional work, tasks or projects • Needs lots of supervision, support and direction

Build your own competency framework

Competency	Positive indicators	Negative indicators
A	<ul style="list-style-type: none"> • X • X • X 	<ul style="list-style-type: none"> • X • X • X
B	<ul style="list-style-type: none"> • X • X • X 	<ul style="list-style-type: none"> • X • X • X
C	<ul style="list-style-type: none"> • X • X • X 	<ul style="list-style-type: none"> • X • X • X
D	<ul style="list-style-type: none"> • X • X • X 	<ul style="list-style-type: none"> • X • X • X