

**WELCOME TO
THORN BAKER**
**CONSTRUCTION, INDUSTRIAL
AND FM RECRUITERS**

THE KNOW-HOW YOU NEED
#THISISTHORNBAKER

CONGRATULATIONS...

...you've made it to the start of the interview journey.

We know how tough and stressful job hunting can be. Some hiring processes feel like they're designed to trip you up - but that's not how we do things at Thorn Baker. We're committed to making this experience as clear, fair and human as possible. We're really glad you're considering joining us.

I can't promise you a job offer at the end of this, but I can promise a different kind of experience. Interviews should be a two-way conversation: you're assessing us just as much as we're assessing you. So here's my commitment to you: you'll always know the next step, you'll have direct contact with the hiring manager, and if you're not successful, we'll tell you why. If you've interviewed, you'll receive feedback.

We've made it easy to get started by putting the key information in this guide - from who we are and how we work, to your development opportunities, the interview process, the questions we'll ask, and even the ones you might ask us.

This level of transparency is second nature to us - it's built into our values. You can find more on those on page X; they're an important part of your interview journey.



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Step 1:

Short telephone call to check key details and answer any questions you have – allow 10 minutes.

Decision to move forward will be made on:

- Are you eligible to work in the UK?
- Do you understand what you've applied for?
- Do you meet the minimum criteria for the role (check the advert!)?
- Can you understand the conversation and make yourself understood?

At the end of the call your interviewer will let you know if we want to move forward. Do you?



INTERVIEW #1

Face to Face Interview

With at least one of the team you'll be working with, allow around 90 minutes for your interview.

We'll cover three competency-based questions, discuss your previous work or study experience, explore the role in detail, and make sure there's plenty of time for your questions too.

Our decision to move forward will be made on:

1 Your score on the 3 competency questions we ask.

2 Your communication during the interview.

3 Your preparation for the interview.

4 Your demonstration of our values.

After the interview, give the hiring manager a quick call to let them know if you'd like to move forward. We'll share our feedback too. If both of us want to move forward it's on to the Thomas International Assessments.

We'll ask you to complete some quick online assessments (allow around 30 minutes). These science-backed tools help us understand how you prefer to work, communicate and where you're likely to thrive. We'll talk through the results at your second interview, and you'll get personalised feedback to take away.

INTERVIEW #2

Face to Face Interview

A face-to-face interview with two of the team you'll be working with – allow 90 minutes.

Our decision to offer will be made on:

After the interview we ask you to phone the hiring manager and tell them if you want to go forward.

We'll let you know from our side and give you our feedback. If both of us want to move forward, we'll make a formal offer and agree a start date.

1

Your score on the 2 competency questions we ask.

2

Your answers to questions from the 1st interview and the Thomas assessments.

3

Your communication during the interview.

4

Your preparation for the interview.

5

Your demonstration of our values.

YOUR INTERVIEW

Thorn Baker Competencies

At Thorn Baker a significant part of your interview will be focused on the key competencies that we know are needed to be successful in that role and in our company.

The competencies that are questioned will be the most relevant to the role you've applied for, we'll focus on two to three for each interview.

We want you to perform at your best during the interview so if you want to know more about competency questions and advice on answering them have a look at the following pages.

Top tip – Read the 5x5 that was attached to the email confirming your interview details.

What are the key competencies for the role – prepare your answers using the STAR technique.



**BIG
JOURNEYS
BEGIN WITH
SMALL
STEPS**

YOUR INTERVIEW

Exceeds sales activity targets and conversions. Use sound sales models and techniques. Demonstrates resilience and drive to achieve.

DELIVER RESULTS

Delivers exceptional customer service whilst balancing conflicting priorities. Forms and develops strong relationships.

CUSTOMER SERVICE

Works in and succeeds as part of a team.

TEAMWORK

Follows established systems and processes. Familiar with Microsoft and prepared to learn bespoke systems

TECH & COMPLIANCE

DRIVES PERFORMANCE

Working and succeeding in a targeted environment, overcomes obstacles to achieve.

VALUES DRIVEN

Works and acts in line with our values. People Driven, Solution Focused, Positive Minded.

SELF-ORGANISED

Manages own workload and completes tasks accurately first time.

COMMUNICATION

Great verbal and written communication, flexible to the audience and circumstance.

LEADERSHIP

Includes leadership, conflict resolution, problem solving, delegation, accountability, motivation, and growth

What is a competency interview?

Competency or Behavioural based interviews are designed to allow you to speak about a situation where you faced a problem or task and how you approached solving that problem or completing that task.

They attempt to uncover your personality traits and qualities from how you have re-acted to situations in the past. There is usually considered a slight difference in that 'competency' can be used to identify the 'skill' around a task and 'behavioural' the 'approach/way' the task was done.

Questions usually start with:

- Describe a situation
- Give me an example
- Tell me about
- Take me through

Why does Thorn Baker use competency questions?

