TALENT ENGINEERING ACADEMY

Structured Interviewing

PRACTICE WORKBOOK

Design consistent interviews, probe for evidence and run a disciplined panel debrief.

PATHWAY	Assessment and Hiring Decisions
LEVEL	Practitioner
EDITION	2026.09
UPDATED	2026-09-24

Free learning. Practical work. Better recruitment.

An education initiative by Vitae.

WORKBOOK GUIDE

Build something useful as you learn.

This workbook turns the course into a practical piece of work you can review, refine and adapt. Print it, annotate it digitally, or use the prompts in your preferred notes tool.

YOUR COURSE DELIVERABLE

An interview guide, anchored scorecard and debrief protocol.

How to use this workbook

01 Work through the course lessons in order, then complete the matching workbook prompts.

02 Use fictional or properly authorised information. Do not add candidate or client confidential data.

03 Compare your decisions with the self-review guidance. Revise assumptions, gaps and unclear ownership.

04 Keep the finished workbook as evidence of your learning and as a starting point for real work.

BEFORE YOU START

Talent Engineering Fundamentals, or equivalent recruitment experience.

Course page: https://talentengineering.org/courses/structured-interviewing

PART 1

Plan your course deliverable.

Use these planning pages to define what you are producing before you work through the lesson exercises. Return to them as your thinking develops.

WORKSHEET 01

Criteria allocated to this interview

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 02

Core questions and allowed probes

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 03

Candidate preparation and adjustments

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 04

Evidence notes and independent ratings

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 05

Debrief order and disagreement handling

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 06

Decision, gaps and communication

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

PART 2

Apply each lesson.

Each exercise is designed to turn the lesson into evidence of practice. Complete the task, then use the guidance to challenge your first answer.

LESSON 01 / 04

Design the interview around evidence gaps

YOUR PRACTICE TASK

Build a 45-minute interview plan covering three criteria and candidate questions.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A panel assigns incident diagnosis to one interviewer and cross-shift communication to another. Each uses an agreed question and anchors, then shares evidence after independent scoring.

SELF-REVIEW GUIDANCE

Allocate time realistically and name what each question should reveal. Include a consistent opening, accessible participation arrangements and a closing explanation of next steps.

LESSON 02 / 04

Probe without leading the answer

YOUR PRACTICE TASK

Write five neutral probes for a vague example of leading change.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A candidate describes resolving a production defect. The interviewer asks which data they examined and what changed after the intervention, rather than praising the story and moving on.

SELF-REVIEW GUIDANCE

At least one probe should distinguish the person’s contribution from the team’s, and one should test how the outcome was verified. Remove questions that signal the desired response.

LESSON 03 / 04

Take notes and score independently

YOUR PRACTICE TASK

Turn six impression-based notes into evidence notes and score a fictional response.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

The note candidate was nervous is replaced with the specific evidence: identified two plausible causes, requested missing sensor data and explained an escalation threshold. The score follows the diagnostic criterion.

SELF-REVIEW GUIDANCE

Keep only job-relevant observations. If the original note has no supporting evidence, label the gap rather than inventing a justification. Record your rating before comparing with a colleague.

LESSON 04 / 04

Run an evidence-first debrief

YOUR PRACTICE TASK

Write a debrief agenda and decision note for a split panel.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A senior panel member prefers one candidate, but the debrief first reviews each criterion. A missing technical example leads to the same short follow-up opportunity offered to comparable candidates, rather than an informal extra conversation for the favourite.

SELF-REVIEW GUIDANCE

Show individual evidence before the overall recommendation. Record the reason for any follow-up and how comparable candidates are treated. End with a decision owner and communication action.

FINAL REVIEW

Strengthen the work before you use it.

Review the completed workbook as one connected piece of work. The strongest deliverables are internally consistent, explicit about limitations and clear about who decides what happens next.

- [ ] The work distinguishes facts, evidence, assumptions and open questions.
- [ ] Decisions have named owners, dates and review points.
- [ ] Measures connect to the outcome rather than activity alone.
- [ ] Risks, accessibility needs, privacy considerations and limitations are visible.
- [ ] The next action is specific enough for another person to follow.
- [ ] The finished deliverable can be explained in plain language.

FINAL CHANGES AND NEXT ACTIONS

FURTHER READING

Continue with trusted sources.

These sources support further study. A reference does not imply endorsement. Check the current official rules and obtain appropriate professional advice for real legal, financial or regulated decisions.

CIPD: Selection methods

Professional context for selection methods and their limitations.

https://www.cipd.org/uk/knowledge/factsheets/selection-factsheet/

GOV.UK: Discrimination in recruitment

UK legal context. Obtain advice for your jurisdiction and circumstances.

https://www.gov.uk/employer-preventing-discrimination/recruitment

ABOUT THIS WORKBOOK

Original educational scenarios. Practical work is self-directed and is not independently assessed. Adapt any method to your context with appropriate review.

Talent Engineering Academy is an education initiative by Vitae.