

Customer Service Representative · 45 minutes

The same eight questions for every candidate, a 1 to 5 rating scale for each question, space for evidence and a final weighted table. Swap the competencies, the weights, the questions and the anchors for the ones in your opening.

How to use this script

- Before: print or open one copy per candidate, fill in the details and reread the anchors of the rating scale.
- During: read each question exactly as written, allow silence, use the probes if the answer stays generic. Note verbatim phrases and mark the score as soon as the answer ends.
- After: complete the weighted table and the recommendation before opening the next interview or discussing it with anyone.

Interview details

Candidate	
Role	Customer Service Representative
Interviewer	
Format	Phone / video call / in person
Date and time	
Recording	Candidate informed and consent obtained: yes / no

Opening (3 minutes)

"I am going to ask you the same eight questions I ask every other candidate, in the same order, and I will take notes while you answer. Some of them will ask for concrete examples of situations you have been through; the more specific you are, the better. At the end you will have ten minutes for your own questions." If the interview is being recorded, this is where you tell the candidate and ask for consent.

Block 1 · Customer focus (weight 30 %) · 10 minutes

Question 1 · Behavioral

Tell me about a time when a customer was very upset about something that was not your fault. What did you do and how did it end?

What to listen for: Whether they separate the customer's emotion from the problem, whether they take ownership even though the cause was elsewhere and whether they close with a result. Probes: "what exactly did you say?", "what happened with that customer afterwards?".

1 · Below expectations	3 · Meets expectations	5 · Outstanding
Blames the customer or another department; describes no action of their own; the example is generic.	Describes a reasonable action of their own (listening, explaining, escalating) but with no clear result	Acknowledges the emotion, takes ownership of the problem, offers a solution within their authority,

	or follow-up.	follows up and reports the concrete outcome.
--	---------------	--

Score: ☐1 ☐2 ☐3 ☐4 ☐5

Evidence (verbatim phrases from the candidate):

Question 2 · Situational

Imagine a customer asks you for something company policy does not allow and insists on speaking to a manager. How do you handle it?

What to listen for: Whether they explain the reason behind the rule instead of hiding behind it, whether they offer alternatives and whether they know when to escalate. Probe: “and if they keep insisting?”.

1 · Below expectations	3 · Meets expectations	5 · Outstanding
Gives in to avoid the conflict or just keeps repeating “that is not possible”.	Explains the policy and escalates correctly, but offers no alternatives.	Explains the reason, offers one or two real alternatives and escalates in an orderly way, keeping the customer informed.

Score: ☐1 ☐2 ☐3 ☐4 ☐5

Evidence (verbatim phrases from the candidate):

Block 2 · Problem solving (weight 25 %) · 8 minutes

Question 3 · Behavioral

Tell me about a recurring problem you spotted in your work and what you did to stop it from happening again.

What to listen for: Whether they identified the cause and not just the symptom, whether the initiative was theirs and whether they measured the effect. Probe: “how did you know it was recurring?”.

1 · Below expectations	3 · Meets expectations	5 · Outstanding
Cannot find an example or describes a problem someone else solved.	Spotted the pattern and reported it or applied a partial fix.	Analyzed the cause, proposed and implemented a change (template, process, notification) and can say

		how much the problem dropped.
--	--	-------------------------------

Score: ☐1 ☐2 ☐3 ☐4 ☐5

Evidence (verbatim phrases from the candidate):

Question 4 · Behavioral

Describe a situation in which you did not have all the information you needed to help a customer. What did you do?

What to listen for: Whether they look for the information actively, whether they manage the customer's wait and whether they avoid making up answers.

1 · Below expectations	3 · Meets expectations	5 · Outstanding
Improvised an answer or left the customer without follow-up.	Asked a colleague and replied later, without managing the wait.	Said what they knew and what they did not, agreed a deadline with the customer, found the answer and documented it for next time.

Score: ☐1 ☐2 ☐3 ☐4 ☐5

Evidence (verbatim phrases from the candidate):

Block 3 · Written and verbal communication (weight 20 %) · 8 minutes

Question 5 · Behavioral

Tell me about a time you had to explain something complicated (an invoice, a technical issue, a contract clause) to someone who did not understand it.

What to listen for: Whether they adapt their language to the listener, whether they check for understanding and whether they structure the explanation. The answer itself is also a sample of verbal communication.

1 · Below expectations	3 · Meets expectations	5 · Outstanding
Confusing explanation; does not adapt the language; does not check understanding.	Explains clearly but without verifying that the other person understood.	Uses an example or analogy, goes step by step, checks understanding and summarizes in writing afterwards.

