

Deputy Company Secretary Interview Guide

Introduction

Recruiting the right Deputy Company Secretary requires assessing both strong technical governance knowledge and the ability to operate confidently with boards, committees and senior stakeholders.

The role often combines hands-on governance responsibilities with greater ownership of board support, regulatory and statutory matters, team leadership and the ability to deputise for the Company Secretary when required.

This interview guide has been designed to help employers identify candidates with the experience, judgement and leadership capability needed to succeed as a Deputy Company Secretary.

The questions can be adapted to suit organisations of different sizes, sectors and governance frameworks.

Technical Knowledge

1. Can you describe your experience supporting boards and committees at a senior level?

What to look for:

- Experience managing board and committee processes, advising senior stakeholders and taking ownership of governance activity.

2. What experience do you have overseeing statutory filings, registers and company records?

What to look for:

- Strong knowledge of Companies House filings, statutory registers, entity management and appropriate governance controls.

3. What governance frameworks or regulatory requirements have you worked with?

What to look for:

- Relevant exposure to corporate governance requirements, internal governance frameworks or sector-specific regulation.

4. How do you keep your company secretarial and governance knowledge up to date?

What to look for:

- Professional development, CGI study or membership, governance publications and active learning.

Governance & Board Support

5. How do you ensure effective board and committee support across a governance function?

What to look for:

- Strong planning, quality control, coordination with contributors and the ability to maintain consistently high governance standards.

6. What approach do you take to producing accurate and useful meeting minutes?

What to look for:

- Ability to identify key decisions, actions and discussion points while maintaining an appropriate level of detail.

7. How would you handle a board paper or governance document that was incomplete or submitted late?

What to look for:

- Practical judgement, communication with the relevant stakeholder and appropriate escalation where necessary.

8. How do you protect confidential or sensitive governance information?

What to look for:

- Discretion, secure handling of information and an understanding of professional confidentiality.

Stakeholder Management & Organisation

9. Tell us about a time you had to manage a difficult or demanding stakeholder.

What to look for:

- Professional communication, diplomacy and the ability to maintain constructive relationships.

10. How do you prioritise when several governance deadlines fall at the same time?

What to look for:

- Organisation, planning, understanding of priority and willingness to escalate competing demands where appropriate.

11. What experience do you have managing or developing members of a company secretarial or governance team?

What to look for:

- Leadership, delegation, coaching, quality assurance and the ability to develop less experienced colleagues.

12. How do you build effective working relationships with senior colleagues and directors?

What to look for:

- Professionalism, reliability, confidence and an understanding of stakeholder needs.

Scenario-Based Questions

13. A board paper raises a governance issue that has not been properly addressed. What would you do?

What to look for:

- Confidence to challenge appropriately, sound judgement, clear escalation and a focus on ensuring the board receives complete and reliable information.

14. A senior stakeholder asks you to bypass an established governance process to meet a deadline. How would you respond?

What to look for:

- Integrity, judgement, confidence to challenge and an understanding of when escalation is appropriate.

15. You identify that a statutory filing or governance action may have been missed. What would you do?

What to look for:

- Immediate investigation, appropriate escalation, corrective action and consideration of how recurrence could be prevented.

Closing Questions

16. What do you believe makes an effective Deputy Company Secretary?

What to look for:

- Strong governance expertise, sound judgement, leadership, communication skills and the ability to operate confidently with senior stakeholders.

17. How do you decide which governance matters to handle independently and which should be escalated to the Company Secretary?

What to look for:

- Mature judgement, understanding of accountability, appropriate escalation and confidence operating with autonomy.

18. Why are you interested in this Deputy Company Secretary role?

What to look for:

- Motivation, preparation and understanding of the opportunity.

19. What questions do you have for us?

What to look for:

- Thoughtful questions about the governance function, responsibilities, development opportunities and organisational culture.

Candidate:

Position:

Interview Date:

Interviewer:

Interview Assessment Checklist

Following the interview, consider whether the candidate demonstrated:

- ☐ Strong governance knowledge
- ☐ Senior board and committee experience
- ☐ Statutory and regulatory expertise
- ☐ Excellent communication skills
- ☐ Strong organisational skills
- ☐ Sound professional judgement
- ☐ Leadership and team management capability
- ☐ High levels of integrity
- ☐ Ability to influence senior stakeholders
- ☐ Ability to deputise for the Company Secretary

Overall Recommendation

- ☐ Strong Hire
- ☐ Hire
- ☐ Hold
- ☐ Do Not Hire

Overall Comments