



Appendix Four: Interview Questions and Scoring Scheme

Q1.	Score
<p>Can you tell us a bit about your background and what attracted you to this role?</p> <p>Candidate's response <i>[interviewer notes]</i></p>	
<p>Q2.</p> <p>What <i>personal</i> qualities do you think make a really good trustee – and which <i>personal</i> qualities do you feel you would bring to the role?</p> <p>What particular <i>skills</i> do you feel you would bring to this role?</p> <p>Candidate's response <i>[interviewer notes]</i></p>	
<p>Q3.</p>	
<p>What experience of collective leadership do you have (either as a board member, or otherwise)? What role did you play in the team?</p>	



<p>Candidate's response <i>[interviewer notes]</i></p>	
<p>Q4.</p>	
<p>Can you describe a time where you have contributed to a challenging meeting or a group discussion? What approach did you take? How effective was it?</p> <p>Candidate's response <i>[interviewer notes]</i></p>	
<p>Q5.</p>	
<p>Based on your understanding of our organisation and the role of trustee, what do you understand may be the biggest risks facing our organisation, and the biggest opportunities?</p> <p>What role do you see the trustees having in facing those challenges and opportunities?</p> <p>Candidate's response <i>[interviewer notes]</i></p>	



Q6.	
<p>Focusing on an area in which you have particular relevant expertise please tell us: what is your ambition for Halsway Manor in this area? What do you think our priorities should be? What strategies could we deploy to achieve this?</p> <p>Candidate's response <i>[interviewer notes]</i></p>	
Q7.	
<p>Please imagine this scenario: The CEO presents an option to the board that you really like, but that the rest of the board think it is too risky and want to reject it. Please talk us through how you might deal with that situation.</p> <p>Candidate response: <i>[interviewer notes]</i></p>	



Q8.	
<p>Full board meetings are held every three months, for around three hours, usually on a Thursday morning at Halsway Manor, though hybrid in-person/remote meetings are possible. Outside of this, trustees will need to allow time to read board papers and prepare for meetings, whether of the full Board or of working groups.</p> <p>How comfortable are you with these commitments? Is any of this likely to cause you difficulty? Is there anything we could do to make the commitment more manageable for you?</p> <p>Candidate's response: <i>[interviewer notes]</i></p>	
Q.8.	
<p>What, if any, training, support or development do you feel you may need to fulfil this role to the best of your abilities?</p> <p>Candidate's response: <i>[interviewer notes]</i></p>	



Q9.	
Do you have any questions for us?	

Scoring criteria:

0 – Failed to answer the question, even with probing

1 – Made some effort to answer the question, but does not demonstrate meeting the specifications of the role.

2 – Meets few of the specifications of the role. Needs prompting to draw out examples.

3 – Meets some of the specifications of the role. Gives examples but may not be entirely relevant for the role.

4 – Meets the specifications of the role. Gives clear and relevant examples.

5 – Meets the specifications of the role and in many instances, exceeds expectations.

Interview scoring sheet

Candidate name: _____

Total Score [candidate's score / total possible score]:

Overall Comments: