

HR Professional interview checklist

HR hiring usually runs as a screening call, a functional round with the HR manager or HR business partner, and a final round with a department head, sometimes with a case exercise.

10 QUESTIONS TO PRACTISE OUT LOUD

1. Walk me through how you run an end-to-end recruitment for a new role.

What it checks: Whether you run hiring as a structured process with the hiring manager, from job definition to joining, rather than just forwarding CVs.

2. Tell me about a time a manager wanted to fire someone without following the process.

What it checks: Whether you can push back on a senior manager, protect the company from risk, and still help the manager solve the real problem.

3. Why do you want to move into this HR role at our company?

What it checks: Whether you understand the scope of this role and the company's stage, and can connect it to a clear direction in your HR career.

4. How do you calculate the attrition rate, and what do you do with it?

What it checks: Whether you know a standard HR metric correctly and can move from a number to analysis and action.

5. Describe a conflict between two employees that you helped resolve.

What it checks: Whether you stay neutral, listen to both sides, and focus on workable agreements instead of blame.

6. What salary are you expecting for this HR role?

What it checks: Whether you can discuss pay professionally, give a reasoned figure, and show you understand how CTC and take-home differ.

7. How do you conduct a disciplinary enquiry for alleged misconduct?

What it checks: Whether you follow natural justice and the company's standing orders or policy, so that any action taken is fair and defensible.

8. Tell me about a time you had to fill several positions urgently.

What it checks: Whether you can deliver hiring volume under pressure while keeping quality and a good candidate experience.

9. What is your notice period, and could you negotiate an earlier release?

What it checks: Whether you are honest about your availability and professional about how you will leave your current employer.

10. What is your role when a sexual harassment complaint is received?

What it checks: Whether you understand the POSH framework, respect the Internal Committee's role, and protect confidentiality and the complainant from retaliation.

TIPS FOR THIS INTERVIEW

- Know your numbers: headcount you supported, time to fill, attrition, offer-joining ratio, and payroll accuracy. Interviewers ask for them and they make your answers credible.

- Revise the basics of PF, ESI, gratuity, POSH and the disciplinary process, but say you check current thresholds, because rules and limits change.
- Prepare two stories where you pushed back on a manager or leader for fairness or compliance, because HR interviews almost always test this.
- Be ready to calculate attrition, average headcount or a simple CTC break-up on paper, as some panels give a short case or numbers exercise.

THE DAY BEFORE

- ☐ Confirm the time, venue or video link and the interviewer's name
- ☐ Plan your route and leave time for traffic, or test your camera, microphone and internet
- ☐ Keep copies of your resume, ID proof, certificates and photographs in a folder
- ☐ Iron your clothes and charge your phone and laptop
- ☐ Do one final run-through of your introduction, then stop and rest

ON THE DAY

- ☐ Arrive 15 minutes early, or log in 5-10 minutes early for a video call
- ☐ Greet everyone politely, including the receptionist or coordinator
- ☐ Listen to the full question, pause, then answer in a clear structure
- ☐ Take brief notes of names and key points
- ☐ Ask your prepared questions and confirm the next steps before you leave