1. The data shows that a new hire that has been selected using this approach has a significantly greater success rate than traditional approaches.
2. It is fairer to candidates as the same questions and measures are used for each person.
3. Good candidates can really shine because they can prepare by reviewing the competencies (see page x).
4. Where the candidates have no industry experience it allows them to demonstrate skills and behaviours from other roles or education that are transferable.

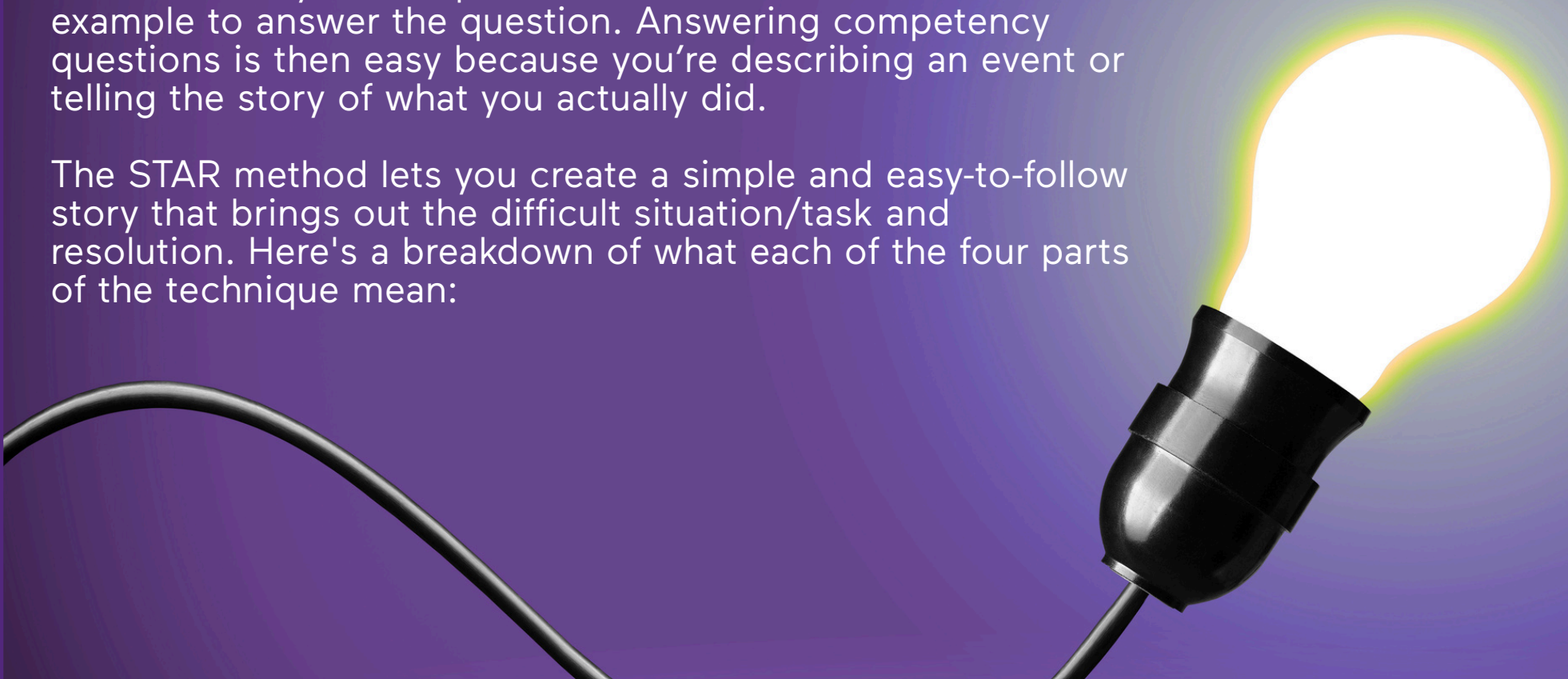


You can find lots about competency interviews, including standard questions and model answers with a quick Google search. We'd really recommend that you read about the STAR method (below) which is a simple method for you to follow.

How the STAR method works

Listen carefully to the question and chose a relevant real-life example to answer the question. Answering competency questions is then easy because you're describing an event or telling the story of what you actually did.

The STAR method lets you create a simple and easy-to-follow story that brings out the difficult situation/task and resolution. Here's a breakdown of what each of the four parts of the technique mean:



STAR METHOD

1 SITUATION

Set the scene of the story by giving a context and the background of the situation/problem or task. If you're asked about teamwork, your response should include the project details, who you were collaborating with, when you undertook the project/task and your location at that time.

