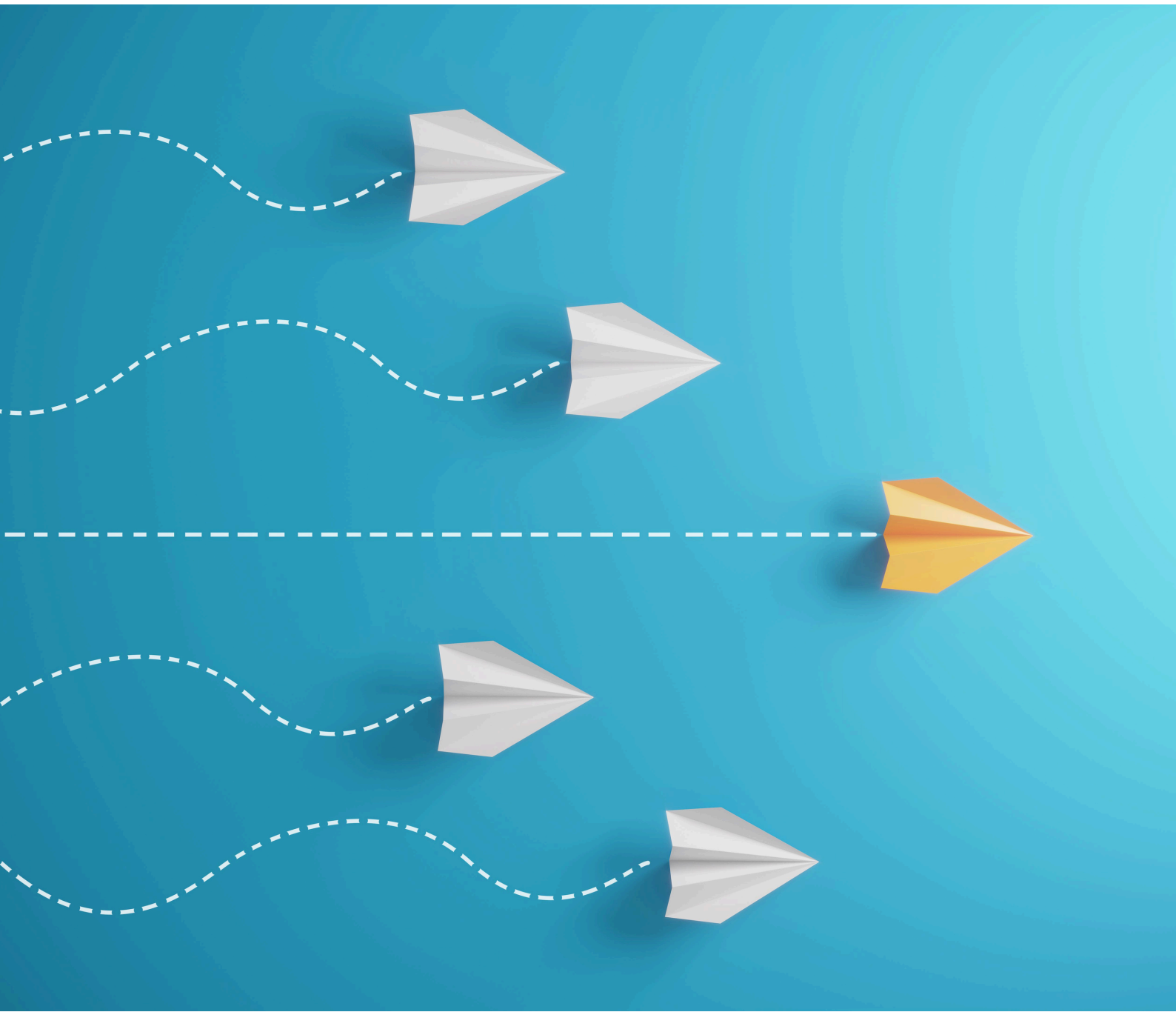
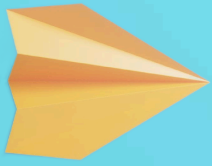




Employer Interview Guide 2025

TOOLS & ADVICE FROM RECRUITMENT SPECIALISTS





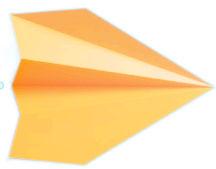
Welcome!

