Interview questions in advance, for every candidate

Three worries panels raise, answered, and four steps to do it.

OFTEN SAID	ACTUALLY
If we send the questions in advance, they'll memorise the answers, or use AI.	You're testing whether they can do the job. Follow-up questions on the day show you how they think.
If we do it for one candidate, it's unfair on the others.	Then do it for everyone. The law also allows you to treat a disabled candidate more favourably.
They seemed calm, so they were fine.	Don't judge someone's stress, or their ability, by how a neurotypical candidate would show it.

How to do it

1. **Send the questions to every candidate.**
   A few days before, at the same time for everyone.
2. **Ask follow-up questions on the day.**
   "Tell me more about that." "What would you do differently?"
3. **Score examples and reasoning.**
   Agree what a good answer contains before the first interview.
4. **Ask every candidate what else would help.**
   "Is there anything that would make the interview work better for you?"

> **A recent case.** In Bryce v Coventry City Council [2026] EAT 153, an appeal tribunal said an employer can't assume a neurodivergent candidate shows stress the way other candidates do.

Going further. I run this session privately for hiring managers and HR teams, using your own interview process. hughokeeffe.com/work-with-me

From The Small Print, a free monthly session for managers and HR on what to do when disability comes up at work. Hugh O'Keeffe, Disability, Access and Inclusion Consultant. hughokeeffe.com. I'm not a lawyer and this isn't legal advice. Use it as a way in, and get advice on anything already in dispute.