



# Post Office Manager

## Interview Guide

Candidate name: \_\_\_\_\_

Interviewer name: \_\_\_\_\_

Date: \_\_\_\_\_

# Interview Summary Sheet

Summary across all competency areas – please complete to support the candidate feedback process

Strengths	Development Areas

Please complete the candidate ratings in the boxes provided:

Our business: Understanding and interest in our business.	<input type="checkbox"/>
Our Customers: Considering our customers’ perspectives.	<input type="checkbox"/>
Our Community: Considering how best to interact with the local community.	<input type="checkbox"/>
Leading the Team: Engaging and motivating the team.	<input type="checkbox"/>
Teamworking: The extent to which you work effectively with others to achieve the best outcome.	<input type="checkbox"/>

# Rating Scale for Evaluating Performance

**Summary across all competency areas** – please complete to support the candidate feedback process

1 Significantly below expectations	2 Below expectations	3 Meets expectations	4 Above expectations	5 Significantly above expectations
Mainly negative evidence is provided; or a lack of positive evidence demonstrated. Lack of evidence is considered to be a negative.	Generally negative evidence is provided or there is a lack of evidence; however some positive evidence is provided	There is a balance of evidence across the competency. This could either be a balance of evidence for each indicator, <b>OR</b> some positive evidence and some negative evidence	Generally positive evidence is provided however some negative evidence is provided, or there is a lack of evidence in some areas	Mainly positive evidence demonstrated across all indicators, with limited negative evidence demonstrated

## Rating the interview

- Review your notes as a refresher about the evidence obtained in the exercise.

For each competency:

- For each behavioural indicator listed decide where on the scale the candidate performance sits best. Each row represents a behavioural indicator, and each has descriptions about what candidates may be doing/not doing to get a '1', '3' and '5' for the indicator.
  - Add the 'scores' for each indicator included under the competency
  - Using the conversion scale provided for each competency area determine what the overall rating is
  - Consider this in relation to the evidence you have to ensure that it is the right rating.
- 
- A rating of '3' in a competency represents the benchmark for adequate performance in the role
  - Complete the evidence sections for each competency. If a candidate has demonstrated particular positive or negative indicators, each should be supported by evidence. Complete this process for each of the competencies.
  - Please remember that the supporting evidence provided is to justify the rating provided, and this information will be referred to should a hiring decision be challenged by a candidate.

# Our Business

Is a champion of our organisation; understands the organisation's objectives and how they and their actions can help make our organisation more successful; is passionate about working for the group

## Questions - 10 minutes

### EXTERNAL CANDIDATES

Why do you want to work for The Co-op?

(Probes)

- Please tell us what you know about our business. You can include information about the Group and our Food Stores in particular.
- What is your understanding of our objectives and how we operate?
- What differentiates us from other food retailers?
- Why did you decide to apply for the Post Office Manager role?
- What is it about the Post Office Manager role that particularly interests you?



# Our Business

Is a champion of our organisation; understands the organisation's objectives and how they and their actions can help make our organisation more successful; is passionate about working for the group

## Questions - 10 minutes

### INTERNAL CANDIDATES

Why do you enjoy working for The Co-op?

(Probes)

- Please tell us what you know about our business. You can include information about the Group and our Food Stores in particular.
- What is your understanding of our objectives and how we operate?
- What do you think particularly differentiates us from other food retailers?
- Why did you decide to apply for the Post Office Manager?
- What is it about the Post Office Manager role that particularly interests you?

# Our Business

Is a champion of our organisation; understands the organisation's objectives and how they and their actions can help make our organisation more successful; is passionate about working for the group

A	Demonstrates limited knowledge of the Co-op and The Co-op Group as a whole (e.g. makes no reference to the co-operative/mutual member-based model, ethics or other organisations in the group, or only mentions one thing).		Demonstrates knowledge of Co-op Food and The Co-op Group (discusses a range of the following: ethics, co-operative/mutual member-based model, focus on the environment, animal welfare, ethical trading, fairness, social justice and responsibility, the other organisations in The Co-op Group family of businesses)		Detailed knowledge of Co-op Food and the wider Group (e.g. discusses a range of the following: ethics, co-operative/mutual member-based model, focus on the environment, animal welfare, ethical trading, fairness, social justice and responsibility, the other organisations in the Group)
1	No evidence OR 1	2	3	4	5
B	Displays little/no enthusiasm for working in the post office industry or for the Co-op.		Enthusiastic about working for the Post Office (e.g. uses positive language and links some points to own experience/motivations).		Significant enthusiasm/passion for working for the Co-op (e.g. very positive language, has a personal 'story' about why it is important to them, links points to experience/motivations).
1	No evidence OR 1	2	3	4	5
C	Provides limited evidence of motivation to work in the Post Office Manager role or knowledge of the role (e.g. It is not enough to say 'I love working in retail').		Evidence of motivation to work in Post Office Manager role (e.g. knowledge of the role, some evidence of linking back to personal motivation or career aspirations). NB To get a '3' they need to explain why, not just 'it is a good next move for me'		Conveys significant enthusiasm/motivation for working in the Post Office (e.g detailed knowledge of the role, significant research, very positive language, has a personal 'story' about why it is important to them, links points to experience/ motivations/ career aspirations)
1	No evidence OR 1	2	3	4	5
	Total Score (add each score awarded above)				/15