Why have job interviews stayed the same when the way we work has changed dramatically?

In this guide, our recruitment team look at job interview techniques and considerations for 2025.

Acclaimed Workforce specialises in servicing the manufacturing, warehouse and logistics, and wine sectors and this guide is tailored to recruiting skilled and semi-skilled workers.

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START WITH THE Role Requirements

While this guide may focus specifically on interviews, it is important to acknowledge that interviews are just one element of the recruitment process. You will need to ensure your interview design aligns with the role, organisation, and Australian employment legislation.

The Role

Understanding the role requirements is critical. If you're replacing someone, take the time to review the existing job description.

- Use the Start, Stop, Continue framework to refine the role
- Consider avenues for efficiency that may optimise current tasks and capabilities
- Are there any tasks that can be redirected or outsourced for better outcomes?
- Understand the physicality of the role

The Team

If this role is positioned within a team, it is worth reviewing the strengths, weaknesses, gaps and skill sets that comprise the team.

- What are the skill gaps in the team (not just the role)?
- Are there ways to restructure team responsibilities for progression, performance or efficiency?
- Does your current team demonstrate diverse perspectives, knowledge and ways of thinking?

Ideal Candidate

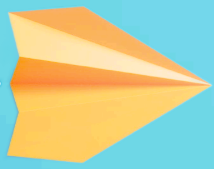
Keep the gender confidence gap in mind when finalising core criteria; 26% of women are unlikely to apply if they don't meet all.

- List 'non-negotiable' versus 'nice to have' skills, attributes and capabilities
- What flexibility or adaptations are you able to accommodate if any?
- Avoid recruiting the same type of person every time
- Consider shift work or irregular hours, who does this suit?

Future Requirements

Recruiting without considering future needs may lead to turnover, skill gaps or development challenges.

- Where is the organisation heading?
- What types of soft and technical skills will this role require in the future?
- Does the candidate have the potential to meet future needs? Can these skills be developed?
- What is the Workload or project length?



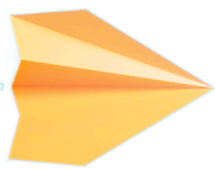
CONSIDERATION FOR Inclusivity

Diverse teams are more likely to perform at a higher level. Diversity Council Australia (DCA) defines inclusive recruitment as hiring practices that value diversity, are bias free and enable a diversity of talent to be sourced, assessed, selected and appointed.

3 million Australians are looking for work or want more work, with many overlooked by employers. According to DCA, they are most likely to be from marginalised groups, including:

- Aboriginal and/or Torres Strait Islander people
- Culturally and/or racially marginalised people
- Carers (of young children and sole parents)
- People from lower socio-economic backgrounds
- People with disability
- Transgender people
- People aged over 55 or under 25

Australians who belong to multiple marginalised groups are even more likely to be excluded. Accepting we all have biases creates awareness, and allows us to put processes in place to minimise them.



CONSIDERATION FOR Inclusivity

Minimise Bias

Know your bias hot spots

Identify any potential bias

Aspire to an open mindset

Consider in context of gaps in your team

Provide options

Ask if any adaptations are required

Allow choice of online or in person interview

Provide key questions prior to interview

Use alternative formats for relevant jobs

Create a process for assessment

Use selection criteria and scoring to evaluate

Compare horizontally, not vertically

Check your assessment with others

Check yourself on likability

Are you gravitating to candidates who work like you?

Avoid the 'easier now' decision over future needs

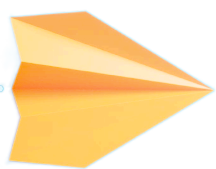
Are you selecting people who will simply conform?

Revisit and 'flip' it

Avoid decisions when you are tired or rushed

Would your decision change if profile (e.g. gender) differed?

See '[You Can't Ask That!](#)' for more on Protected Attributes. You will also need to consider the role. For example, you wouldn't provide questions in advance for a sales role, but you might for technology applicants or consider alternative formats.



