

Governance Manager Interview Guide

Introduction

Recruiting the right Governance Manager requires assessing strong governance knowledge alongside the ability to manage processes, support senior stakeholders and maintain effective governance standards across an organisation.

The role often combines hands-on governance responsibilities with ownership of policies, reporting, board or committee support, regulatory requirements and the development of governance processes and controls.

This interview guide has been designed to help employers identify candidates with the experience, judgement and organisational capability needed to succeed as a Governance Manager.

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

Technical Knowledge

1. Can you describe your experience managing governance processes or frameworks within an organisation?

What to look for:

- Experience coordinating governance activity, maintaining frameworks and taking ownership of governance processes.

2. How do you ensure governance policies, controls and procedures remain effective and up to date?

What to look for:

- Structured review processes, clear ownership, appropriate controls and an understanding of how governance requirements change over time.

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 governance and regulatory 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. How do you ensure governance reports, committee papers and other governance information are accurate and useful?

What to look for:

- Strong quality control, attention to detail and an understanding of what decision-makers need from governance information.

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 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 an important governance control or required action has not been completed. What would you do?

What to look for:

- Investigation of the issue, assessment of any risk, appropriate escalation, corrective action and consideration of how recurrence could be prevented.

Closing Questions

16. What do you believe makes an effective Governance Manager?

What to look for:

- Strong governance knowledge, sound judgement, organisation, communication skills and the ability to influence stakeholders.

17. How do you decide which governance issues to resolve independently and which require senior escalation?

What to look for:

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

18. Why are you interested in this Governance Manager 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 support experience
- ☐ Governance framework and regulatory knowledge
- ☐ Excellent communication skills
- ☐ Strong organisational skills
- ☐ Sound professional judgement
- ☐ Leadership and team management capability
- ☐ High levels of integrity
- ☐ Ability to influence senior stakeholders
- ☐ Governance process and control improvement experience

Overall Recommendation

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

Overall Comments