

Professional Interviews Guidance for Interviewers

1. Introduction

1.1 Prior to the interview the Membership Department will ensure that each candidate meets the entry requirements for Full Membership and that the information they have provided in their application is satisfactory.

1.2 The Interview Panel will consist of three senior members of the Institution. Normally at least one member will have some knowledge of the candidate's area of expertise. This member of the panel should take the lead when asking questions about the candidates work experience.

1.3 Each member of the interview panel will be sent a copy of the candidate's application form (and supporting documents) prior to the interview. If panel members feel that the information provided is not adequate they should contact the Membership Department immediately. If the candidate is applying via the Experienced Practitioner Route panel members will also receive a copy of their expanded supporting statement.

1.4 If the applicant and interviewers are known to each other either professionally or socially, thus compromising a fair assessment by the panel, they are asked to contact the Membership Department prior to the interview.

1.5 Panel members will be advised to arrive at the interview venue 15 minutes before the first interview. This time should be spent discussing applications, preparing questions and allocating these to panel members.

2. Objectives of the Professional Interview

2.1 The interview should be conducted so as to enable applicants to demonstrate that during their employment they have:-

- i. developed and proved their technical competence, including the exercising of independent judgment requiring both practical experience and the application of theoretical principles;
- ii. attained an understanding of the required standards of a professional waste manager;
- iii. acquired an understanding of the industry beyond their own area of expertise. This should include financial, commercial, statutory, safety and environmental considerations.

2.2 Applicants should mainly be assessed on the criteria listed below:-

- Industry Knowledge
- Management Skills
- Technical Competence
- Professionalism
- Ability to Organise



- Independence and Awareness
- Communication
- Presentational Skills

More details of each of these assessment criteria can be found in Appendix 1.

2.3 Interviewers should bear in mind current legislation regarding equal opportunities and will judge applicants on their technical and professional merit regardless of racial or ethnic origin, sex, marital status, age, religion or disability.

3. The Interview

3.1. Interviews should last about 50 minutes, although they will normally be arranged at 60 minute intervals so as to give some flexibility over the timing.

3.2 The interview should be conducted in a formal but relaxed manner which enables the panel to get the best out of the candidate.

3.3 The Chair should introduce the panel and then invite the candidate to give a ten minute presentation. (See section 4). The candidate should then be asked questions on their presentation.

3.4 Interviewers should further explore the work history of the applicant from the information provided on the application form.

3.5 The panel should seek to ascertain the applicant's understanding of the wastes management industry beyond their own specific area of expertise. In preparation for their interview, candidates are advised that they will need to demonstrate a knowledge of wider waste industry issues. For reference, they are directed to this page on our website <http://www.ciwm.co.uk/ciwm/membership/industry-knowledge.aspx> to help them identify gaps in their knowledge.

3.6 The Institution does not wish to exclude specialists or those working in a narrow field but in all cases the candidate should be expected to demonstrate an understanding of the wastes industry as a whole. For example, a candidate from a waste collection background should not be expected to have detailed technical knowledge of waste treatment methods.

3.7 Candidates are not expected to have detailed knowledge of each of the areas listed (as mentioned above) but should be aware of a number them and be able to comment or have an opinion. NB it is not an exhaustive list and should be used as a guide only.

3.8 By asking open questions this should enable the candidate to express their breadth of knowledge, prove their understanding as well as offer their opinion and debate in open discussion. The panel should encourage candidates to provide their opinion and comment on current issues and topics identified on the list.

3.9 The questions asked should also enable the candidates to demonstrate an understanding of the latest wastes management legislation.



3.10 For those topics that are not their area of expertise they need to show an awareness – can they explain the key issues, give a brief insight or opinion about the topic to a non-waste professional. For example. Legislation – the candidate is not expected to have detailed knowledge of each regulation, directive etc., but they do need to demonstrate they are aware of the key pieces of legislation, and what it is trying to achieve.

3.11 The panel should discuss with the applicant their knowledge of the Institution, their reasons for joining, and what their contribution to the work of the Institution might be.

3.12 The panel should ask the applicant to outline his/her ambitions and aspirations for the future of their career, and how they might see it developing in the future.

3.13 The applicant should be given an opportunity to ask the panel any questions concerning the Institution and their application.

3.14 Interviewers should avoid asking candidate's questions which might encroach on the commercial confidentiality of the candidate's, or their employer's, business.

3.15 It is not practical or desirable for all interviews to be the same but interviewers should seek to maintain a consistency of approach and ensure that all candidates are questioned on the areas mentioned above.

