

| CANDIDATE | INTERVIEWER | DATE | STAGE |
|-----------|-------------|------|-------|
|-----------|-------------|------|-------|

INTERVIEW QUESTIONS · EMPLOYEE RELATIONS MANAGER

|    |                                                                                                                                                                                                                   |           |  |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--|
| 1  | Could you share an instance where you effectively resolved a workplace conflict through mediation? What strategies did you use to ensure a positive outcome?                                                      | 1 2 3 4 5 |  |
| 2  | How do you stay current with the laws and regulations affecting employee relations? Can you provide a scenario demonstrating how your experience in conflict resolution influenced your professional performance? | 1 2 3 4 5 |  |
| 3  | What metrics or indicators do you consider most important when conducting an employee satisfaction survey? And how have you used this data to improve workplace culture?                                          | 1 2 3 4 5 |  |
| 4  | Can you share an example of a proactive initiative you implemented to enhance employee engagement or satisfaction?                                                                                                | 1 2 3 4 5 |  |
| 5  | How do you handle a situation where an employee feels their grievance is not being taken seriously?                                                                                                               | 1 2 3 4 5 |  |
| 6  | Describe a time when you had to deal with a particularly sensitive issue. How did you ensure confidentiality and fairness during the process?                                                                     | 1 2 3 4 5 |  |
| 7  | What strategies do you employ to promote open communication between management and employees?                                                                                                                     | 1 2 3 4 5 |  |
| 8  | Can you give an example of a policy change you recommended based on employee feedback? How did you ensure the implementation of this change?                                                                      | 1 2 3 4 5 |  |
| 9  | In your opinion, what is the most challenging aspect of maintaining a positive workplace culture in a rapidly growing company? How would you address this challenge?                                              | 1 2 3 4 5 |  |
| 10 | How do you measure the success of your relations strategies and initiatives? Can you describe a situation where you had to adjust your approach based on these measurements?                                      | 1 2 3 4 5 |  |

OVERALL ASSESSMENT

| CRITERIA                                                                                  | SCORE (1-5) | NOTES |
|-------------------------------------------------------------------------------------------|-------------|-------|
| <b>Educational Background</b><br>Appropriate qualifications or training for the position. | 1 2 3 4 5   |       |
| <b>Prior Work Experience</b><br>Skills or qualifications acquired through past work.      | 1 2 3 4 5   |       |
| <b>Qualifications / Experience</b><br>The technical skills the position actually needs.   | 1 2 3 4 5   |       |

| CRITERIA                                                                           | SCORE (1-5) | NOTES                               |
|------------------------------------------------------------------------------------|-------------|-------------------------------------|
| <b>Problem Solving Abilities</b><br>Demonstrated critical problem-solving.         | ① ② ③ ④ ⑤   | <div></div> <div></div> <div></div> |
| <b>Communication</b><br>Team building and communication skills.                    | ① ② ③ ④ ⑤   | <div></div> <div></div> <div></div> |
| <b>Organizational Fit</b><br>Would this hire steer the organization the right way? | ① ② ③ ④ ⑤   | <div></div> <div></div> <div></div> |
| <b>Directional Fit</b><br>A step forward, or backward, in their career?            | ① ② ③ ④ ⑤   | <div></div> <div></div> <div></div> |

RECOMMENDATION

☐ Advance    ☐ Hold    ☐ Decline

1 = well below the bar · 3 = meets it · 5 = clearly above it

**AvaHR** — hiring software for teams without a recruiter  
Use the same scorecard for every candidate in this role.