PRE-SCREENING Saves Time

Where there are less requirements for a particular job and/or a greater volume of similar roles, it is more common to receive a higher volume of applications. In this scenario, job seekers are generally more likely to apply for more jobs at once.

This is why pre-screening is critical, whether via telephone, chatbot or questionnaire – it saves the employer and the job seeker valuable time. Both parties need to decide if they want to move forward.

- **Work rights/visa status**

If a candidate is not an Australian citizen or permanent resident, it is important to understand whether they have a visa to work, which visa they are on and it's expiration date to identify restrictions to work.

- **Relevant experience**

This is to ensure a candidate meets the basic standards for the role. i.e. do you have a valid forklift licence – when is it due for renewal?

- **Work location**

Some warehouse and manufacturing sites will not be located near public transport. Discussing the location of the workplace and how they will get there (i.e. own or public transport) will help the candidate make a decision about whether to progress.

- **Availability**

Many roles in this space will require an immediate start, or for candidates to start within a week. It is therefore essential to understand notice periods.

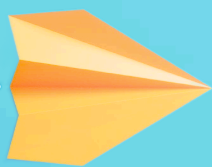
- **Salary/hourly rate**

Clarifying this is essential to ensure the candidate is still interested.

- **Next steps in the recruitment process**

Clearly communicating the steps of the recruitment process includes specific requirements e.g. police checks, drug and alcohol testing, functional capacity assessment (physical capability) or medical assessments. For example, forklift roles may require drug and alcohol testing while roles requiring physical labour, may mean a candidate needs to complete a medical assessment.

It is common for either the employer or the candidate to opt out at the pre-screening phase, as both parties gain more clarity about the role and requirements.

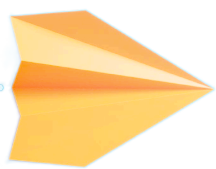


CONDUCTING AN Engaging Interview

As an interview is a two-way assessment, hiring managers need to create a positive experience! Applying for jobs can be exhausting, so being transparent about the process, inclusive, and respectful of people's time, helps ensure the best outcomes for everyone.

- **Be prepared, on time and focused:** being late, disorganised or distracted can make the candidate uncomfortable, rush answers and not feel valued.
- **Create and communicate the structure and process:** a typical structure will be in four parts - a short welcome (1 – 2 minutes), interviewer questions for the candidate, candidate questions for the interviewer, and next steps.
- **Communicate your expectations of the candidate:** use question exposition i.e. "this role requires...." before asking a specific question.
- **Set a timeframe and keep it:** a general guide is around 30 – 40 minutes maximum for entry or less skilled roles ranging up to 1 – 1.5 hours for highly skilled or senior leadership positions. If the interview needs to be extended, do so by mutual agreement.
- **Be kind and supportive:** providing a comfortable environment will help the candidate communicate more openly and facilitate rapport building.
- **Use positive body language:** maintain eye contact, lean in and nod, keep an open posture, display facial expressions that reflect understanding and actively listen.
- **Understand your company's overview and the purpose of the position:** Clearly articulate your company's elevator pitch and describe the role accurately.

A critical element to an engaging interview is selecting the right format and asking the right questions.



CONDUCTING AN Engaging Interview

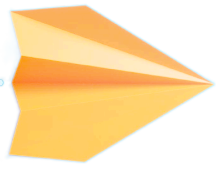
Interview Formats

Interviews are a means to assess a candidate's capability, motivation, and alignment with the organisation's values and purpose. But is this the most effective method?

For leadership, sales and collaborative roles for example, interviews can assist in assessing core skills for the job. They also enable hiring managers to drill down on skills, experiences and behaviours on the spot. Please note, interviews favour those with stronger interpersonal skills.

Interviews can be conducted virtually or in-person (with the latter not always possible), and there are pros and cons for each.