	1: Significantly below expectations	2	3 : Meets expectations	4	5 Significantly above expectations
POM	1-3	4-6	7-9	10-13	14-15

# Our Customers

Puts the customer first, recognising how their actions affect the customer experience;  
works to provide the best outcome for customers, always looking to enhance the customer experience

## Questions - 10 minutes

### COMPETENCY QUESTION

Describe a time when you've had to encourage and support your team to develop positive and meaningful relationships with customers in response to negative customer feedback.

(Probes)

- What was the situation?
- What specific actions did you take, personally, to develop the relationships?
- What advice and support did you offer to the team?
- What was the impact on the business?

# Our Customers

Is a champion of our organisation; understands the organisation's objectives and how they and their actions can help make our organisation more successful; is passionate about working for the group

A	<b>Prioritises completion of processes/ tasks over the customer experience.</b>		<b>Highlights the importance of being available for customers so they feel valued,</b> prioritising their experience over other tasks in the day.		<b>Visibly demonstrate their commitment to customer service</b> (e.g. making time to talk to customers, planning their time to spend more time at the counter etc.).
1	No evidence OR 1	2	3	4	5
B	<b>Provides limited evidence of encouraging the team to develop meaningful relationships</b> or use existing relationships to increase customer understanding.		<b>Encourages the team to take time to talk to customers to develop meaningful relationships/use</b> their existing relationships to increase understanding of the customer perspective.		<b>Provides guidance about how to develop meaningful relationships with customers/build on positive relationships to improve sales</b> (e.g. asking people what they like about the post office, what they would improve ect)
1	No evidence OR 1	2	3	4	5
C	<b>Is unsupportive to the team, questioning their relationships with customers</b> (e.g. in response to complaints, may suggest to the team member that they were distracted with a busy workload on that day and may have not been as polite as usual to the customer).		<b>Provides appropriate support to team when in challenging situations with customers,</b> (e.g. allowing them to talk about what happened/their experience and suggesting how they might deal with customers (e.g. listening to them,		<b>Supports and coaches individuals to manage angry customers</b> (e.g. listens/ encourages the individual to work out for themselves the best way to deal with the issue in the first instance, to consider the implications of suggestions etc.)
1	No evidence OR 1	2	3	4	5
	Total Score (add each score awarded above)				/15

	1: Significantly below expectations	2	3 : Meets expectations	4	5 Significantly above expectations
POM	1-3	4-6	7-9	10-13	14-15

# Our Community

Understands the local community. Finds ways to be involved with community initiatives, and to involve the community with The Co-op.

Approx 5 minutes

## Scenario-based questions

You've recently started as a Post Office Manager, alongside a Store Manager. You've been asked to increase the stores involvement in the local community by the Area Manager.

How would you do this?

(Probes)

- What are the priority actions you would take?
- Why do you think it is important to have links to the local community?
- Who do you think it may be important to build relationships with?
- How would you approach the different conversations?
- How would you involve your team?

# Our Community

Understands the local community. Finds ways to be involved with community initiatives, and to involve the community with The Co-op.