4. Candidate's Presentation

4.1 At the start of the interview the panel should invite the candidate to give a ten minute presentation. The chairman should remind candidates of this time restriction and ensure they keep to it. The presentation should include a description of a specific project that the applicant has worked on which demonstrates their level of involvement in wastes management. Candidates will be advised to concentrate on a single project rather than give a summary of their career.

4.2 Those wishing to make computer aided presentations will be encouraged to use their own laptop and use it as a tabletop presentation, no projector will be provided. Candidates will be advised to provide each panel member with a hard copy of their presentation.

4.3 The panel should ensure that applicants focus on the work that they have personally been involved with and not the activities of the company or organisation they are employed by. The panel should direct questions to facilitate this.

4.4 The panel should then ask questions which will allow the candidate to expand on the key areas they have talked about.

5. Result of Interview

5.1 The panel should recommend one of the following:

- a) That the candidate be admitted to Full Membership



- b) That the candidate be admitted to an alternative non-corporate grade of membership. In these cases the panel should make suggestions as to how the applicants can progress to Full Membership in the future, which will include recommending a programme of Structured Learning and Development. The panel will also state whether or not the candidate will be required to attend a further interview.
- c) Graduate Members, applying to upgrade to Full Membership, who do not meet the required standard should be advised to undertake a further period of SLD. A full explanation of their weaknesses will be given to the candidate.

5.2 If the panel cannot all agree a majority decision will be acceptable.

5.3 Examples of options that are open to the panel when not recommending Full membership are:

- The candidate should attend three events on topics not related to their own area of work and no further interview is required. The events could be CIWM open meetings or other seminars or conferences.
- The candidate should undertake six months Structured Learning and Development. They should produce an updated development log prior to attending a further interview.
- The candidate should undertake one to two years Structured Learning and Development.

An updated development log and supporting statement should then be submitted prior to a further interview.

The final recommendation will depend on the performance of the candidate and by how much they have failed to meet the entry criteria.

6. Completion of Interview Control Sheets

6.1 The Chairman of the panel should complete the Control Sheet provided by the Membership Department. If the panel is not recommending the candidate for Full Membership they should include the following information on the control sheet:

- a) An alternative grade of membership. This will either be Graduate or Licentiate membership. Licentiate Membership can be offered to those candidates who have undergone a period of post graduate vocational training. If the candidate is applying via the Experienced Practitioner Route then the alternative grade will normally be Associate Membership.
- b) Reasons for not recommending Full Membership. This should include an explanation of which assessment criteria were not met and an explanation of the reasons why the candidate was referred.
- c) Advice on how the candidate can progress to Full Membership in the future. This will normally include a period of Structured Learning and Development and the panel should specify the length of the period of development required and whether or not the candidate should be required to attend a further interview.



- d) Interview panels should take particular care when referring candidates that are already Graduate Members. The panel should specify precisely which areas need to be developed before the candidate can be admitted to Full Membership. The information included in this section will be used by the Membership Department to explain to the candidate why they have not been offered Full Membership.

6.2 The Control Sheet should be signed by all members of the panel and returned to the Membership Department as soon as possible. Candidates are advised that they will be informed in writing of the result of their interview within 7 working days.



Appendix 1 - Assessment Criteria

1. Industry knowledge

Demonstrate an appreciation of the waste industry beyond your own particular area of expertise and show that you have an up to date knowledge of key developments and issues. Show that you understand where you and your role fit in the bigger picture of the wider waste industry.

2. Management skills

Demonstrate an ability to manage yourself, your resources and your time. Management skills may include managing people, but are not limited to this. Management skills could include project management, finance management, customer management, logistics management and dealing with members of the public, for example, managing communication campaigns.

3. Technical Competence

Demonstrate technical expertise and competence in your specific field of the wastes industry by showing that you have a high level of knowledge and understanding applicable to the work that you do to carry it out to the expected professional standard.

4. Professionalism

Demonstrate a commitment to achieving and maintaining professional standards by showing how you keep up to date with industry developments and maintain continuing professional development. Demonstrate an understanding of CIWM, its code of conduct and Royal Charter and a commitment to your career and employer.

5. Ability to organise

Demonstrate an ability to manage yourself and your projects, through planning and delivery of new and on-going work that is assigned to you.

6. Independence and Awareness

Demonstrate your ability to form and express an independent opinion and be able to justify these opinions. Through your own thoughts and ideas about industry developments, demonstrate an appreciation and understanding of the wider waste industry and what is currently topical. Candidates are expected to form independent judgement and opinion which may be different from members of the interview panel and other industry colleagues.

7. Communication

Demonstrate the ability to communicate thoughts, ideas and opinions clearly, keep communications relevant to the target audience and suitable for the occasion.

8. Presentational skills

Demonstrate effective delivery of a quality presentation through relevance and content. Show consideration to the importance of preparation, working within specified timescales and the target audience.