Virtual Interviews		In Person Interviews	
Pros	Cons	Pros	Cons
<ul style="list-style-type: none">• Time efficient• Flexibility – suits applicants with other commitments• Consistency – can interview all applicants from any location in same format	<ul style="list-style-type: none">• Less informal moments to build rapport• More distractions• Applicants don't get a feel for travel time/work environment	<ul style="list-style-type: none">• Observe body language and better gauge interpersonal skills• Opportunity to walk through workspace• Easier to build rapport – more opportunity for informal conversation	<ul style="list-style-type: none">• Risk of bias if you connect• Delays in availability and increased candidate effort• Increased pressure which may lead to poorer performance



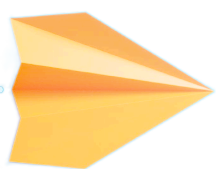
CONDUCTING AN Engaging Interview

Alternatives to Interviews

You may also wish to consider alternatives to interviews. These may work when interviewing for creative or detailed jobs (accounting, finance, data management, IT), or positions that will have a higher volume of entry level applicants with less experience (enabling organisations to consider more people).

Work Simulations/Take Home Projects		Video Interviews/Responses	
Pros	Cons	Pros	Cons
<ul style="list-style-type: none">• Can remove personality bias and help focus on capability• Assesses problem-solving, critical thinking, and time management• Can be a more suitable format for specific roles	<ul style="list-style-type: none">• May be perceived as unpaid work or exploitation• May favour those who process faster• More preparation required to develop activity and set assessment criteria	<ul style="list-style-type: none">• Candidates have more control over each response to a question• Can be conducted at a time that suits the candidate• Can follow up via telephone or interview for one or two candidates	<ul style="list-style-type: none">• Don't have the means to follow up/clarify on the spot• May throw some candidates who aren't expecting this• Will generally need to pay for interview software to coordinate this effectively

Work simulations and projects can be varied. Depending on the role it may include solving a problem or an on-site walk around as examples.



DEVELOPING JOB Interview Questions

There are four styles of interview questions: Skills, Motivational, Behavioural and Situational. To help people feel relaxed and gain performance insight, it is best to start with skills and behavioural-based questions, to put the candidate at ease. Situational questions will provide insight as to how they work, while motivational questions are useful to understand fit with the organisation, manager and team.

For each style, we've included a few example questions. You can select from these to design your interview questions: a maximum of 8 - 15 is recommended to allow time for follow up.

Skills

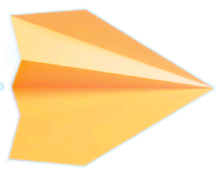
Understand skills, experience and capabilities.

- Tell me about the skills and experience you think will help you succeed in this role?
- What is one professional or technical skill you would most like to develop?
- How important has safety played in past roles?
- What's the most interesting project you've worked on?
- What are the key achievements in your last position, relevant to this role?
- Provide me with an example of when you showed initiative and took the lead.
- Describe a time when you anticipated potential problems and developed preventive measures.
- In your previous role what level of supervision did you have?
- How would your manager/coworkers describe you?

Behavioural

Understand typical or past behaviour in the workplace.

- Tell me about a time you identified a hazard at work? How did you address it?
- Tell me about a time you didn't deliver according to expectations. What did you learn?
- Recount a time when you successfully worked with a person who may not have liked you personally (or vice versa).
- Tell me about a time when you disagreed with your manager/a colleague? How did you manage it?
- Describe your leadership style?
- Describe high pressure project you worked on. How did you deal with the pressure to complete the task?
- Provide me with an example of a time when something you tried to accomplish failed.



DEVELOPING JOB Interview Questions

Situational

Understand responses to specific issues and challenges.

- Reflecting on your career and experience, what would you consider to be a notable highlight or major success?
- What would you do if you made recommendations in a meeting and your colleague disagreed with it?
- Do you prefer to work alone or in a team?
- If you saw a safety incident or a near-miss, what would you do afterwards? How would you make sure it did not happen again?
- In your current role, is there a time you had to overcome a specific challenge? How did you overcome it?
- If you noticed the quality of the work was not meeting company standard, how would you fix the situation?
- If you were operating machinery and it broke down, what steps would you take keep the area safe and fix the issue?

Motivational

Understand key drivers and typical past behaviour in the workplace.