A	Makes no reference to increasing own or team understanding of community priorities.		Acts to increase their/their team's understanding of the local community to find out what is important to people, to be able to tailor initiatives to meet needs.		Describes a range of actions that will help increase their/their team's understanding of the local community eg internal/external actions, through discussion, events, reviewing local news, meeting with local businesses/service providers.
1	No evidence OR 1	2	3	4	5
B	Demonstrates limited understanding of the importance of interacting with community groups.		Highlights the importance of building relationships with organisations/groups in the local community (e.g. police, schools, care homes etc.) to understand current needs requirements/issues		Highlights a range of benefits of building/maintaining relationships with organisations/groups in the community; (e.g. understand needs so can serve the community, creating win:win initiatives, enhance brand/reputation, profitability, differentiator)
1	No evidence OR 1	2	3	4	5
C	Does not suggest community initiatives or partnering with other local businesses/service providers.		Suggests the need to initiate community initiatives, eg working with other local businesses to share ideas.		Considers a range of community initiatives (e.g. charity work, presentations, events, notice board to share community messages)/who they may look to work with (e.g. other local shops, schools, police, charities).
1	No evidence OR 1	2	3	4	5
	Takes sole responsibility for community initiatives without involving the team		Creates opportunities to involve the team e.g. collaboration with the Food store		Empowers the team to get involved/ take responsibility for community projects
1	No evidence OR 1	2	3	4	5
	Total Score (add each score awarded above)				/15

	1: Significantly below expectations	2	3 : Meets expectations	4	5 Significantly above expectations
POM	1-3	4-6	7-9	10-13	14-15

# Leading the team

Engages the team with our vision and strategy; acts as a role model and holds the team to account.

**Approx 5 minutes**

## **Competency-based questions**

You've recently noticed a colleague has had significant cash losses on the till, and is not performing to the required standard.

**How would you approach this conversation with the colleague?**

(Probes)

- What information did you review?
- What style did you adopt in the meeting?
- What measures would be you put in place?
- What would be the desired outcome?

# Leading the team

Engages the team with our vision and strategy; acts as a role model and holds the team to account.

A	<b>No reference to the situation.</b> e.g. no investigation into the cash loss		<b>Reviewed system information.</b> e.g. Balance checks, figure gathering, checking process and logs		<b>Additional monitoring and observations before meeting.</b> e.g. increased checks before meeting, review time and shift patterns
1	No evidence OR 1	2	3	4	5
B	<b>Adopts a tell attitude.</b> e.g. You are..., unfriendly, closed conversation, no open questions, no solutions or suggestions		<b>Open discussion.</b> e.g. colleague given time to explain situation into what's happened, considers colleagues personal circumstances, reviews training and rota, works together to find solution		<b>Open discussion and encouragement.</b> works with the colleague to build a solution to improve their performance and/or situation, helps motivate and encourage them
1	No evidence OR 1	2	3	4	5
C	<b>No discussion</b> of development plan or measures to support them in their role		<b>Puts in place a development plan</b> and specific measures to help colleague to improve performance		<b>Clear action plan.</b> e.g. discusses PDP, includes training and process measuring, understands and review the plan regularly, on going performance meetings, motivates colleague to i want to improve
1	No evidence OR 1	2	3	4	5
	Total Score (add each score awarded above)				/15

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# Team working

Works effectively with others in the team, joining forces with the right individuals to achieve outcomes; influences others of their opinion, while working together to achieve the best outcome.

**Approx 5 minutes**

## **Competency-based questions**

**Tell me about a time you and your team have worked towards a challenging target**  
(Probes)

- What was the team working towards?
- What contribution were you able to offer?
- How did you engage the team to improve?
- How did you remain positive during the situation
- What did you do to ensure your team continued to perform?

# Team working

Works effectively with others in the team, joining forces with the right individuals to achieve outcomes; influences others of their opinion, while working together to achieve the best outcome.

A	Sits back and lets the team do all the work and offers little advice and guidance to the situation		Contributes to the target and actively plays a part in the success of delivering it		Supports and influences the team, actively participates in the challenge, motivates team, rewards and recognises success,
1	No evidence OR 1	2	3	4	5
B	<b>No team meetings.</b> e.g. No targets set, lack of communication, no progress, takes it all on themselves to deliver		<b>Good communication.</b> e.g. daily meetings, active listening, positive environment making, delegates champions to the work, considers teams ideas and opinions - lets them run with it		<b>Helps to roll out ideas across the wider business.</b> e.g. implements learnings to other stores and areas, consistently sets stretch targets, further incentivises performance
1	No evidence OR 1	2	3	4	5
C	<b>No Reviews.</b> e.g. no continued team involvement, no targets or stretch targets, no reward or recognition		<b>Continued review and progress.</b> e.g. keeps the team champions engaged, keeps service at the forefront		<b>Trusts and lets the team take ownership.</b> e.g. empowers teams to make the decisions and to build the plan, celebrates the successes within the team and recognises individual performance
1	No evidence OR 1	2	3	4	5
	Total Score (add each score awarded above)				/15

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