Score: ☐1 ☐2 ☐3 ☐4 ☐5

Evidence (verbatim phrases from the candidate):

Question 6 · Situational

If you had to reply over chat to a customer who writes in all caps and is being rude, what would you write in your first message?

What to listen for: A professional tone without coldness, focus on the problem, clear boundaries if the behavior turns abusive.

1 · Below expectations	3 · Meets expectations	5 · Outstanding
Matches the customer's tone, or ignores the aggression and sets no boundaries when it is warranted.	A correct, neutral message focused on the problem.	Acknowledges the frustration, steers back to the problem with a concrete question and, if needed, sets a boundary politely.

Score: ☐1 ☐2 ☐3 ☐4 ☐5

Evidence (verbatim phrases from the candidate):

Block 4 · Working under pressure (weight 15 %) · 4 minutes

Question 7 · Behavioral

Describe the busiest day you can remember in a customer-facing job. How did you prioritize and how did you feel when it was over?

What to listen for: An explicit prioritization rule, management of their own emotions and recovery afterwards.

Probe: "what did you leave undone and why?".

1 · Below expectations	3 · Meets expectations	5 · Outstanding
Does not prioritize ("I just took things as they came") or describes freezing up with no recovery.	Prioritizes with some rule but does not explain how they handled the pressure.	A clear rule (urgency, impact, customer), asks for help when appropriate and describes how they recovered.

Score: ☐1 ☐2 ☐3 ☐4 ☐5

Evidence (verbatim phrases from the candidate):

Block 5 · Teamwork (weight 10 %) · 4 minutes

Question 8 · Behavioral

Tell me about a time a colleague made a mistake that affected your work with a customer.
What did you do?

What to listen for: Whether they fix first and discuss later, whether they speak to the colleague directly and whether they avoid assigning blame in front of the customer.

1 · Below expectations	3 · Meets expectations	5 · Outstanding
Blames the colleague in front of the customer or escalates without talking to them.	Resolves it with the customer and mentions it to the colleague, nothing more.	Resolves it, talks to the colleague privately and proposes something so it does not happen again.

Score: ☐1 ☐2 ☐3 ☐4 ☐5

Evidence (verbatim phrases from the candidate):

Close (8 minutes) and result

Candidate's questions, next steps and timelines. Complete the table before opening the next interview.

Competency	Weight	Average score	Weighted (average × weight)
Customer focus	30 %		
Problem solving	25 %		
Written and verbal communication	20 %		
Working under pressure	15 %		
Teamwork	10 %		
Total out of 5	100 %		

Recommendation (advance / do not advance) and point to explore in the next stage:

Bank of 20 extra questions by competency

For when you move on to another opening or need a backup question. Each one needs its own 1 to 5 rating scale before it is used in a structured interview.

Customer focus

- Tell me about the last time you did something for a customer that was not part of your job.
- Describe a situation in which you had to deliver bad news to a customer. How did you prepare for it?
- What would you do if you noticed a colleague giving a customer incorrect information?
- Tell me about a customer you won back after a bad experience.

Problem solving

- Tell me about a decision you made with incomplete information. How did you make it and what happened?
- Describe a process you improved on your own initiative. How did you measure the improvement?
- If a tool you use every day stops working in the middle of your shift, what do you do in the first ten minutes?
- Tell me about a mistake of yours that affected a customer. How did you fix it?

Written and verbal communication

- Describe a written message you had to draft with special care. What did you take into account?
- Tell me about a time a misunderstanding came from something you wrote or said. What did you change afterwards?
- If you have to summarize a twenty-minute call about an issue in three lines for your supervisor, what do you include?
- How do you adjust the way you speak when the customer is in a hurry?

Working under pressure

- Tell me about a situation in which you received unfair criticism. How did you react in the moment and afterwards?
- Describe how you organize your day when the workload is more than you can handle.
- What do you do to switch off after an especially hard day?
- Imagine two supervisors ask you for urgent and contradictory things. What do you do?

Teamwork

- Tell me about a time you helped a colleague even though it delayed your own work.
- Describe a disagreement with a colleague about how to handle a customer. How did you resolve it?
- What information do you hand over to the next shift when yours ends, and how?
- Tell me about something you learned from a colleague that you now apply every day.

Rules that keep the interview structured

Structured interview script · voicit.com · Voicit records the interview, transcribes it and fills in this scorecard with the evidence for each competency.

- The same questions, in the same order, for every candidate for the role.
- Planned probes (“and what exactly did you do?”, “how did it end?”); no new improvised questions.
- Score on the spot, question by question, with the anchors in front of you.
- Verbatim evidence, not impressions.
- If there are several interviewers, each one scores separately before discussing.
- Review the rating scale after the first five or six interviews: replace the questions that do not discriminate and the anchors that are interpreted differently.