- What attracted you to this role?
- Why are you considering a change/leaving your current job?
- What aspects of your previous role did you most enjoy?
- What aspects of your previous role did you most enjoy?
- What are your career goals, and how does this role fit in with those goals?
- What motivates you at work?
- How do you organise your day/week/month?
- In jobs that are quite repetitive how do you keep yourself motivated?

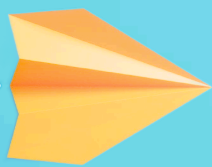
To help the candidate feel satisfied with the interview, it is always a good idea to finish with:

Do you have anything else you would like to add about your skills or experience?

Once you have put together a list of questions, ask yourself:

- Can I ask this question? (See 'You Can't Ask That')
- Is this question reasonable?

For more question ideas and to collate interview questions, Seek has an [interview building tool](#) that you might find useful. We encourage you to customise questions.



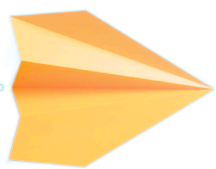
SAMPLE LIST Questions

1. What attracted you to this job / and why are you considering a change?
2. Can you walk me through your experience which you consider is relevant for this job?
3. What do you see as your key strengths and attributes?
4. How do you prioritise safety while you are working?
5. Describe a high-pressure job you worked on. How did you deal with the pressure to complete it?
6. Tell me about a time you identified a hazard at work. How did you address it?
7. What is the most physical job you have undertaken, and how did you manage it?
8. How do you deal with sudden change? Particularly in work processes or procedures?
9. How does this job compare with other jobs you're currently considering?
9. What are your expectations for salary/hourly rate? What are you currently earning?
10. What are your expectations for salary/hourly rate? What are you currently earning?
11. What is your availability and what stage are you at with your job search?
12. Do you have any medical conditions that would mean you would not be able to fulfil this role?
13. Do you have anything else you would like to add about your skills or experience?
14. Do you have any questions for me/us?

Additional tips for clarifying capabilities

Reverse STAR - You may be familiar with the STAR approach to responses – Situation, Task, Action and Results, but not every candidate will answer using this technique. To ensure this information is gathered, the interviewer can use STAR to follow up.

Clarify Contribution - Ask how many people worked on a task or project they may cite, and the specifics of the candidate's contribution.



YOU CAN'T Ask That

With so many changes to the Fair Work Act in recent years, some hiring managers may have missed the introduction of **new protected attributes** in 2022, highlighted below.

Protected attributes under the Fair Work Act are race, colour, sex, sexual orientation, age, physical or mental disability, marital status, family or carer's responsibilities, pregnancy, religion, political opinion, national extraction, social origin, with more recent additions of breastfeeding, gender identity, intersex status and experiencing family and domestic violence. Mostly, you can't ask questions related to protected attributes.

You Can't Ask

Any question not relevant to the job or that are discriminatory, for example:

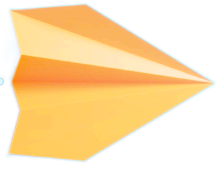
- How old are you?
- Are you pregnant?
- Are you married/in a relationship /have kids?
- Are you planning to have kids?
- What is your background?* What is your ethnicity?
- What is your gender?
- What religion are you? Are you religious? Do you go to church?
- Are you in a same sex relationship?
- Who do you vote for/what political party do you support?
- Are you a union member?
- Do you have a physical or mental disability?

*Unless you specifically ask "What is your work background?" it can easily be misinterpreted.

You Can Ask

There may be exemptions or broader questions you can ask, such as:

- Religious schools can ask and give preference to people of the same religion when selecting staff. However, it must be in "good faith" and "to avoid injury to the religious susceptibilities of adherents of that religion or creed".
- Physical capacity is allowed when related to specific job tasks, i.e. "Do you have any medical conditions that would mean you are unable to lift heavy items?" or "Is there any reason you might not be able to complete the duties required?"
- Do you need any adjustments to perform this role?
- What are your preferred pronouns? It is better to introduce yours first and not repeat the question if you've already been advised in the application.

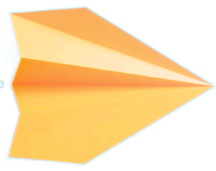


YOU CAN'T Ask That

The questions highlighted are just a few examples. Please note that legislation does allow for special measures to promote substantive equality for a group of people who have one (or more) protected attributes, for example, race, sex, disability may apply.

