



Interview & Selection Capability

Better-prepared candidates.
Stronger boards.

Practical development for internal candidates and interview boards—supporting confident participation, consistent assessment and fair, defensible decisions across competency- and capability-based selection.

Fair selection depends on both sides of the interview being equipped to participate well.

Internal candidates may know the organisation and their role well, yet struggle to interpret criteria, recognise their strongest evidence or communicate it confidently. Boards must assess that evidence consistently and fairly.

01 Published competencies or emerging capabilities can feel unclear.

02 Capable employees may underestimate their evidence and competitive advantage.

03 Confidence and interview structure can obscure genuine capability.

04 Boards may interpret criteria, probing and scoring differently.

05 Organisations need fairness, consistency and a credible candidate experience.

CONFIDENT CANDIDATES

STRONGER EVIDENCE

FAIRER DECISIONS

Two audiences. One fairer selection system.

The service works with the organisation's existing framework—whether it uses established competencies, newer capability language or a blend of both.

It develops two distinct but connected groups:



Candidate development does not disclose questions or confer privileged advantage. It helps existing employees communicate evidence they already possess—improving confidence, equity and the quality of evidence available to the board.

Selection capability is built through understanding, practice and reflection.

Both routes use realistic, relevant practice. Participants understand the criteria, apply learning to authentic examples, receive feedback and leave better prepared for the live selection process.



THE H-SUITE LEARNING CYCLE

APPLIED TO COACHING AS A LEADERSHIP CAPABILITY



Leadership capability is developed through **repeated cycles** of learning, application and reflection—not through classroom learning alone.

Focused content for candidates and boards.

01	CRITERIA	Competencies, capabilities, behavioural indicators and what strong evidence looks like.
02	EVIDENCE	Candidate evidence banks, strengths and impact; board listening, capture and fair probing.
03	PRACTICE	Structured examples, realistic questions, follow-up probes, feedback and refinement.
04	CONFIDENCE	Candidate presence, nerves and competitive advantage; board confidence and candidate care.
05	JUDGEMENT	Evidence versus inference, scoring, calibration, bias, governance and decision records.

Content is tailored to the organisation’s published framework and selection process. Modules can be combined or adapted for different grades, functions and levels of experience.

Two clear routes, tailored to the organisation.

01 INTERNAL CANDIDATE DEVELOPMENT

Existing employees preparing for competency- or capability-based interviews.

Criteria, evidence, competitive advantage, structured answers, confidence and practice.

OUTPUT Clearer evidence, greater confidence and stronger internal mobility.

02 INTERVIEW BOARD CAPABILITY

New or experienced board members responsible for fair, consistent selection.

Criteria, question design, probing, evidence, scoring, bias, governance and records.

OUTPUT Consistent assessment, stronger candidate experience and defensible decisions.

+ COMBINED ORGANISATIONAL PROGRAMME

The two routes can be commissioned together while remaining clearly separated.

Shared standards, with appropriate boundaries around fairness and confidentiality.

OUTPUT A confident internal process without coaching candidates to a predetermined answer.

Candidate route: criteria • competencies or capabilities • strengths • evidence • structure • confidence • practice
Board route: questions • probing • listening • evidence • scoring • bias • governance • records

Trusted across complex public-sector selection environments.

CLARE & KILKENNY COUNTY COUNCILS

Extensive development for internal candidates across multiple programmes helped employees interpret competencies, recognise their evidence and approach interviews with greater confidence. Feedback also pointed to a wider boost in confidence and morale.

INTERNAL CANDIDATES • CONFIDENCE • REPEAT
WORK

KILKENNY • CLARE • CORK

Interview-board training strengthened questioning, probing, evidence assessment and scoring across public-sector selection environments. Repeat invitations demonstrate continuing confidence in H-Suite's practical, credible approach.

BOARD CAPABILITY • PUBLIC SECTOR • RETURN
WORK

Additional experience includes interview development within wider management programmes for the National Transport Authority. The offer can also be adapted for private-sector organisations using competency- or capability-based selection.

Experienced practitioners in selection, talent and people development.

Ciarán Hourican

Lead Practitioner
Interview & Selection

Lead practitioner for candidate and interview-board development. Ciarán combines competency-based expertise, practical facilitation and confidence-building to help people communicate strong evidence—and help boards assess it fairly.

Margaret Collins

Chartered HR &
Organisational Development Consultant

Chartered HR and organisational-development consultant with senior expertise in recruitment, talent, competency-based performance, leadership development and employee relations.

Liz Kingston

HR Consultant &
Management Development Specialist

HR consultant and management-development specialist bringing senior experience in recruitment, selection, performance management, employee relations and manager capability.

THE NEXT STEP

We review the organisation’s selection framework, participant groups and governance context—then design candidate development, board capability or an integrated programme with clear boundaries, shared standards and measurable outcomes.

- Clarify Direction
- Restore Agency
- Build Capability
- Sustain Movement