2 TASK

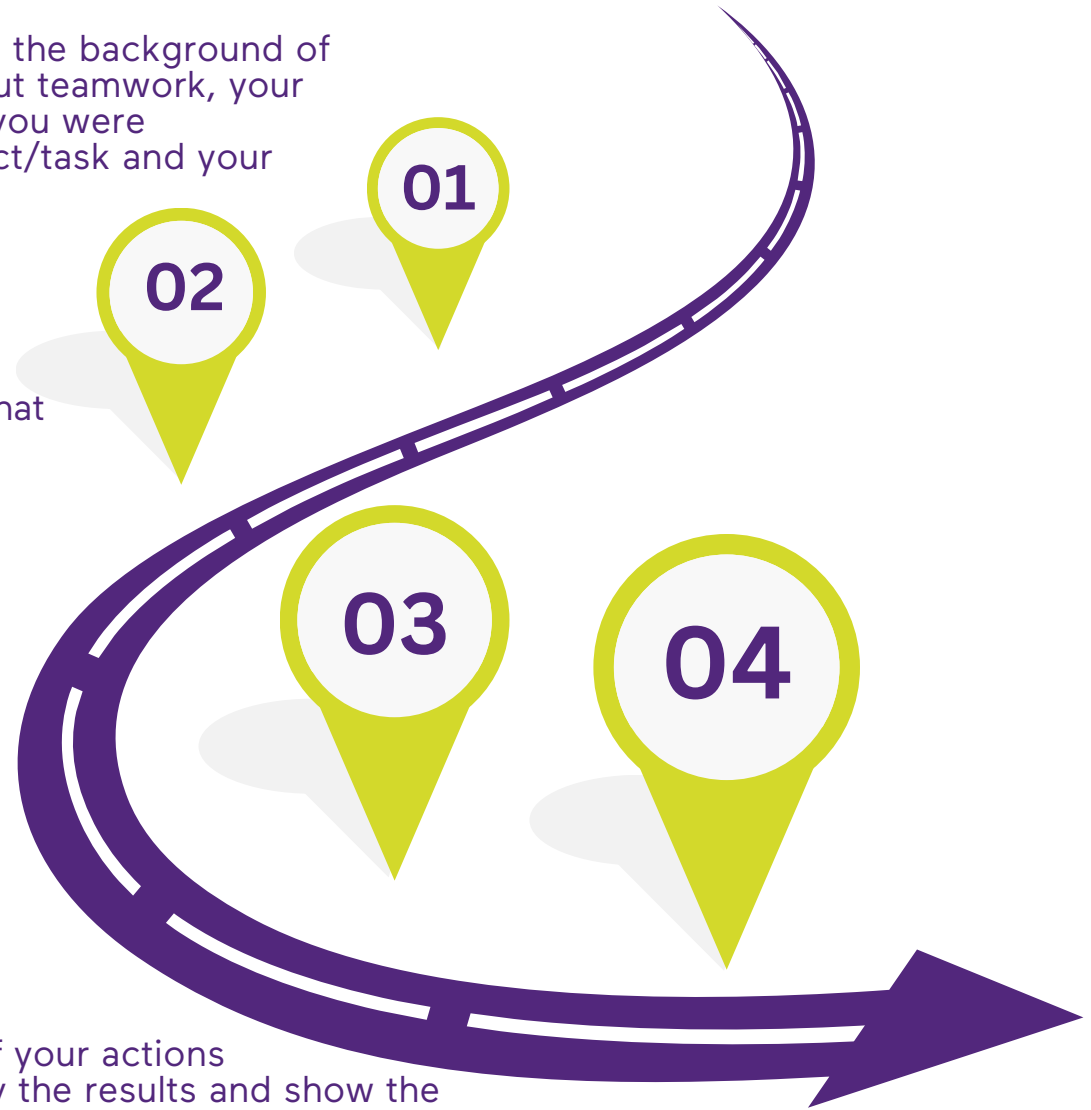
Describe your exact role or responsibility in the situation. Make sure that the interviewer knows what you were specifically assigned to do, rather than what everyone did.

3 ACTION

The most crucial part of your story. Explain how you tackled the challenge or completed the task—whether independently or as part of a team. Focus on your assessment, your actions, and how you involved others. Be detailed, avoid jargon or acronyms, and make it clear what you did, not others or what should've happened.

4 RESULT

Close the story by stating the positive outcome of your actions and what lessons you learned. If possible, quantify the results and show the effects of your actions. Examples may include a 10% increase in sales, getting repeat business or saving your team five hours of work in a week. This can also include 'learns' not everything is or needs to be a success.



WANT TO KNOW MORE...

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Look at Indeed's advice
on the competency
interview:

[uk.indeed.com/career-
advice/interviewing/star
-technique](http://uk.indeed.com/career-advice/interviewing/star-technique)

Update CV.
Remove
"proficient in fax
machines."

Amri Celeste, a
professional interview
coach has a great 5-
minute video on YouTube
on the STAR method:

[www.youtube.com/watch?
v=VUePf1m4TvQ](http://www.youtube.com/watch?v=VUePf1m4TvQ)

Don't forget to
put the bin out!!!

Hudson Recruitment, a
global recruitment company
has a 3-minute video on
their Australian site with
an introduction to the
STAR method:

[www.youtube.com/watch?
v=WRLF8ULhZmw](http://www.youtube.com/watch?v=WRLF8ULhZmw)

Buy coffee!