To ensure you are complying with the Equal Opportunity Act 2010 and lawful conduct as prescribed by Fair Work, stick to these three principles.

1. Ask questions that relate directly to the job requirements and the candidate's skills and experience.
2. If you're unsure about whether a question is appropriate, avoid asking it.
3. Respect the candidate's right to refuse to answer a question or raise a concern with the interviewer.



QUESTIONS TO EXPECT FROM Job Applicants

Like you, job applicants are also researching how to impress in job interviews. We've therefore compiled a list of questions job seekers are advised to ask employers in a job interview, so you're not caught off guard. Prepare how you will introduce yourself and know how to succinctly articulate the employee value proposition (EVP).

About the job and team

- What's the most important thing I should accomplish in the first 3 months/probation?
- How do you measure success in this role? What KPIs or goals will my performance be evaluated against?
- What are the most immediate projects that I would take on?
- What does a typical day/week look like?
- What training and career progression opportunities do you provide?
- Can you tell me more about the team I would be joining? How does the team fit within the organisation?
- How would you describe your management style?

About the company

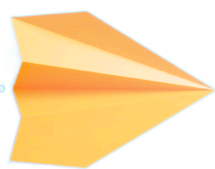
- What are the current goals that the company is focused on, and how does this team work to support achieving those goals?
- How has the company changed over the last few years?
- What are the company's plans for growth and development?
- Where do you think the company will be in five years?

Questions about organisational culture

- How do you typically onboard employees?
- What do new employees typically find surprising after they start?
- Why do you (the interviewer) like working here?
- What's different about working here than anywhere else you've worked?
- How has the company changed since you joined?
- What is the company's retention rate?

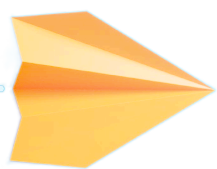
Other questions and negotiations

Candidates may also wish to negotiate other benefits, such as more flexibility, part time hours, salary, additional leave and other benefits. Don't mislead if you know you cannot accommodate a request, but it is also acceptable to say you will need to consider any requests.



JOB INTERVIEW Checklist

- ☐ **Job description and recruitment process**
Critical for interview preparation and candidate communications.
- ☐ **Finalise your interview questions, work simulation or project**
You may need to work interchangeably with establishing a criteria or system for assessment.
- ☐ **Establish criterion or scoring matrix for assessment**
Having this in place will help you to stay on track and reduce bias.
- ☐ **Undertake pre-screening**
Pre-screen prior to the interview to ensure you're not wasting everyone's time. Include asking about any red flags in the resume, work rights in Australia, licences or specific training, salary expectations and any adaptations to the role as described in the job advertisement.
- ☐ **Send candidate invitation and relevant information**
This may include the job description or documentation they need to bring with them to streamline the interview and is just common courtesy. It presents an opportunity to make a good impression and reduce 'no shows'.
- ☐ **Prepare for your introduction, EVP and candidate questions**
This doesn't need to take a lot of time, and for larger organisations, employment documentation or an EVP will already be available. Just check that you have the necessary answers.
- ☐ **Review resume and highlight any queries**
Review resumes in detail prior to an interview so you don't spend too much time going over written facts in the interview instead of gaining deeper insight.
- ☐ **Conduct interview and note key information**
Make careful notes of key information and be aware stored notes may be requested under the Privacy Act. Ensure you clarify salary expectations – many candidates forget to include Superannuation or other benefits. Check availability/notice period of current employer.
- ☐ **Communicate next steps**
Understand and communicate the recruitment process if a candidate is to progress. Follow up is important, even if to say you need more to make a decision.
- ☐ **Provide constructive feedback**
If a candidate is unsuccessful, provide constructive feedback. This includes positive feedback on where they performed well. If you're unsure this [AIHR advice](#) may be useful.
- ☐ **Make an offer and send documentation fast**
Employers often miss out on their preferred candidate because they don't prioritise recruitment or are indecisive. You may also appear disinterested or unprofessional if you take too long!



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