Interview Format Guidelines — Northbridge Advisory Partners

Document Owner: Talent Acquisition Lead, Talent Acquisition **Last Updated:** Current debrief and interview format version **Applies to:** All client-service practice hires (Grade 6 and above) **Status:** Current (pending upcoming review cycle)

1. Interview Structure

All client-service practice hires at Grade 6 and above must complete a minimum three-stage interview process:

Stage	Purpose	Duration	Panel Size
Technical Screen	Assess technical skills and domain knowledge	45 min	1-2
Case & Competency	Assess consulting judgment and experience depth	60 min	2
Leadership & Fit	Assess stakeholder skills, adaptability, and cultural alignment	45 min	2

Stages may be conducted on separate days or combined into a single assessment day at the hiring manager's discretion.

2. Evaluation Scale

Current Scale (effective current interview cycle)

All interviewers must rate each criterion using the three-level behavioural scale:

Rating	Definition
Strong	Candidate provided specific, verifiable evidence that fully meets the criterion. Examples were detailed, outcomes were measurable, and the candidate clearly owned the described work.
Partial	Candidate provided some relevant evidence but with gaps: missing specifics, unclear ownership, outcomes not quantified, or evidence that only partially addresses the criterion.
Weak	Candidate could not provide relevant evidence, gave only theoretical or generic responses, or the evidence provided contradicts the criterion requirements.

Legacy Scale (deprecated prior interview cycle)

Note: The legacy 5-point numeric scale (1 = Poor, 2 = Below Average, 3 = Meets Expectations, 4 = Exceeds Expectations, 5 = Outstanding) was retired in a prior interview cycle. Some ATS scorecard templates still display this scale due to pending change request CR-2026-0041. Interviewers who encounter the legacy template should use the three-level scale above and note the mapping issue on their scorecard.

Approximate mapping (for reference only):

- 1-2 maps to Weak
- 3 maps to Partial
- 4-5 maps to Strong

3. Scorecard Completion Requirements

- All interviewers must submit completed scorecards within **24 hours** of the interview
- Every criterion assigned to the stage must have a rating and at least one supporting evidence note
- If a criterion cannot be assessed (e.g., time ran out), the interviewer must mark it as **"Not Rated"** with a reason
- Incomplete scorecards will be flagged by the Talent Acquisition Lead before debrief scheduling

4. Debrief Timing and Format

- The debrief must occur within **48 hours** of the final interview stage
- The Talent Acquisition Lead (or delegated Recruiter) facilitates the debrief
- All panel members should attend; if unavailable, their scorecard is read into the record
- Debrief duration: 30-45 minutes

5. Consensus and Recommendation Rules

The debrief must conclude with one of three recommendations:

Recommendation	Criteria
Hire	All must-have criteria rated Strong or Partial by majority of panel. No criterion rated Weak by more than one interviewer.
Hire With Conditions	One or more criteria has unresolved disagreement or insufficient evidence. Conditions (e.g., reference check, additional assessment) must be specified and assigned an owner.
Do Not Hire	Two or more must-have criteria rated Weak by majority of panel, OR a critical criterion (as defined by the hiring manager) rated Weak by any interviewer.

Important: These thresholds are guidelines. The hiring manager has final authority but must document the rationale if overriding the threshold recommendation.

6. Documentation

The final debrief output must include:

- Summary of panel assessment per criterion
- Areas of agreement and disagreement
- Open questions and follow-up actions
- Hiring recommendation with supporting rationale
- Sign-off by the hiring manager

Legacy note: Before the current structured debrief format was introduced, debrief summaries were free-form email threads between panellists. The structured debrief format described in this document is mandatory for all interviews in the current interview cycle onward. Some hiring managers may still send informal email debriefs — the Talent Acquisition Lead should redirect these to the structured format.

7. Scoring Calibration

Status: Planned for the upcoming review cycle

A scoring calibration exercise is planned for the upcoming review cycle to align rating standards across practices. Until calibration is complete, interviewers should:

- Refer to the rubric definitions in the structured interview guides for each role
- Avoid inflating ratings to avoid difficult debrief conversations
- Flag any criteria where they are unsure of the appropriate rating threshold
- Consult the Talent Acquisition Lead if the three-level scale feels insufficient for a nuanced assessment

8. Post-Decision Record Keeping

- The signed debrief summary must be uploaded to the ATS within 3 business days
- All raw scorecards are retained for 12 months per data retention policy HR-DRP-004
- Candidates not selected may request feedback; only information from the debrief summary (not raw scorecards) may be shared

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This document is maintained by the Talent Acquisition team. For questions or exceptions, contact the Talent Acquisition Lead, Talent Acquisition.